



# **MSME Umbrella Programme**

## **Policies and Programmes**

### **Volume II**

#### **HR Profiling, Training Need Assessment and Training Cell**

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- **Human Resources Profiling Survey of O/o DC-MSME and its field institutes- Insights**
- **Training Needs Analysis Report (Abridged version)**
- **Training Needs Analysis Report (Full version)**
- **Training (Learning & Development) Cell Design**



# Human Resources Profiling Survey- Insights

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GIZ | December, 2013

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## Introduction

The Office of DC MSME, Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) have launched the 'Capacity Building' initiative in partnership with Aon Hewitt under the "MSME Policies and Programs" component of the MSME Umbrella Program.

A detailed Human Resources Profiling survey was conducted as a part of that 'Capacity Building' initiative to gather data about the employees working within Development Institutes and Branch Development Institutes, Testing Centers and Testing Stations, and the Office of the Development Commissioner. The data collected covers details such as age, gender, education, work experience, training requirements etc across the different functions within these institutes.

Three waves of surveys were launched between 5<sup>th</sup> June, 2013 and 24<sup>th</sup> July, 2013 to cover all the institutes. This data was then validated by Directors of each of the respective institutes. The table below captures details of the coverage, response rate and validation for each of the institutes. This data (including both validated and non-validated data) has been used to do analysis and draw insights in subsequent sections of this report.

S.No.	Institute Type	No. of Institutes covered	No. of Employees invited	No. of Employees responded	No. of Employees whose data has been validated
1	DI/Br. DI/ NC	58	445	392 (88%)	244 (55%)
2	TC/TS	10	59	51 (86%)	28 (47%)
3	Head Office	1	76	50 (66%)	0 (0%)
	<b>TOTAL</b>	<b>70</b>	<b>580</b>	<b>493 (85%)</b>	<b>272 (55%)</b>

The report has been divided into three sections for each of the institute types—DIs/ Branch DIs, Testing Centers/ Testing Stations and the Office of DC. Each section begins with an Executive Summary, followed by the presentation of the data, organized into demographic information, education and experience, and trainings. For each topic, all the relevant graphs have been presented, along with the important highlights and insights based on the data.

## Acronyms and Abbreviations

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AD Grade I	Assistant Director Grade I
AD Grade II	Assistant Director Grade II
DI	Development Institute
Branch DI	Branch Development Institute
GIZ	Gesellschaft für Internationale Zusammenarbeit
IA	Industrial Advisor
MoMSME	Ministry of Micro Small and Medium Enterprises
Office of DC	Office of the Development Commissioner
TC	Testing Center
TS	Testing Station



# 1. Insights from HR Profiling Survey for Development Institutes/ Branch Development Institutes

# 1. Insights from HR Profiling Survey for Development Institutes/ Branch Development Institutes

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## **1.1 Executive Summary**

A total of 58 Development Institutes or Branch Development Institutes were covered in the survey, with 392 employees responding. Below is the executive summary of the findings, after which each question is examined individually.

### **Demographic Details**

The distribution of employees in DIs across different designations is not pyramidal in nature, with fewer employees in junior designations than in more senior designations. For instance, there are almost six times more Assistant Director Grade IIs as Investigators. Additionally, while many respondents have 1 direct report, some have over 12.

Individuals are not equally distributed across departments, with most people being aligned to the Technical Services Department.

Finally, the gender distribution within the MoMSME is very skewed, with only 18 female respondents of the 392. The age distribution is also skewed, with two thirds of employees being over 45 years of age. This age distribution has implications for how the MoMSME should plan for the coming years, as many members of the workforce will retire within a few years of one another.

### **Education, Work Experience and Tenure**

The distribution of educational qualifications across the MoMSME is as expected, with 92% respondents having at least a Bachelor's degree. The remaining 8% also have done at least one certification program.

Only 10% of respondents have less than 10 years of work experience, which means that the vast majority of employees have been in the workforce for many years and there are few employees from newer generations, which could have separate implications in terms of familiarity with technology, for instance. Additionally, many investigators have over 10 years of experience but are still at the Investigator level. With little growth over their careers, it is possible that they are disengaged and dissatisfied at work, which will cause performance to suffer.\*

These individuals with a lot of experience but little growth should be developed and utilized as efficiently as possible; as the top leadership retires, a lot of talent will be lost, and these individuals with the relevant experience should ideally be the ones to fill their places.

When considering respondents' tenures, the results show that for 16% of respondents, their entire work careers have been at the MoMSME, with no work experience at any other organization, and almost 40% of respondents have worked at the MoMSME for over 20 years. All Directors have been working for the MoMSME for at least 10 years, which means that all of them have grown within the system. This would suggest that they have a wealth of experience and knowledge about the MoMSME, which would be invaluable for a Director. However, this could also suggest that they are less open to change and to new ways of working.

Across line activities, 22% of respondents are not experts in any activity, which is not ideal. Within different areas of industry experience, 43% of respondents are not experts in any industry, with 7% having no experience in any industry. Similarly, for technical and functional experience, 42% of

respondents are not experts in any area, and 5% have no experience in any area. Ideally, all employees should be experts in at least one line activity, one industry and one technical or functional skill and have some experience in any one of them. This might be linked to the lack of career progression for many employees and to the lack of trainings attended; perhaps this lack of experience and lack of opportunity to develop the necessary skills is the reason behind career stagnation.

However, it is possible that the areas in which respondents have expertise were not listed. Therefore, respondents were also asked an open-ended question on line activities in which they have significant expertise, beyond those specifically mentioned. Several line activities were mentioned by multiple respondents, such as 'Quality', 'Entrepreneurship development', 'Development of women entrepreneurs', 'Management development programs', 'Technical consultancy' and 'Report writing'.

When asked about additional industry sectors in which they have significant expertise, once again there were several items repeated by multiple respondents, including 'IT', 'Detergent', 'Metal finishing', 'Weaving/ knitting' and 'Essential oils'. Finally, the additional technical and functional areas in which respondents have significant experience include 'IPR', 'Quality control' and 'Report writing'. All of these trends are very positive, and these skills should be leveraged within DIs and Branch DIs.

### **Trainings & Exposure Visits**

Since 2008, only 23% of respondents have attended more than two training sessions, and 94% of employees have not gone for an exposure visit. Also, 82% of Directors and Deputy Directors have not been on an exposure visit since 2008; it is essential for the leadership to know the best practices of the industry so they can ensure their own DIs/ Branch DIs are following these. Exposure visits were also rated by employees as the most useful form of training, so these should be increased as far as possible. Most respondents (94%) know about the training programs run by their organization, however as discussed above, the number of training programs attended is very low.

Across the different departments, different areas have been highlighted as being high priority for trainings, which will be taken into account when training programs are determined for MoMSME employees. Within behavioral competencies specifically, many were rated as high priority. The competencies that were rated as highest priority by Directors and Deputy Directors, such as leadership, are critical for their leadership positions and should be addressed on priority.

#### **Please note:**

- *In some cases, the percentages in graphs may add up to 101. This is due to rounding of decimal places.*

*\* Based on the recent analysis on all the companies who have done an employee engagement survey with us. Most of the organizations have career opportunities as one of the top 3 opportunity areas to improve employee engagement.*

## 1.2 Demographic Details

### 1.2.1 Number of Employees

Figure 1.2.1a: Department- Overall (Absolute)

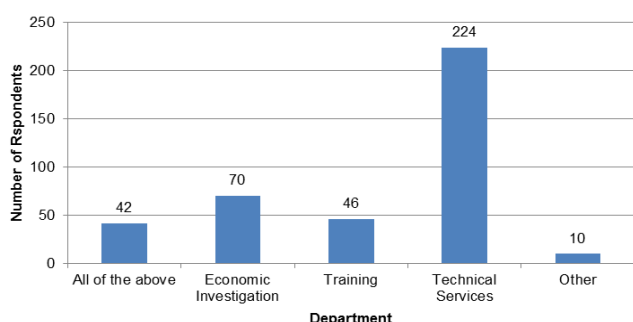


Figure 1.2.1b: Department- Overall (Absolute)

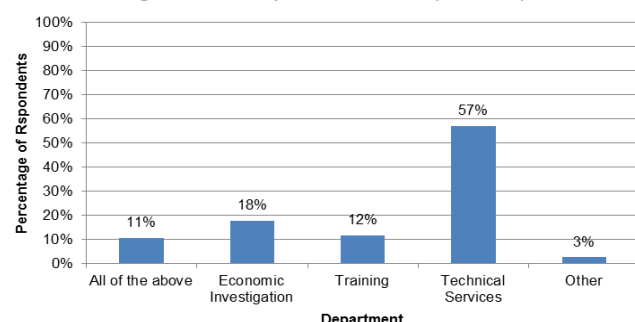


Figure 1.2.1c: Designation- Overall (Absolute)

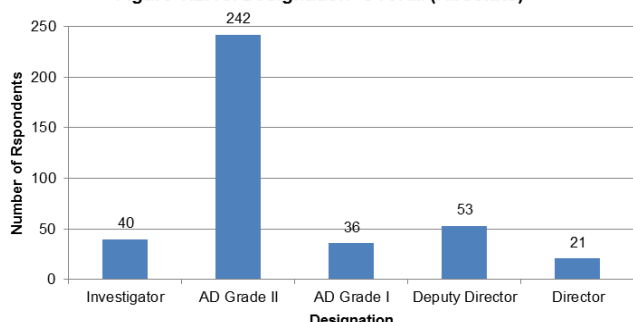


Figure 1.2.1d: Designation- Overall (Absolute)

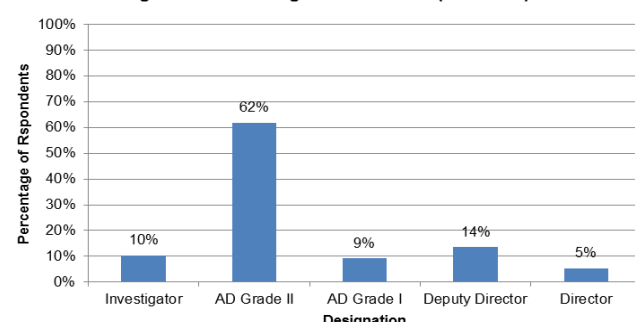


Figure 1.2.1e: Number of People in Each DI/ Branch DI (Absolute)

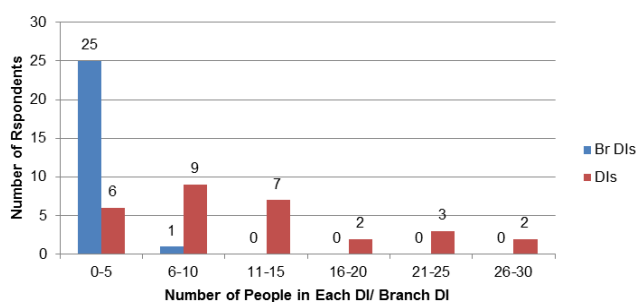
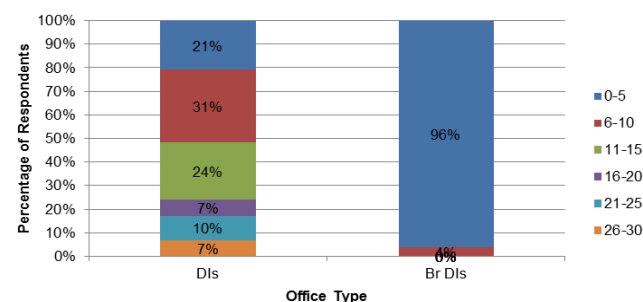


Figure 1.2.1f: Number of People in Each DI/ Branch DI (Percentage)



#### Key Highlights from Data:

- There are only 40 Investigators, while there 242 Assistant Director Grade IIs and 53 Deputy Directors
- There are also fewer Assistant Director Grade Is (36) than Deputy Directors (53)
- Of the 392 employees, 224 (57%) are in the Technical Services Department, 70 (18%) are in Economic Investigation, 46 (12%) are in Training, 10 (3%) are in Other and 42 (11%) are All of the Above (Heads of Institute)

#### What this Means:

- The structure is not a balanced pyramid, as it should aim to be. There is a need to re-look at the number of people in each of the hierarchy levels
- Despite most of the employees are aligned to technical services, they are doing training related activities (please refer section 1.3.4). Thus, there seems to be mismatch between what employees are supposed to do as per the job description and what they are actually doing.

## 1.2.2 Age

Figure 1.2.2a: Age Overall

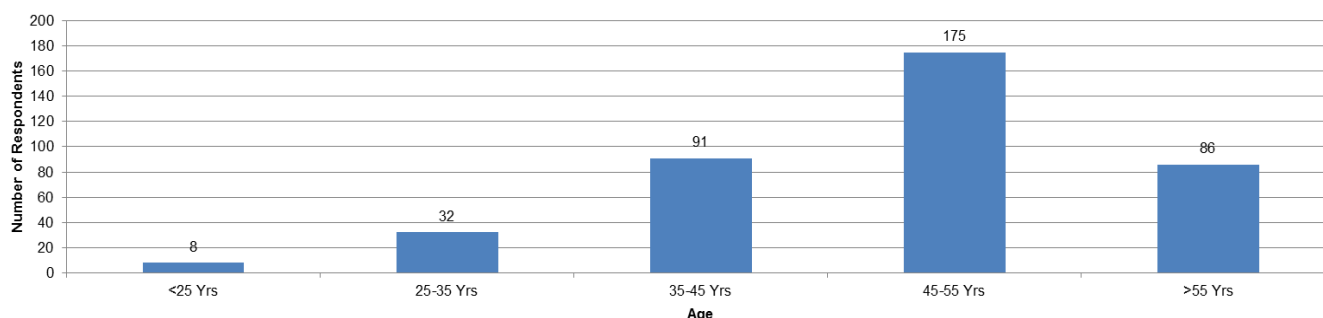


Figure 1.2.2b: Department-Overall (Absolute)

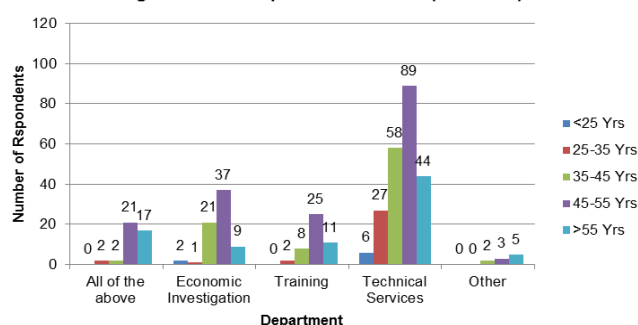


Figure 1.2.2c: Department-Overall (Percentage)

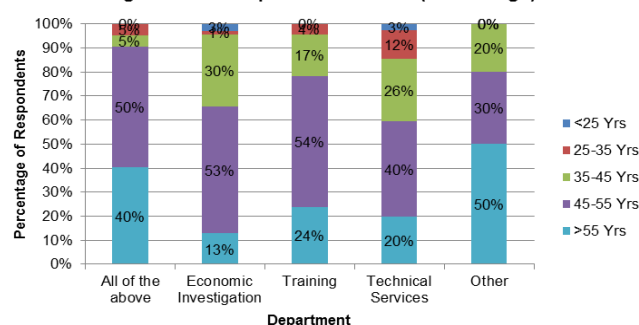


Figure 1.2.2d: Designation-Overall (Absolute)

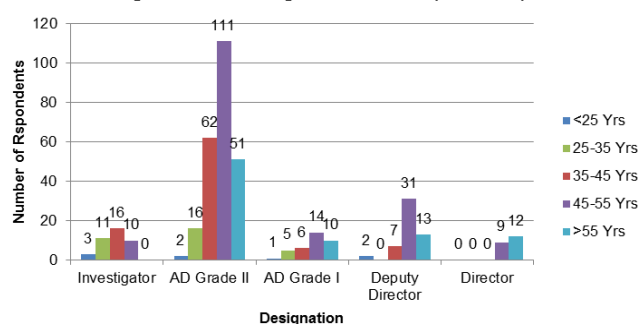
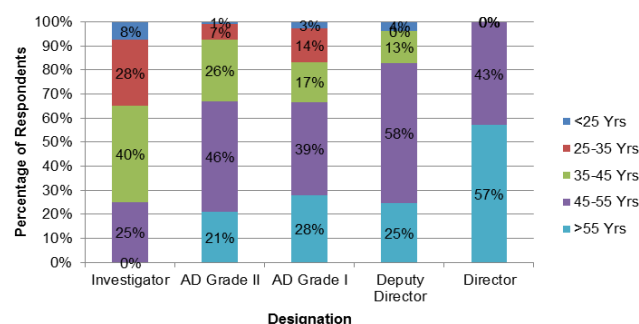


Figure 1.2.2e: Designation-Overall (Percentage)



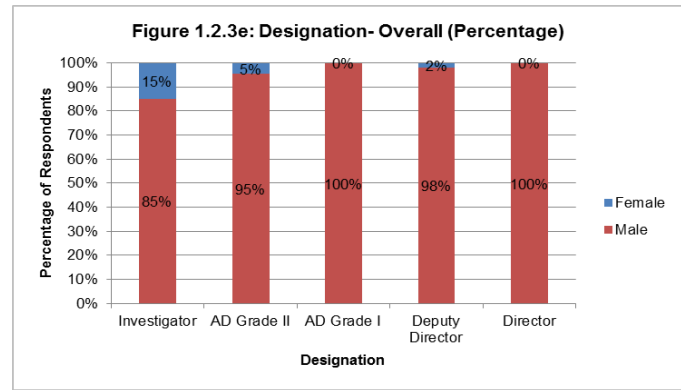
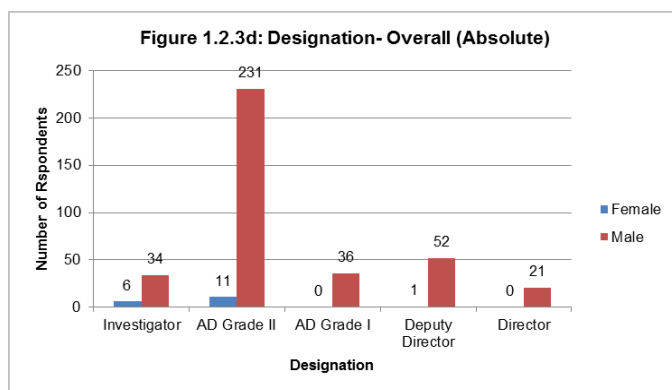
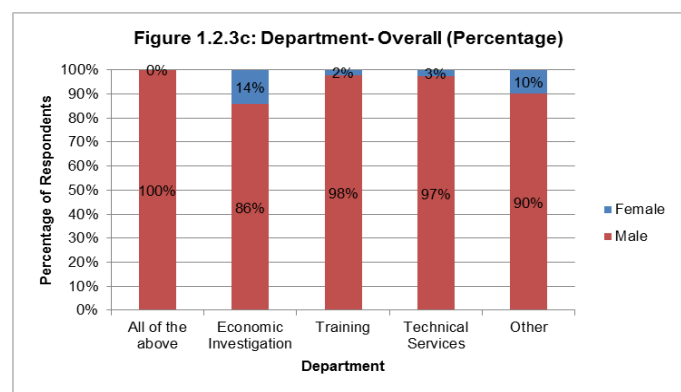
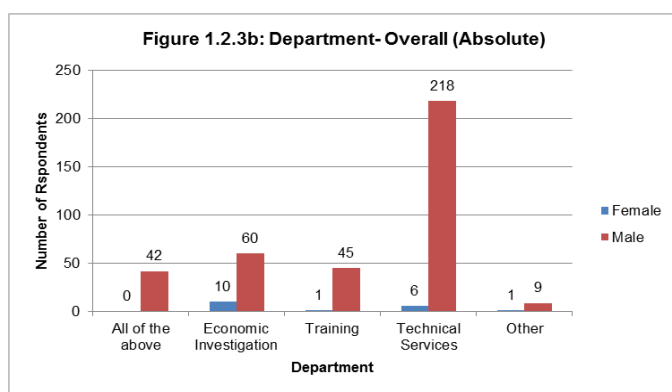
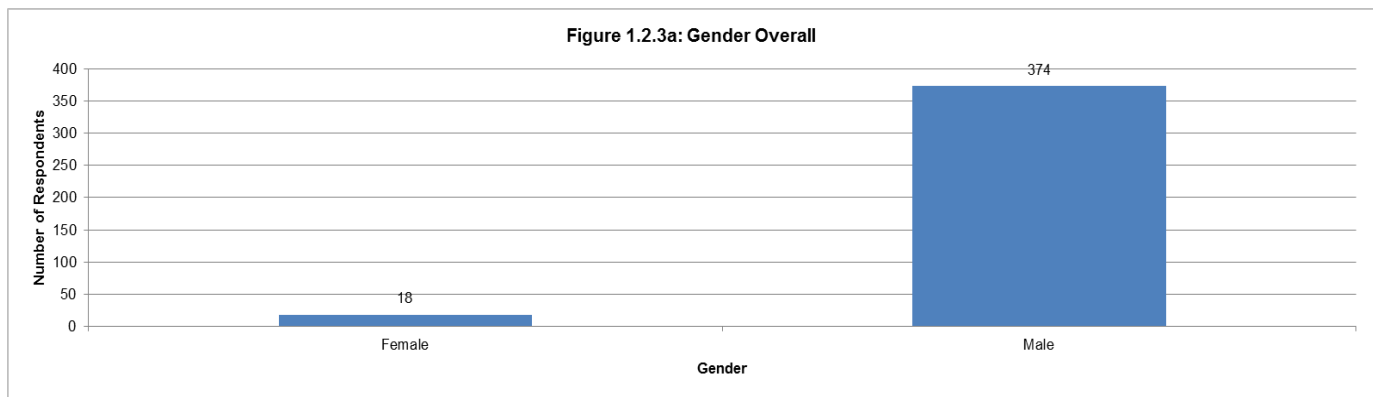
### Key Highlights from Data:

- 86 respondents (22%) are over 55 years of age, and 261 respondents (67%) are over 45 years of age
- Within the Training Department, 36 respondents (78% of the department) are over 45 years of age
- 44 Deputy Directors (83% of the level) and all Directors are over 45 years of age. This means that 88% of the top two bands are over 45

### What this Means:

- A large portion of the DI/ Branch DI workforce will be retiring more or less at the same time or within a short time span in the coming years
- Succession plans should be put in place to prepare for this, particularly within the Training Department
- This can be linked to re-structuring the DIs/ Branch DIs to make it a pyramid structure, with those at lower levels being groomed to succeed the Directors and Deputy Directors when they retire

### 1.2.3 Gender



#### Key Highlights from Data:

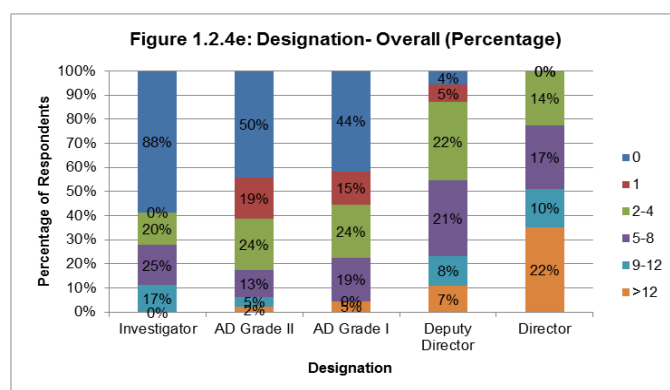
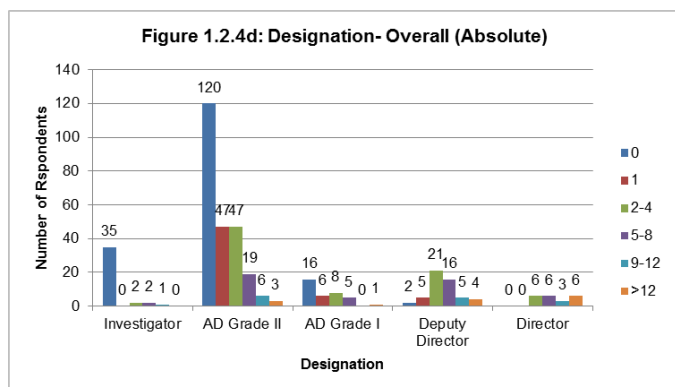
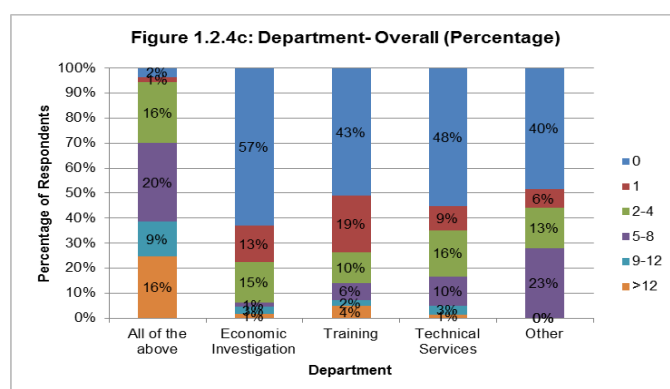
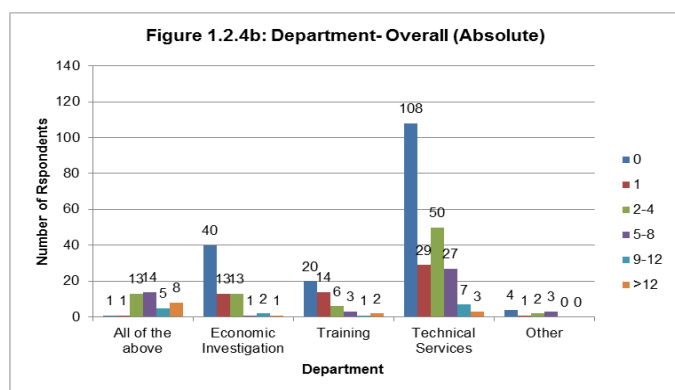
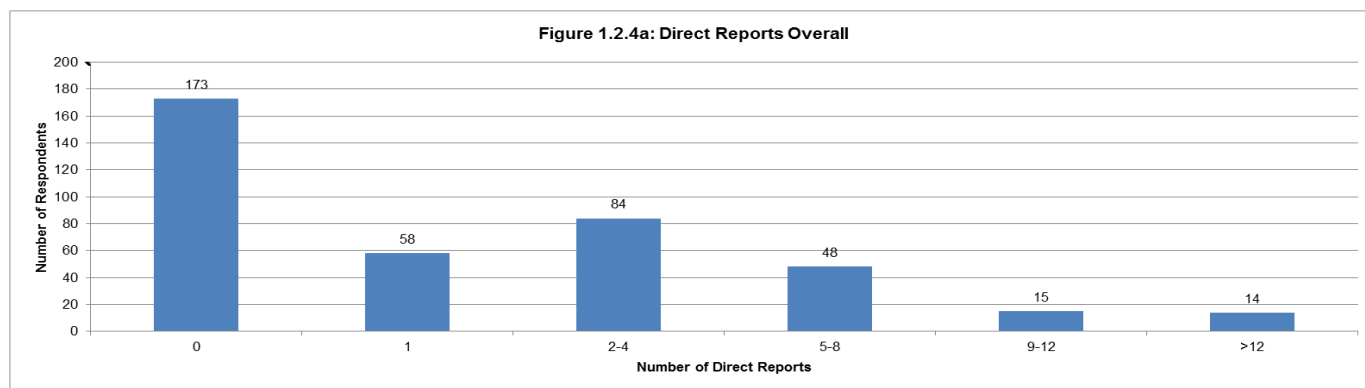
- Only 18 employees (5%) across all DIs and Branch DIs are female
- No Directors are female and only 1 Deputy Director (2% of the level) is female
- The Economic Investigation Department has the highest percentage of females, with 10 women in this department (14% of the department)
- 40 of the DIs/ Branch DIs (74%) are 100% male

#### What this Means:

- The gender ratio is skewed, with many more men than women across all designations and departments. This might want to be taken into consideration in case corrective action is to be taken



## 1.2.4 Direct Reports



### Key Highlights from Data:

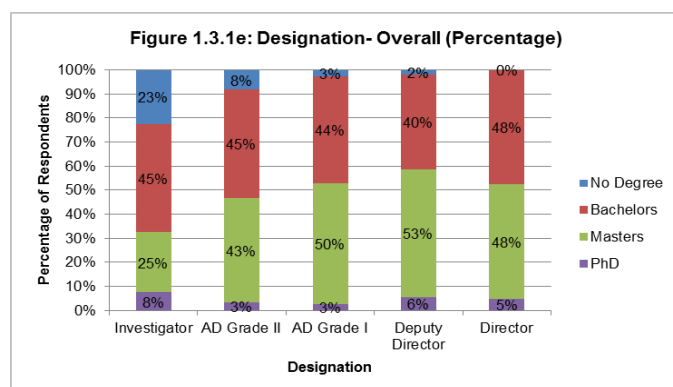
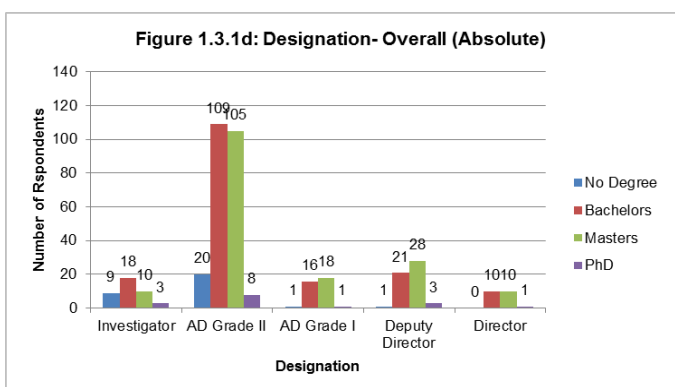
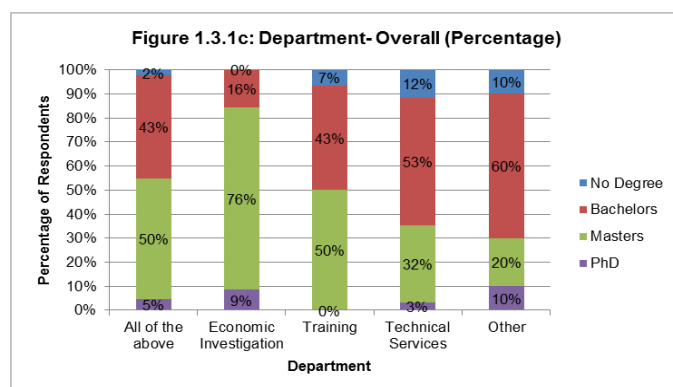
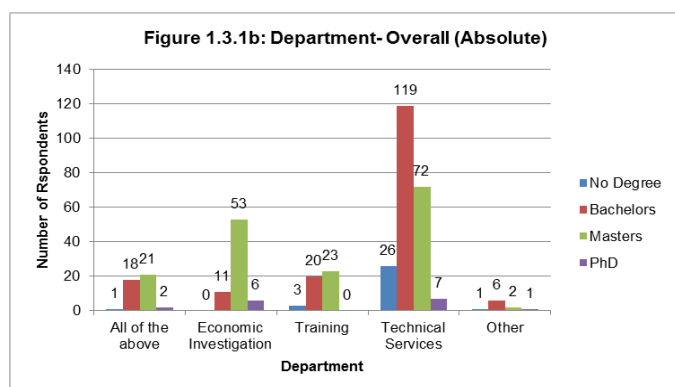
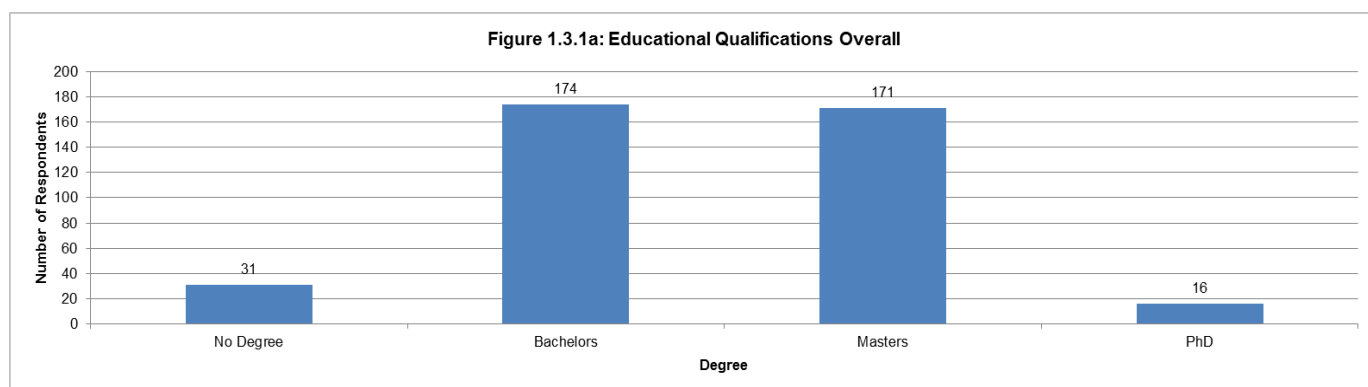
- 219 respondents (56%) said that they have direct reports
- Of those with direct reports:
  - 58 respondents (26%) said that they only have 1 direct report
  - 29 respondents (13%) said that they have 9 or more direct reports

### What this Means:

- The reporting structure should be re-evaluated to have optimum span of control

## 1.3 Education, Work Experience, Tenure

### 1.3.1 Education Qualifications



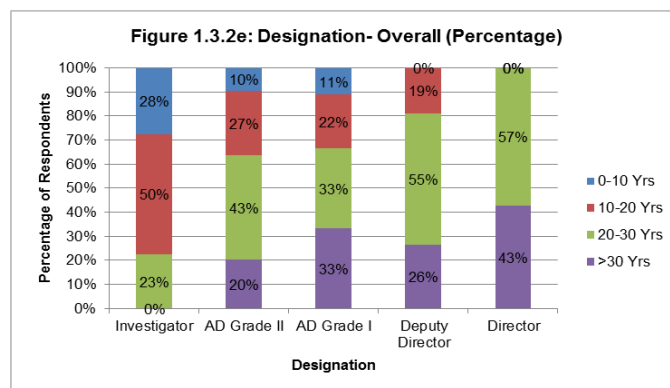
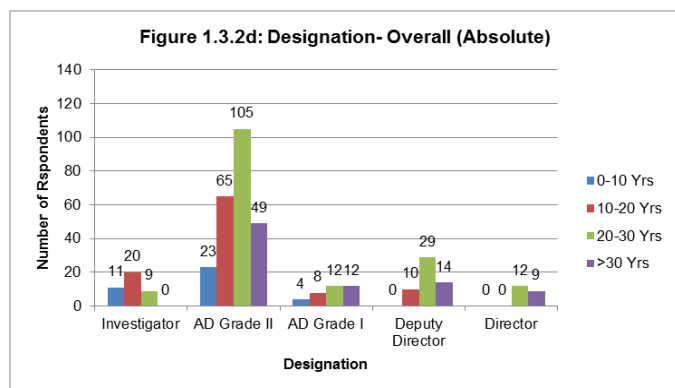
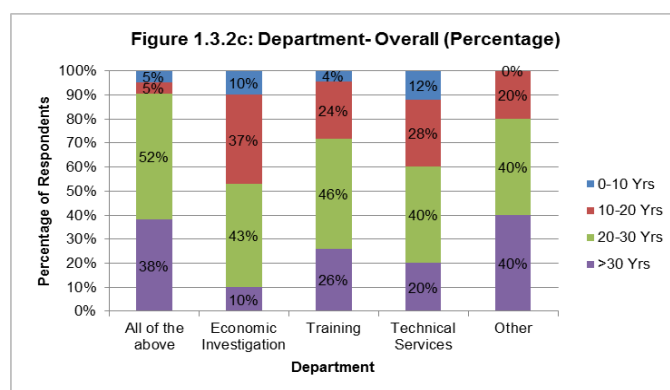
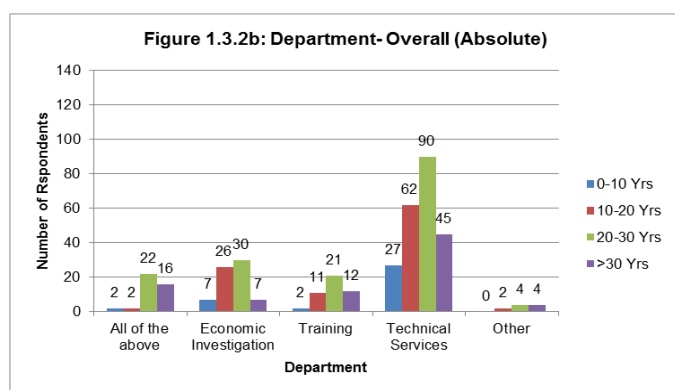
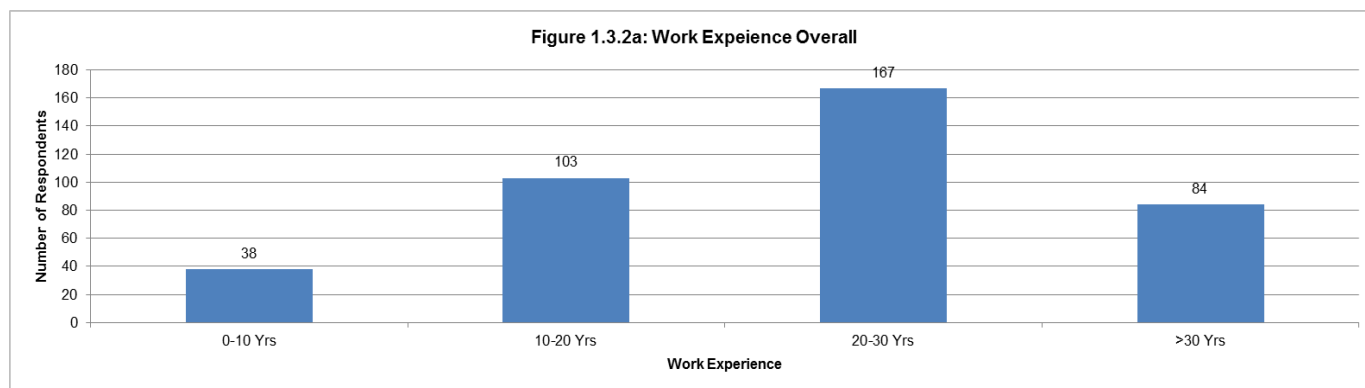
#### Key Highlights from Data:

- There are 31 people (8%) without any Bachelor's degree, Master's degree or PhD, but all of them have professional certifications
- The percentage of people without a Bachelor's degree in each designation decreases as the seniority within the organization increases
- From Assistant Director Grade II and above, around 50% of people at each designation have at least a Master's Degree

#### What this Means:

- DI and Branch DI employees are highly qualified with most of them having at least a Bachelor's degree

### 1.3.2 Work Experience



#### Key Highlights from Data:

- 38 respondents (10%) have under 10 years of experience
- 29 Investigators (73% of the level) have over 10 years of experience
- All Directors have at least 20 years of experience
- A larger percentage of Assistant Director Grade Is than Deputy Directors has over 30 years of experience (33% of Assistant Director Grade Is and 26% of Deputy Directors)

#### What this Means:

- As the number of years of work experience increases, individuals should progress within the organization, which does not appear to be the case. Stagnation in individuals' careers could also lead to disengagement and dissatisfaction at work
- With so few people who have entered the DI/ Branch DI workforce within the last 10 years (linked to the skewed age distribution), when the older employees start to retire, there might be a talent gap with few new entrants who can take their places

### 1.3.3 Tenure

Figure 1.3.3a: Tenure Overall

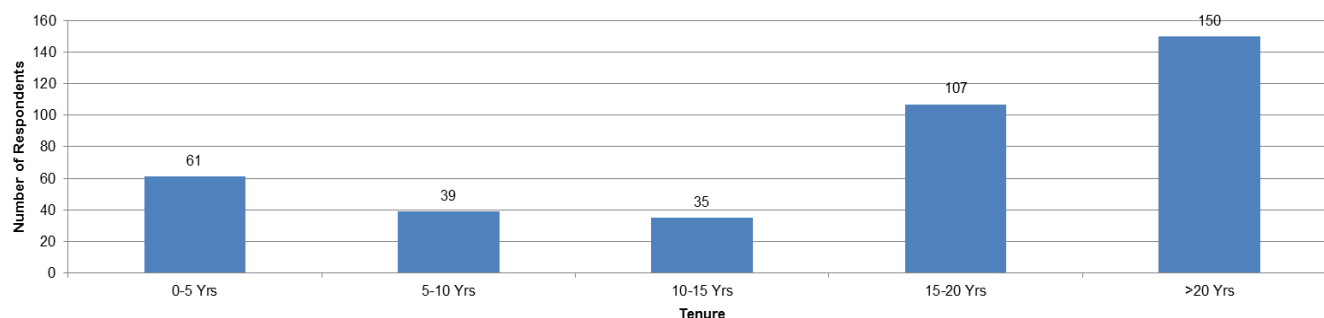


Figure 1.3.3b: Department-Overall (Absolute)

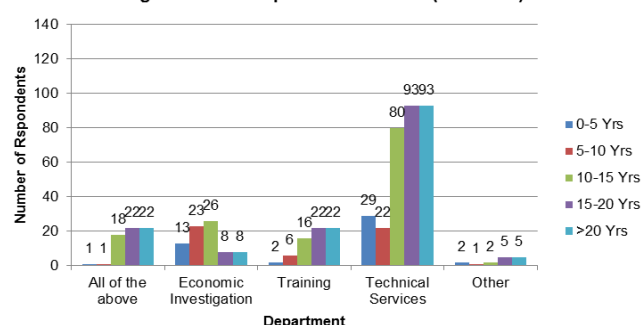


Figure 1.3.3c: Department-Overall (Percentage)

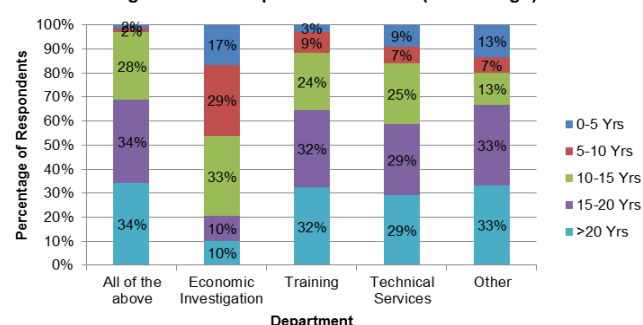


Figure 1.3.3d: Designation-Overall (Absolute)

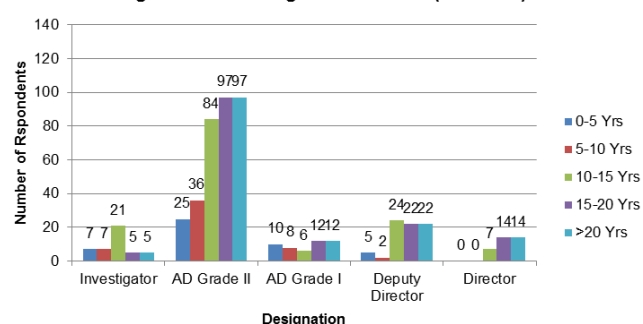
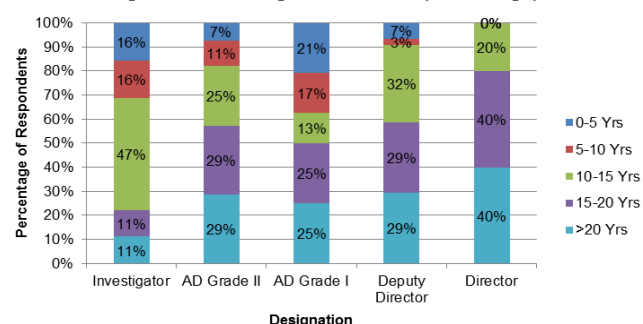


Figure 1.3.3e: Designation-Overall (Percentage)



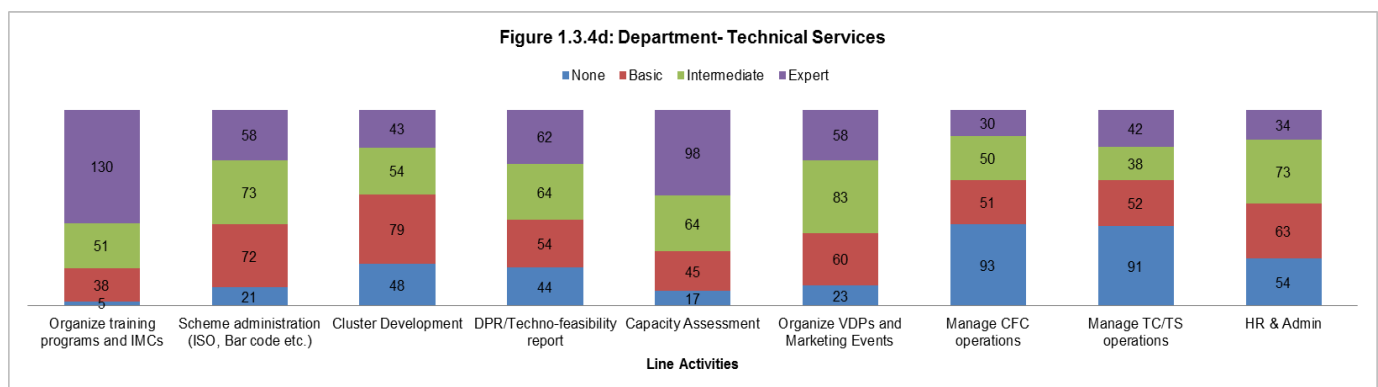
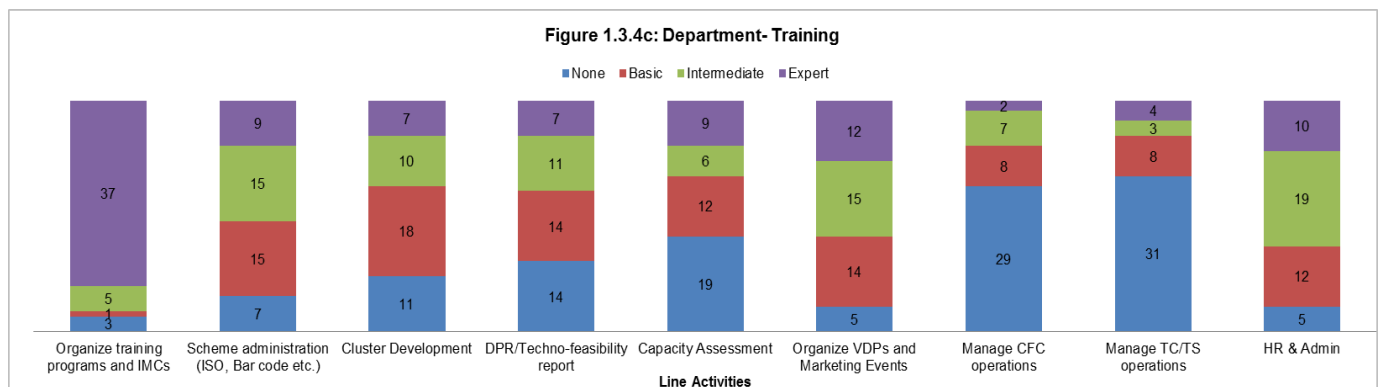
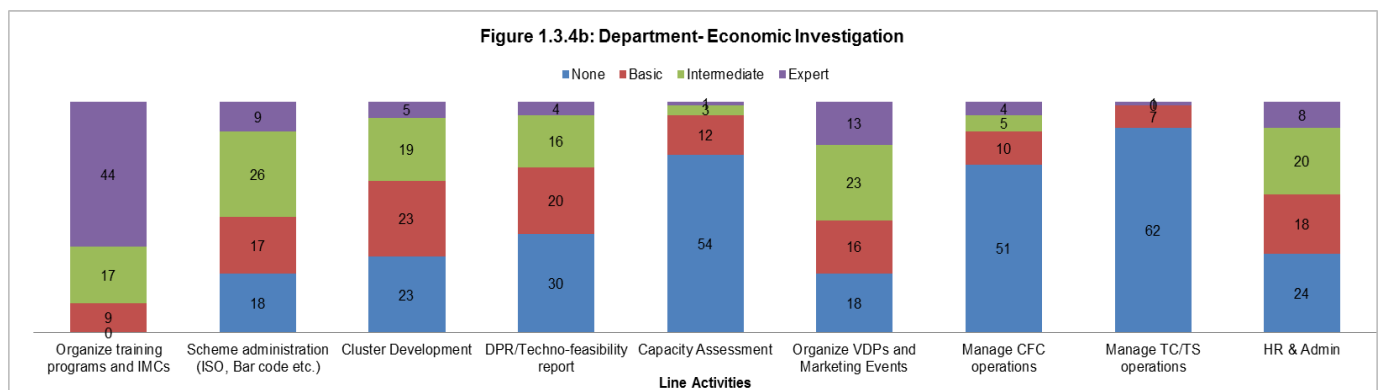
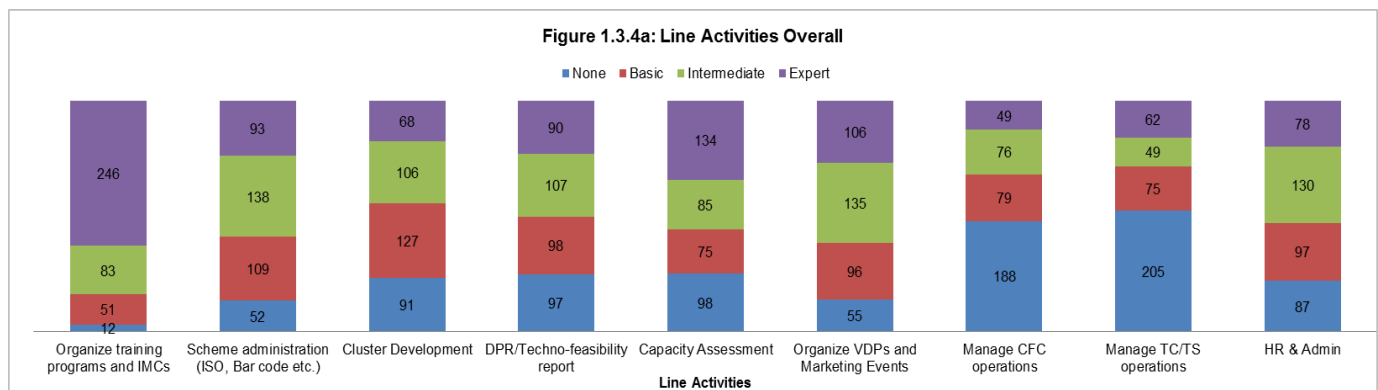
#### Key Highlights from Data:

- 150 respondents (38%) have worked for the MoMSME for over 20 years
- 63 respondents (16%) have only ever worked at the MoMSME (i.e. MoMSME tenure is the same as total work experience)
- 23 Investigators (58% of the level) and 160 Assistant Director Grade IIs (66% of the level) have been working for the MoMSME for at least 15 years
- All directors have been working for the MoMSME for at least 10 years

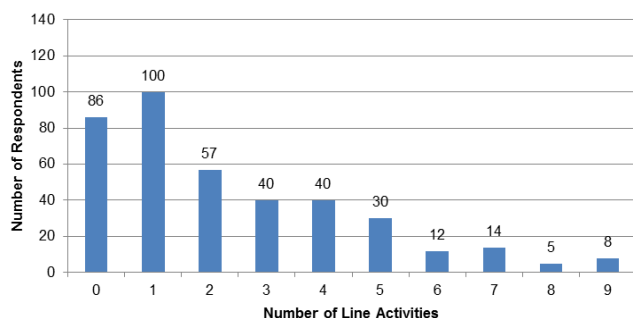
#### What this Means:

- Careers of some of the employees have been stagnant for many years- they have been working at the MoMSME for many years with little growth
- All Directors have grown within the system. While this can be positive, as they have a wealth of experience, it also means that the likelihood of challenging the status quo is lower

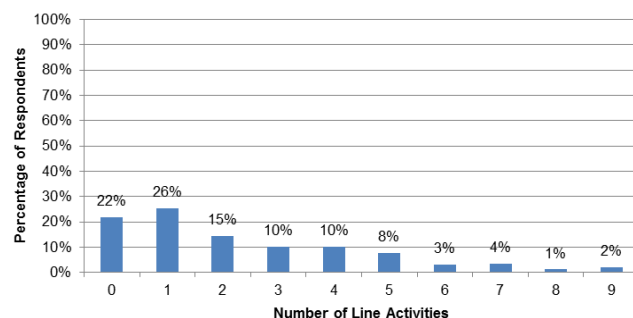
### 1.3.4 Line Activities



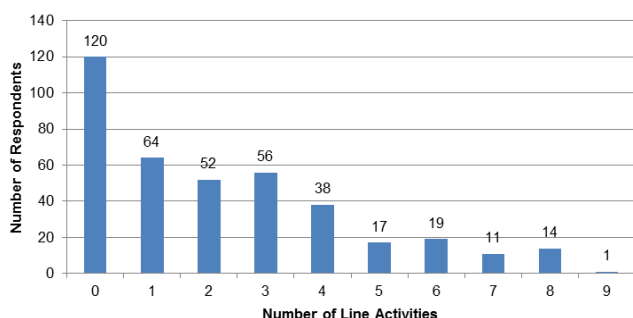
**Figure 1.3.4e: Line Activities - Experts (Absolute)**



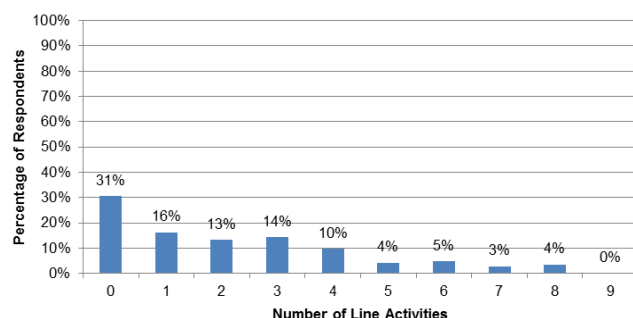
**Figure 1.3.4f: Line Activities - Experts (Percentage)**



**Figure 1.3.4g: Line Activities - No Experience (Absolute)**



**Figure 1.3.4h: Line Activities - No Experience (Percentage)**



### Key Highlights from Data:

- In certain DI/s Branch DIs, particularly those with very few people, few skills are present at the expert level
- 306 respondents are experts in at least 1 activity, which means that 86 are not experts in any activity. 8 respondents are experts in all activities
- 1 respondent has no experience in any activity
- The three areas with the most number of experts are: Organize training programs and IMCs, Capacity assessment and Organize VDPs and marketing events
- The three areas with the most amount of people with no experience are: Manage TC/TS operations, Manage CFC operations and Capacity assessments
  - Note: Capacity Assessment has both the most number of experts and the most number of people with no experience
- Across all departments and designations, Managing CFC operations and Managing TC/TS operations consistently have more people saying they have no experience than any other activity

### What this Means:

- Most of the employees are experts in Organizing training programs and IMCs across all departments. This is in line with Deloitte's observation that there is a disproportionate focus on training. This indicates that job activities are not in line with employees' departments and job descriptions
- All DIs/ Branch DIs should have some employees who are experts in at least some line activities. Those without an area of expertise should work towards developing expert-level skills in one or more areas

### 1.3.5 Industry Experience

Figure 1.3.5a: Industry Experience Overall

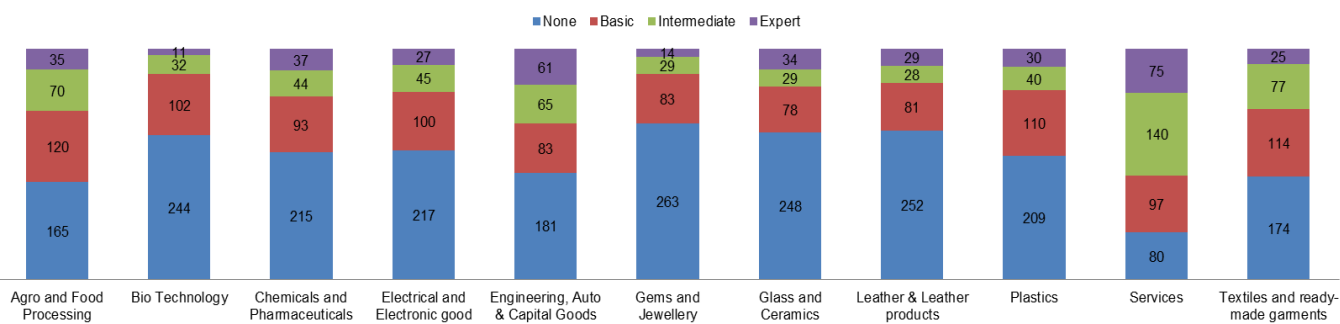


Figure 1.3.5b: Designation - Director and Deputy Director

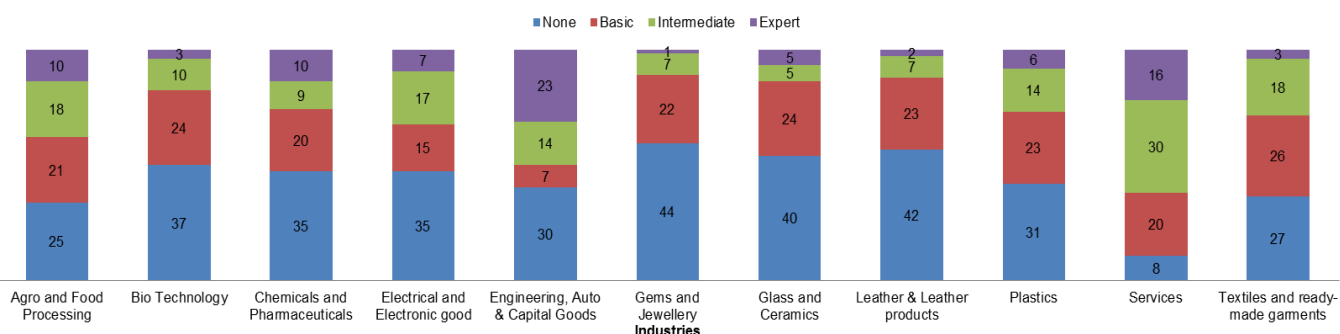


Figure 1.3.5c: Designation - AD Grade I and AD Grade II

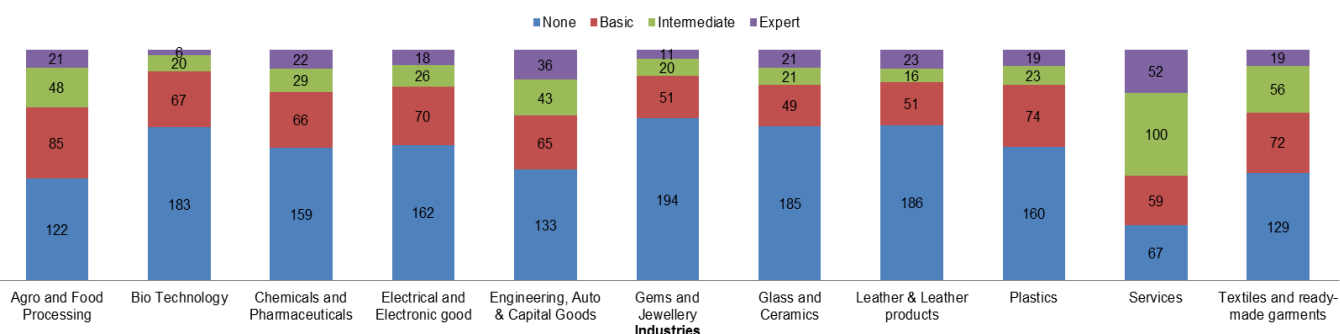
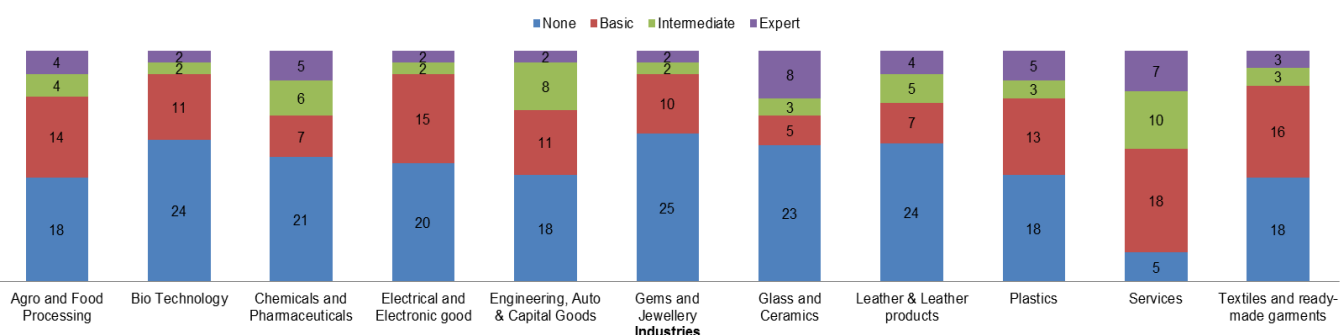
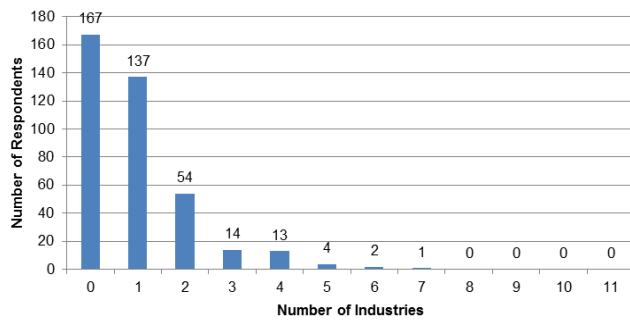


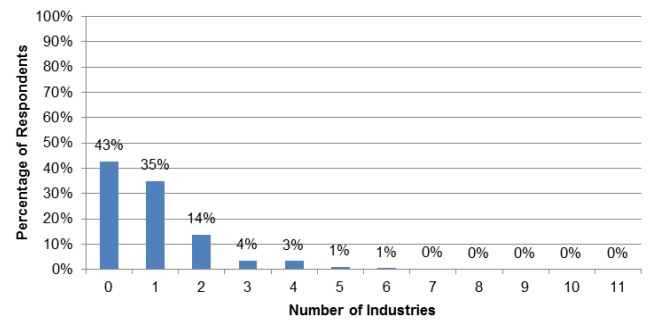
Figure 1.3.5d: Designation - Investigator



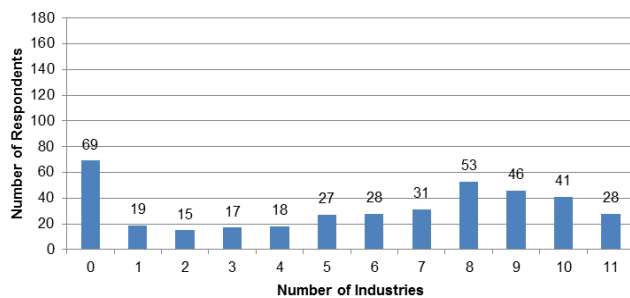
**Figure 1.3.5e: Industry Experience - Experts (Absolute)**



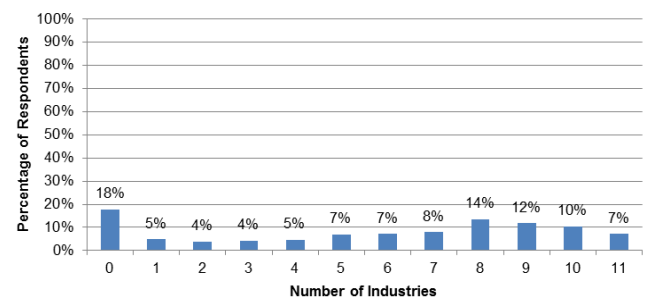
**Figure 1.3.5f: Industry Experience - Experts (Percentage)**



**Figure 1.3.5g: Industry Experience - No Experience (Absolute)**



**Figure 1.3.5h: Industry Experience - No Experience (Percentage)**



### Key Highlights from Data:

- The three industries with the most number of people with expert-level experience are: Services, Engineering, Auto & capital goods, and Chemical and pharmaceuticals
- The three industries with the most number of people with no experience are: Gems and jewelry, Leather & leather products, and Glass & ceramics
- 225 respondents are experts in at least 1 industry, which means that 167 are not experts in any industry.
- 28 respondents have no experience in any industry

### What this Means:

- All DIs/ Branch DIs should have some employees who are experts in at least some areas, especially as employees move across DIs/ Branch DIs
- All respondents should be an expert in at least one area. Those without an area of expertise should work towards developing expert-level skills in one or more areas.



### 1.3.6 Technical & Functional Expertise

Figure 1.3.6a: Technical & Functional Expertise Overall

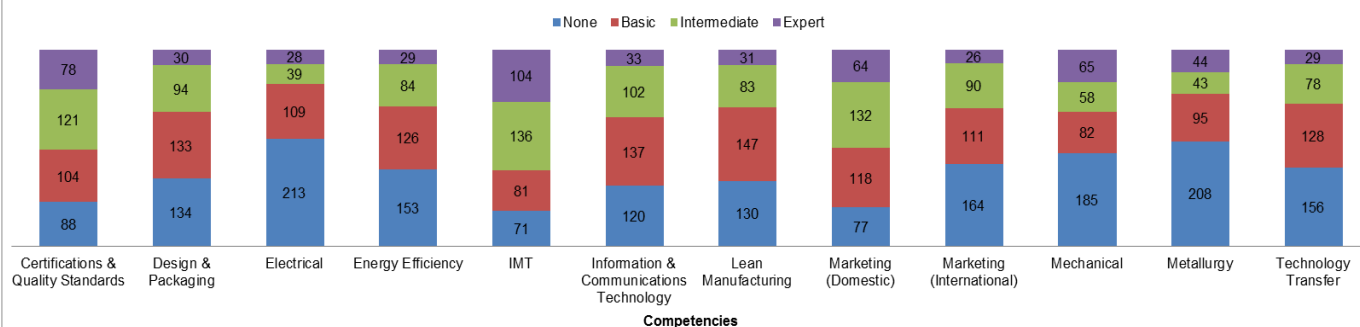


Figure 1.3.6b: Designation - Director and Deputy Director

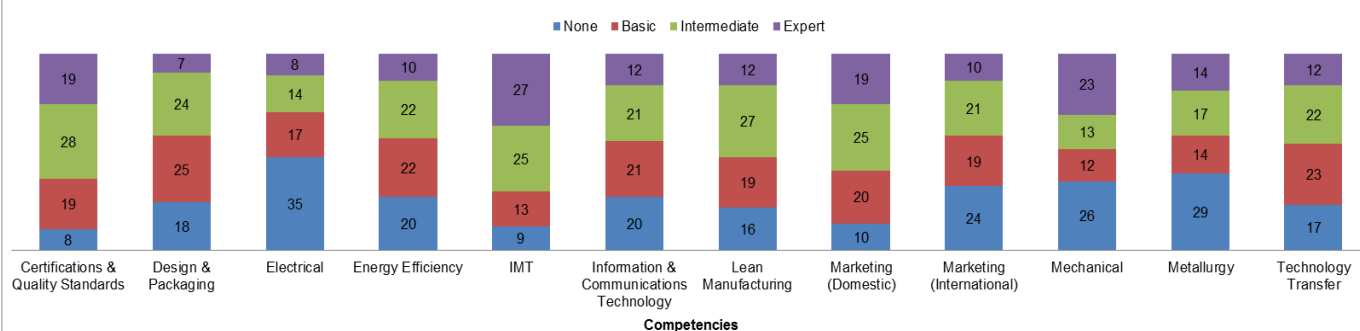


Figure 1.3.6c: Designation - AD Grade I and AD Grade II

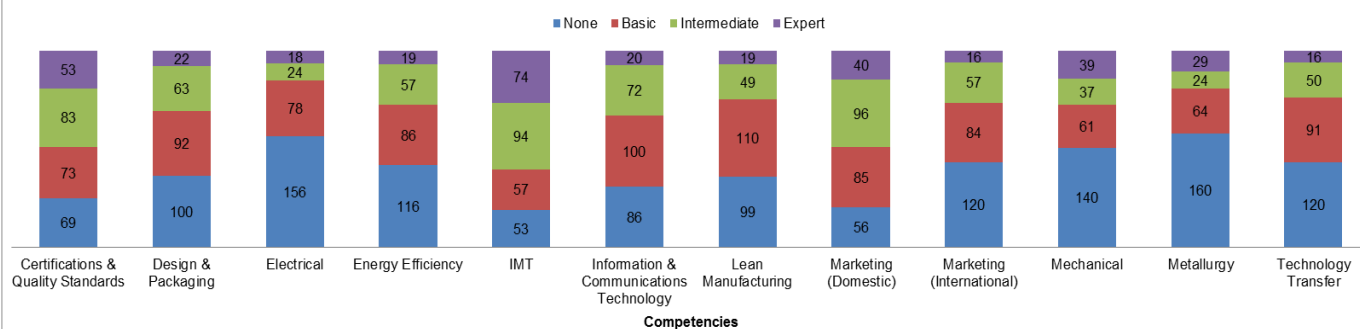
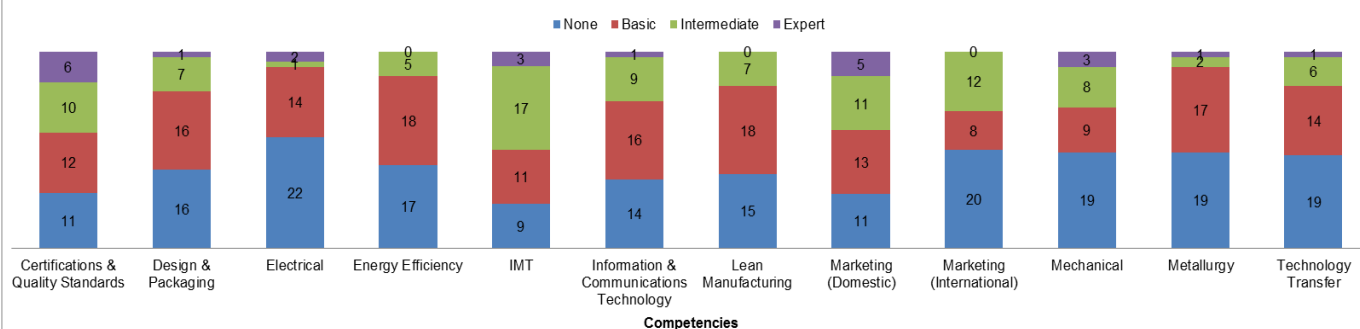
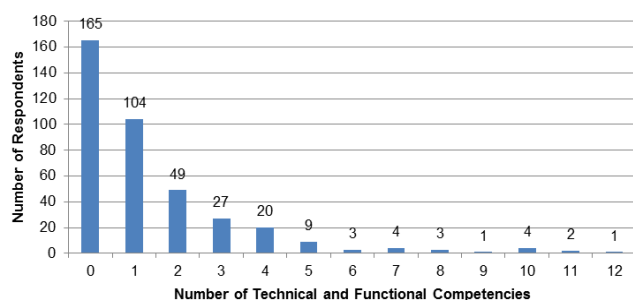


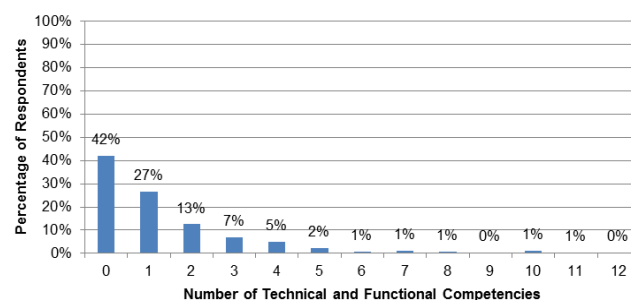
Figure 1.3.6d: Designation - Investigator



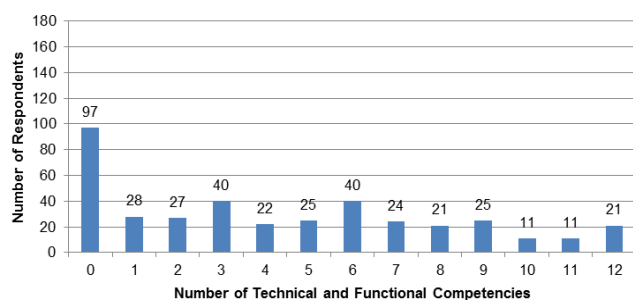
**Figure 1.3.6e: Technical and Functional Expertise - Experts (Absolute)**



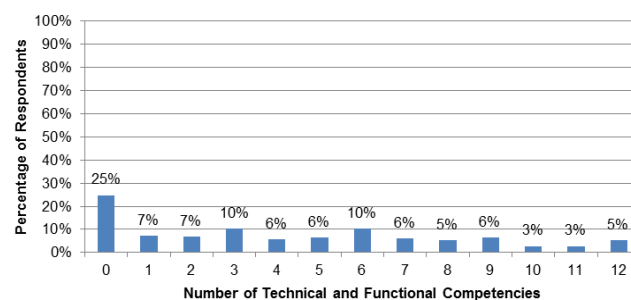
**Figure 1.3.6f: Technical and Functional Expertise - Experts (Percentage)**



**Figure 1.3.6g: Technical and Functional Expertise - No Experience (Absolute)**



**Figure 1.3.6h: Technical and Functional Expertise - No Experience (Percentage)**



### Key Highlights from Data:

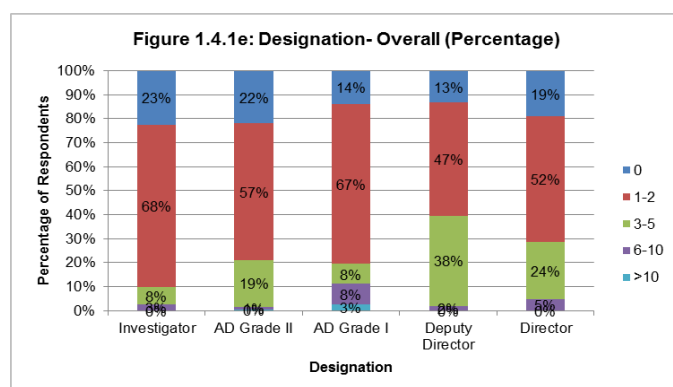
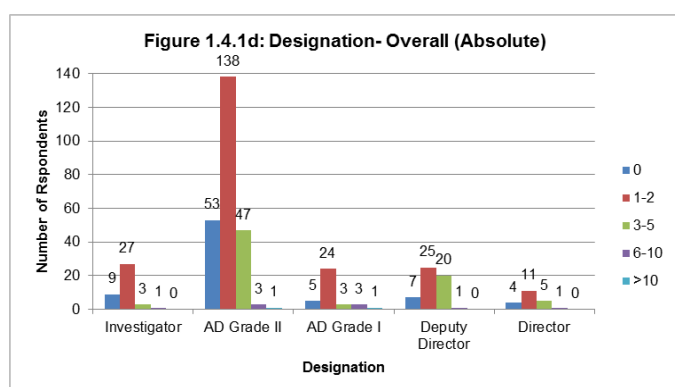
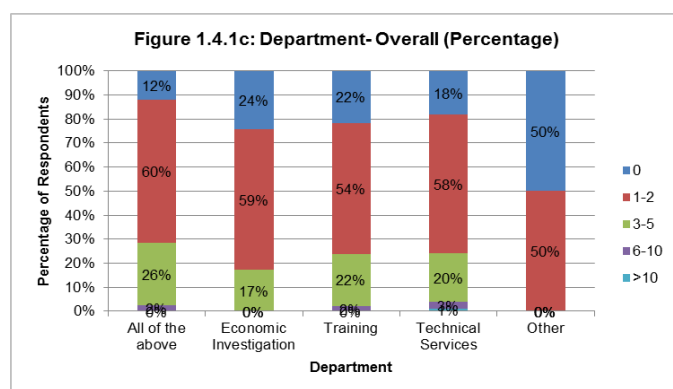
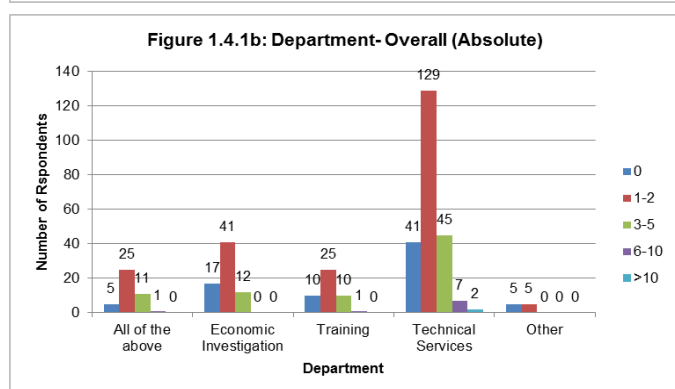
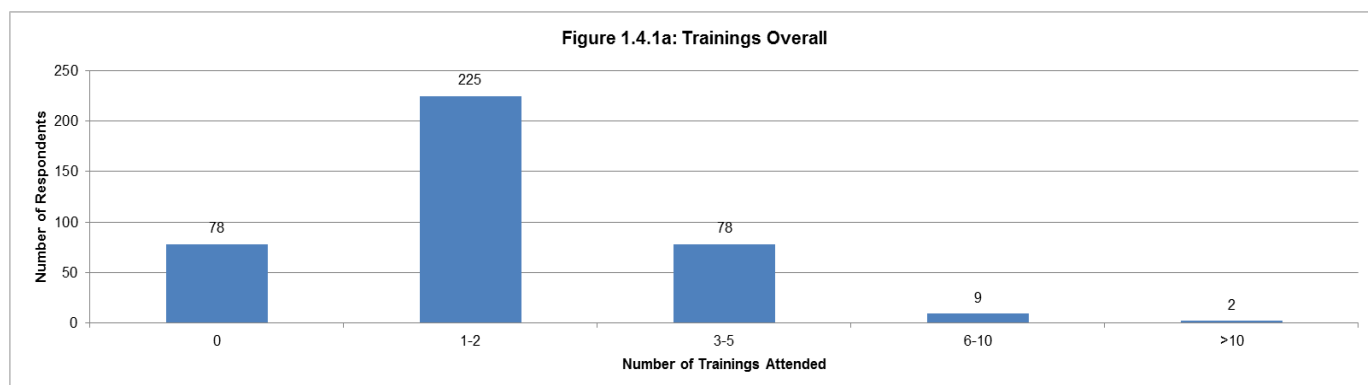
- The three industries with the most number of people with expert-level experience are: IMT, Certifications & quality standards and Mechanical
- The three industries with the most number of people with no experience are: Electrical, Metallurgy, and Mechanical
- 227 respondents are experts in at least 1 area, which means that 165 are not experts in any area. 1 respondent is an expert in all fields
- 21 respondents have no experience in any area

### What this Means:

- All DIs/ Branch DIs should have some employees who are experts in at least some areas, especially as employees move across DIs/ Branch DIs
- All respondents should be an expert in at least one area. Those without an area of expertise should work towards developing expert-level skills in one or more areas

## 1.4 Trainings

### 1.4.1 Number of Trainings Attended since 2008



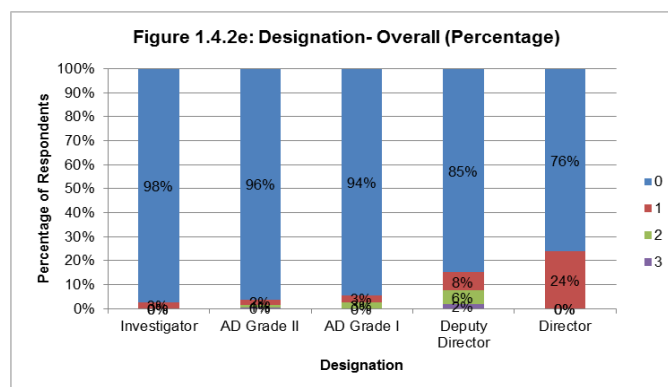
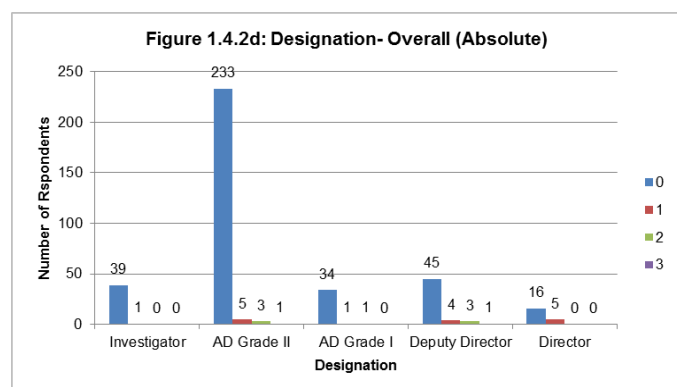
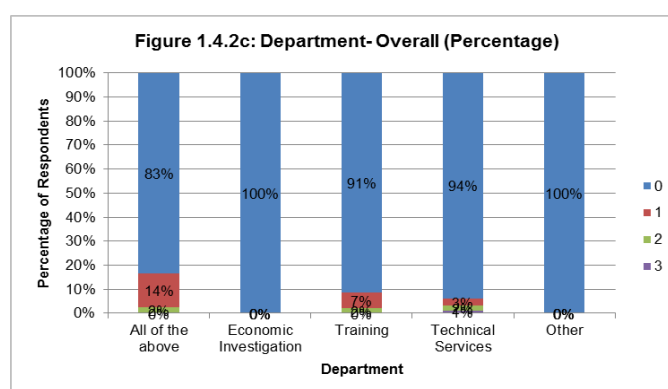
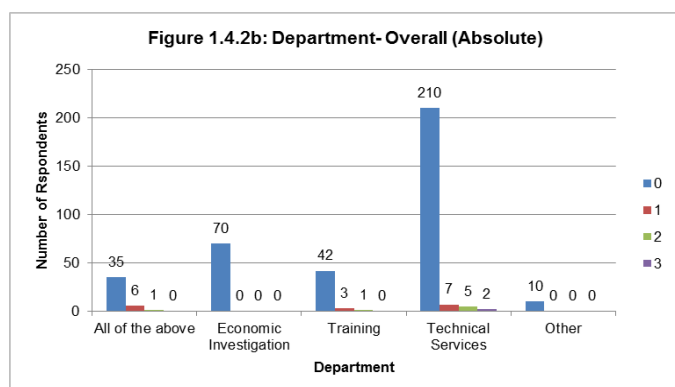
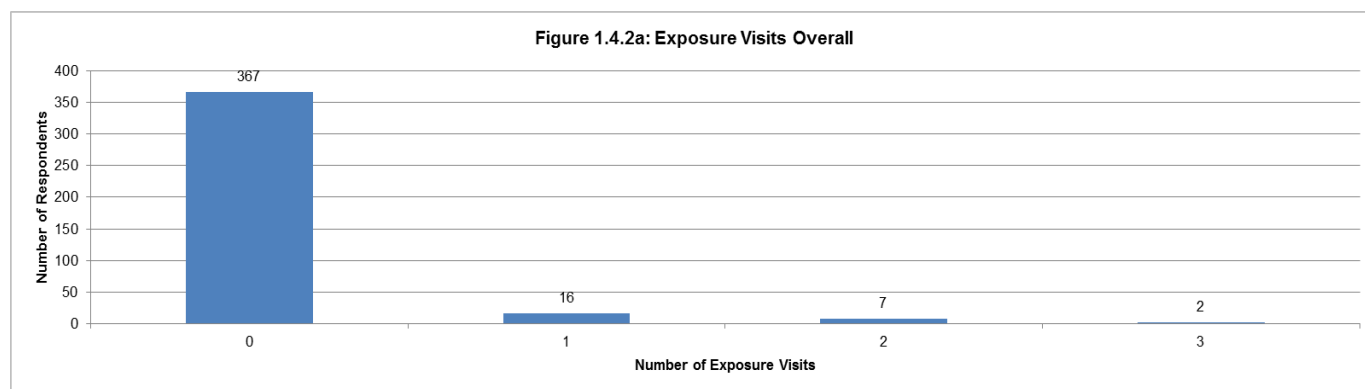
#### Key Highlights from Data:

- 78 respondents (20%) have had no trainings, and 225 respondents (57%) have had one or two trainings
- 2 respondents (0.5%) have had 15 trainings, and both are from the Technical Department
- Between 12% and 50% of people in each department have not had any trainings
- Only 8 employees who have joined within the last 5 years (12% of this tenure bracket) have had 2 or more trainings
- 21 Deputy Directors (40% of the level) have had 3 or more trainings

#### What this Means:

- Since most of the employees have attended few training programs in last 5 years, clear focus should be put on their continuous learning and developing

## 1.4.2 Number of Exposure Visits Attended since 2008



### Key Highlights from Data:

- Only 25 employees (6%) have been on an exposure visit
- 45 Deputy Directors (85% of the level) and 16 Directors (76% of the level) have not been on an exposure visit
- 2 employees (0.5%), both from the Technical Department, have been on 3 exposure visits
  - These are not the same two employees who have attended 15 training sessions

### What this Means:

- Exposure visits can be very useful sources of learning. This is one training method that is yet to be tapped into

### 1.4.3 Awareness of Training Programs

Figure 1.4.3a: Training Programs Awareness Overall

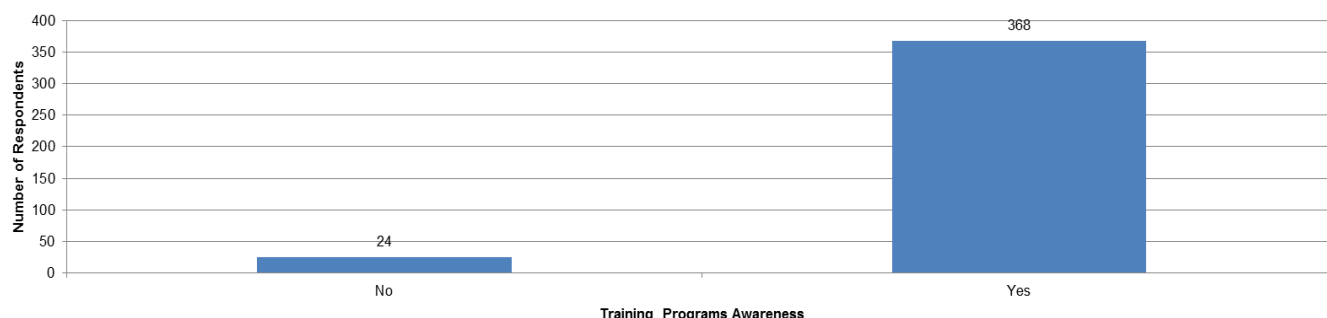


Figure 1.4.3b: Department-Overall (Absolute)

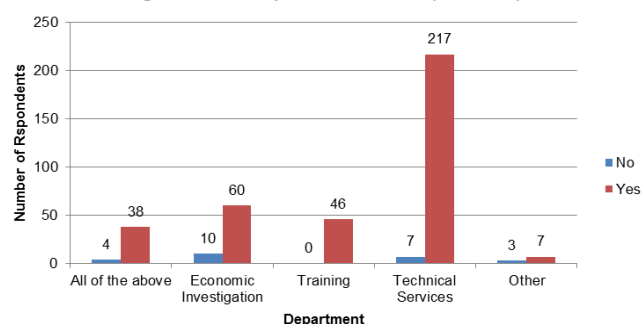


Figure 1.4.3c: Department-Overall (Percentage)

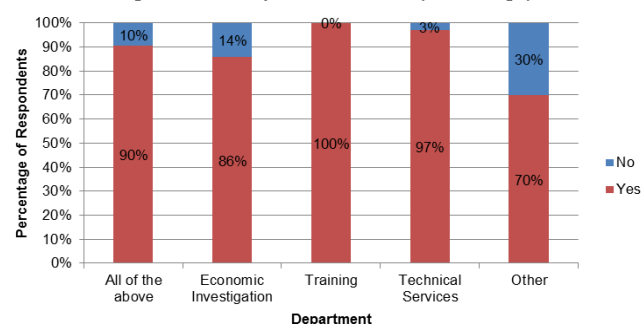


Figure 1.4.3d: Designation- Overall (Absolute)

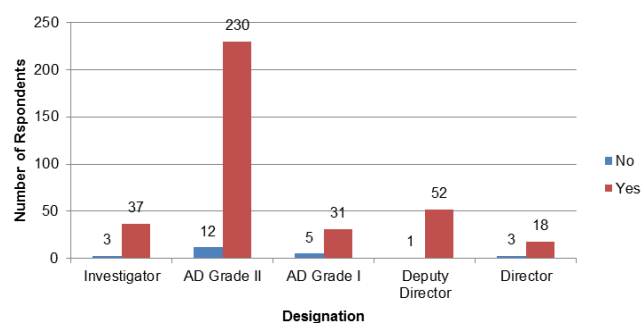
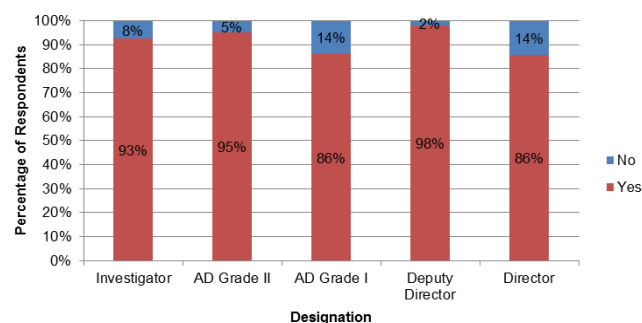


Figure 1.4.3e: Designation- Overall (Percentage)



#### Key Highlights from Data:

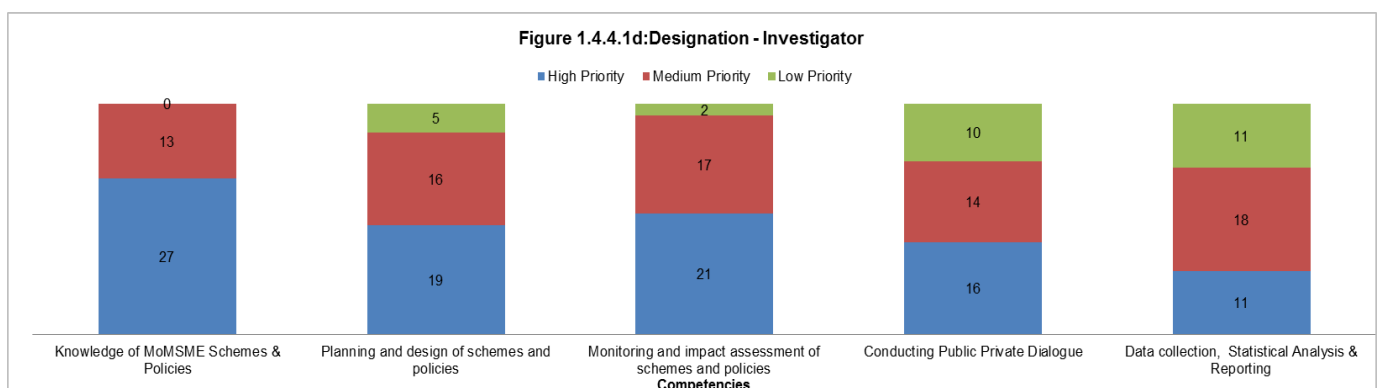
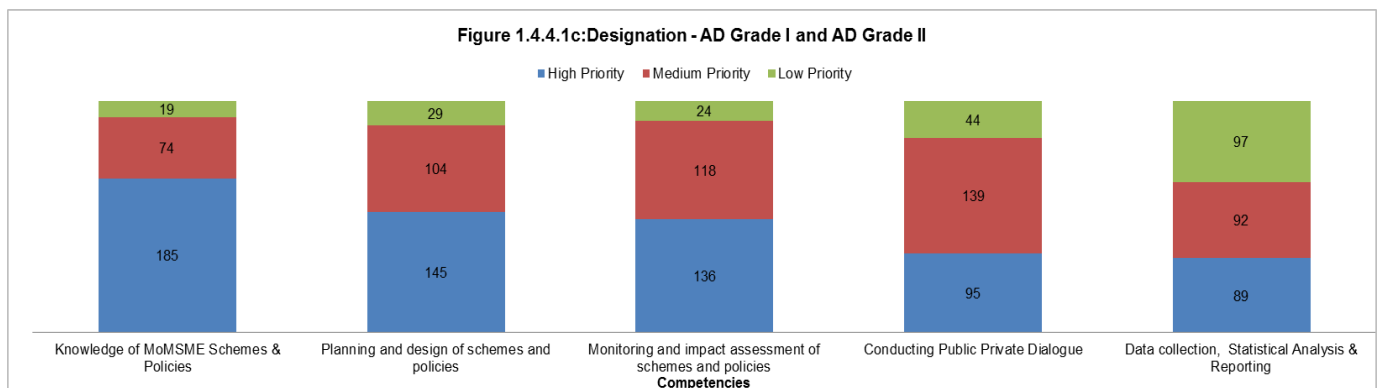
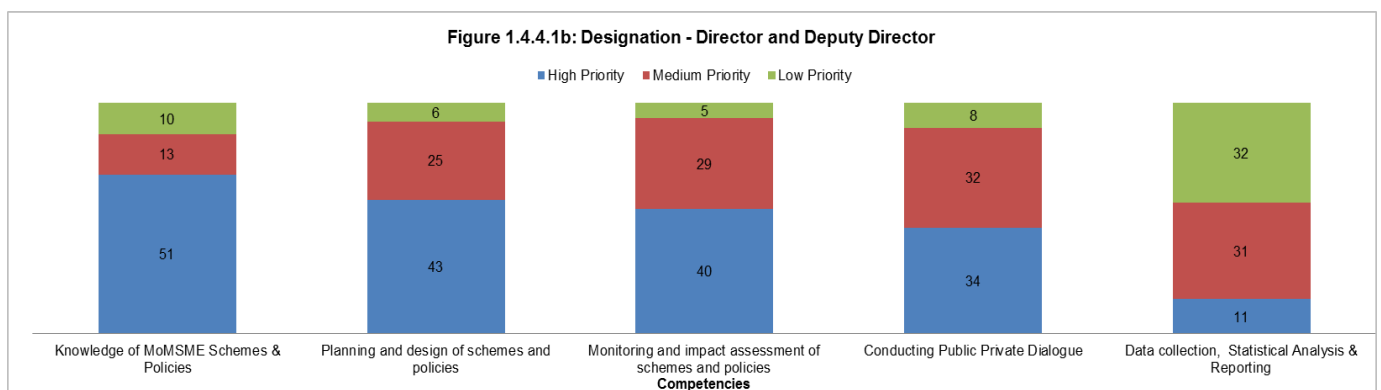
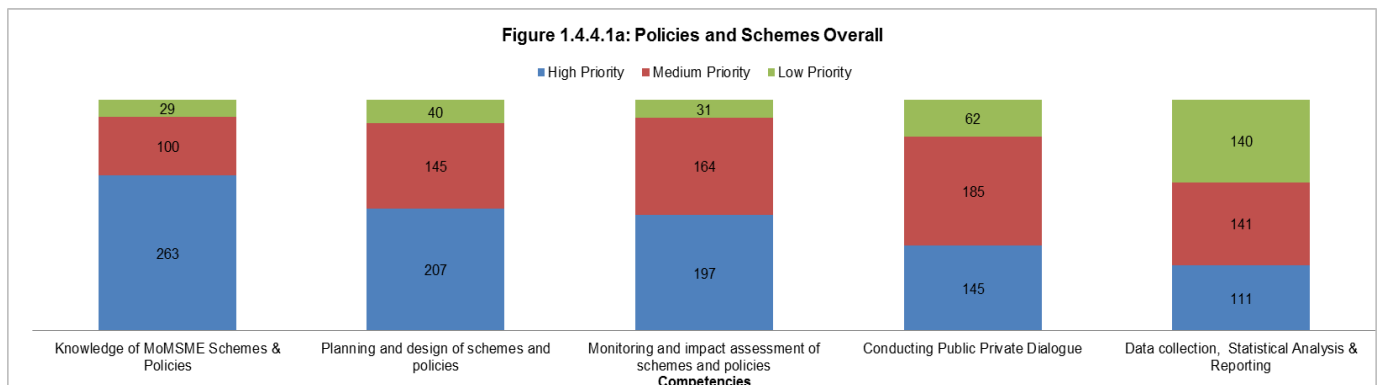
- 368 respondents (94%) know how to apply for training programs run by their organization

#### What this Means:

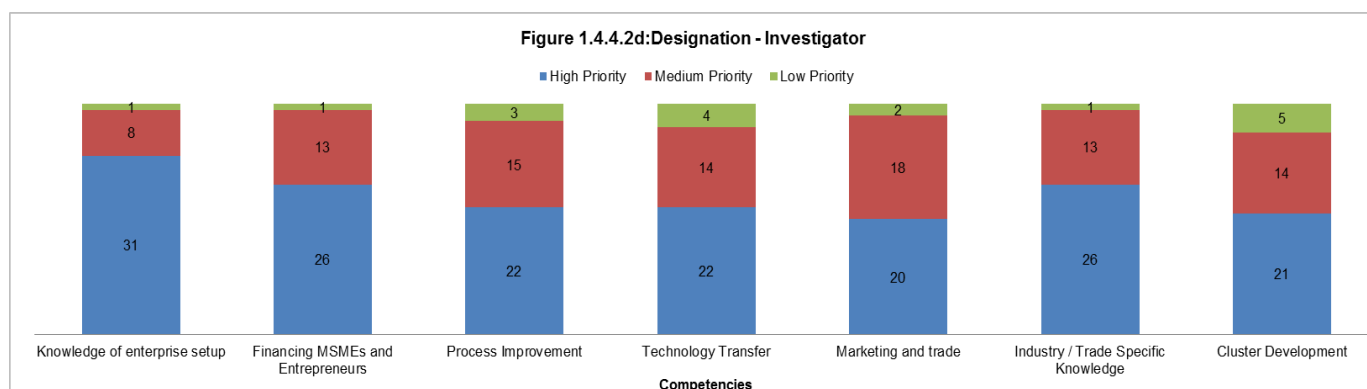
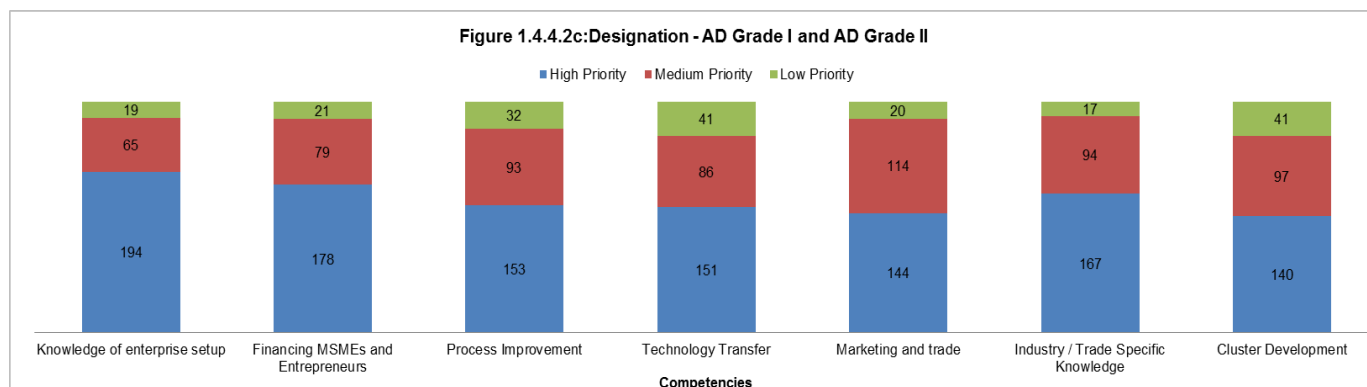
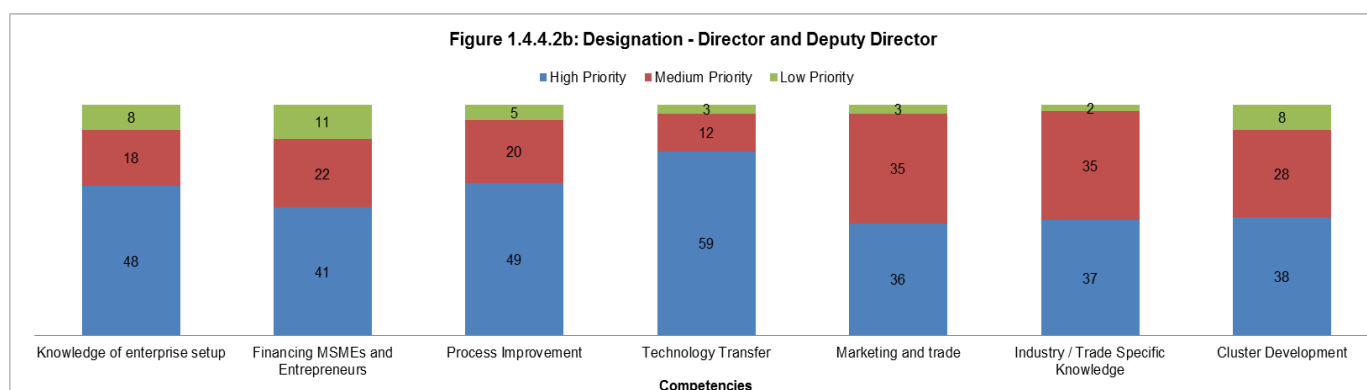
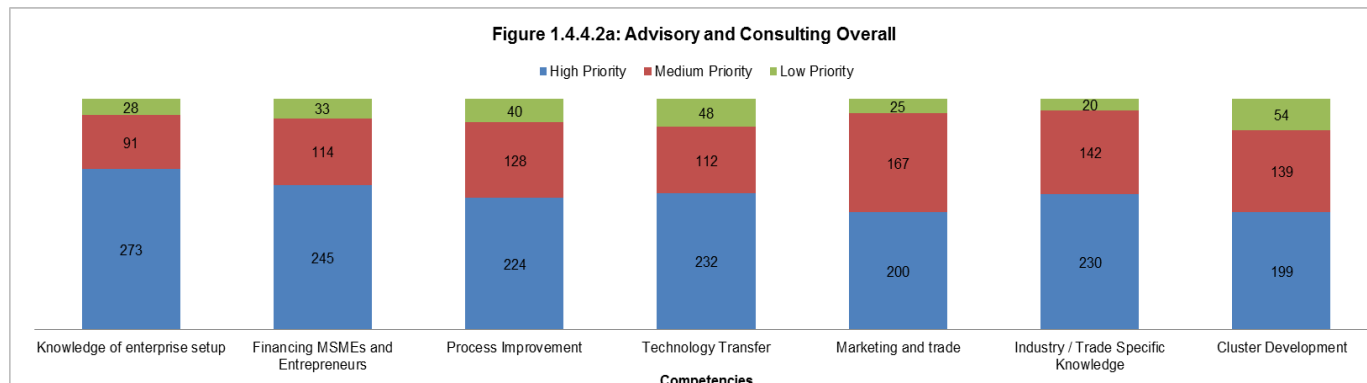
- Such a high level of awareness is very good and can be leveraged to roll out relevant training programs

## 1.4.4 Training Requirements

### 1.4.4.1 Policies and Schemes

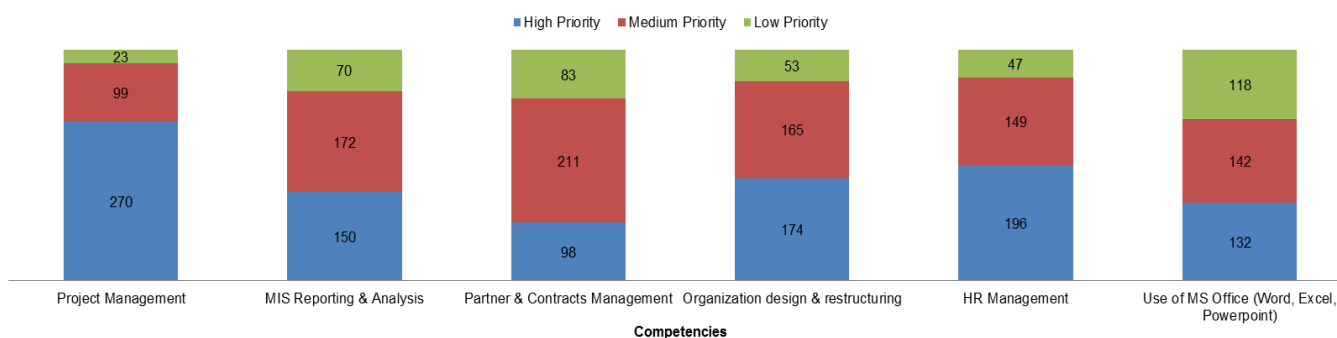


### 1.4.4.2 Advisory and Consulting

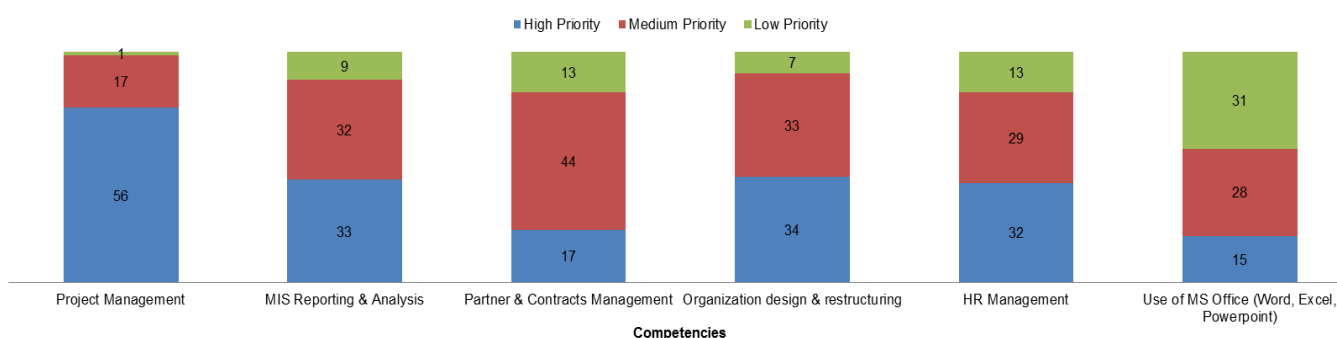


### 1.4.4.3 Management and Administration

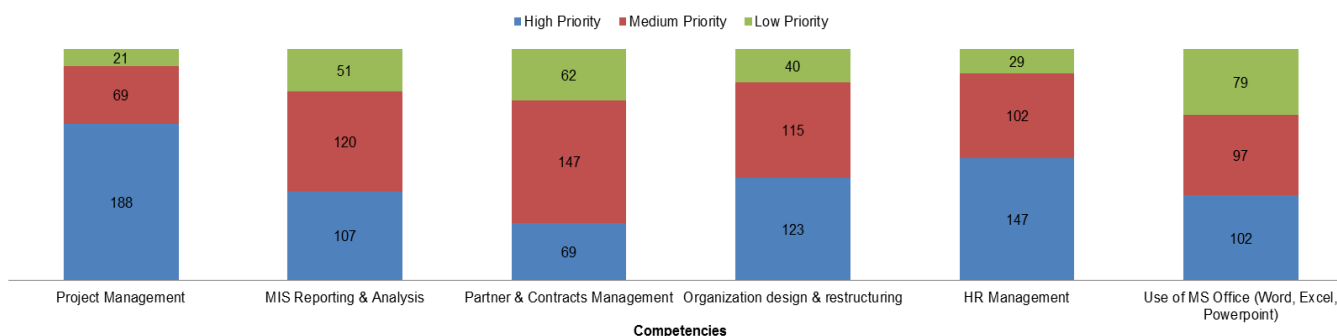
**Figure 1.4.4.3a: Management and Administration Overall**



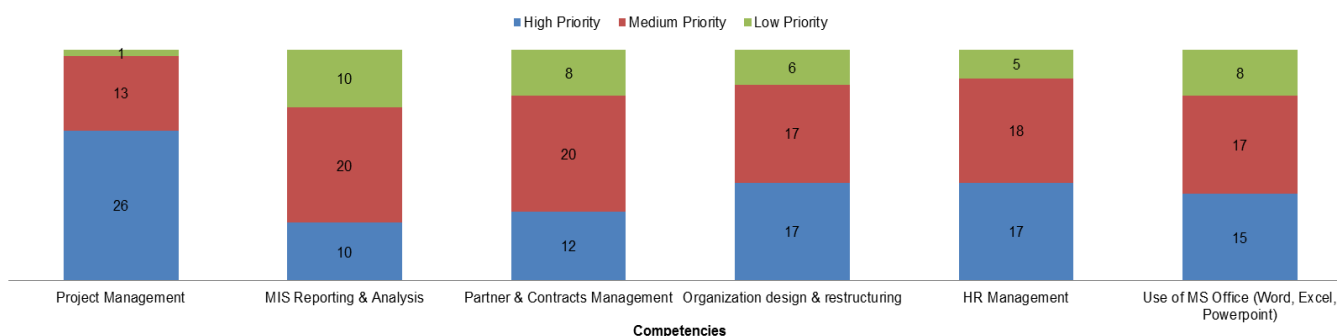
**Figure 1.4.4.3b: Designation - Director and Deputy Director**



**Figure 1.4.4.3c: Designation - AD Grade I and AD Grade II**



**Figure 1.4.4.3d: Designation - Investigator**





**Key Highlights from Data:**

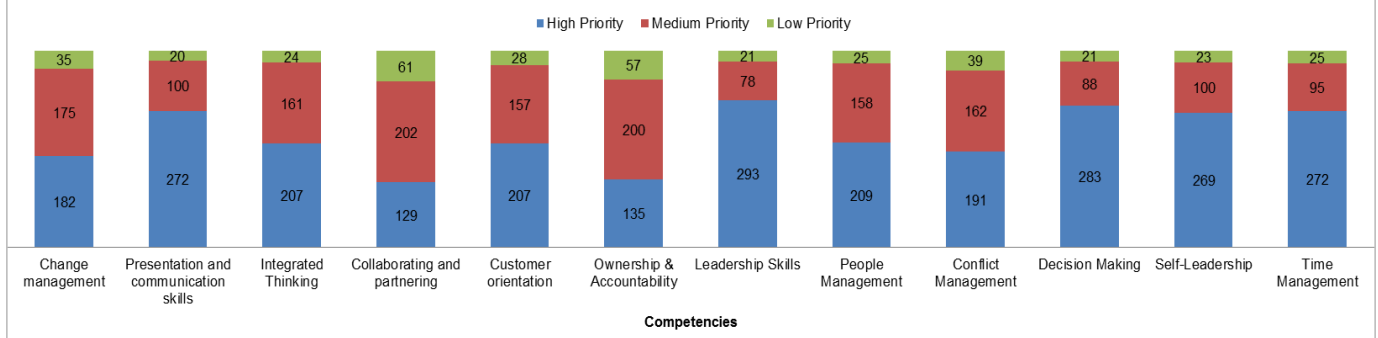
- Within Policies and Schemes, 'Knowledge of MoMSME schemes & policies' is the highest priority, and 'Data collection, statistical analysis & reporting' is the lowest priority
  - This trend remains consistent largely across designations and departments, except for Economic Investigation, in which 'Data collection, statistical analysis & reporting' is a high priority
- Within Advisory and Consulting, 'Knowledge of enterprise setup' is the highest priority, and 'Cluster development' is the lowest priority
  - This trend remains consistent largely across designations and departments, except for Directors, all of whom said that 'Technology Transfer' is a high priority
- Within Management and Administration, 'Project management' is the highest priority, and 'Use of MS Office' is the lowest priority

**What this Means:**

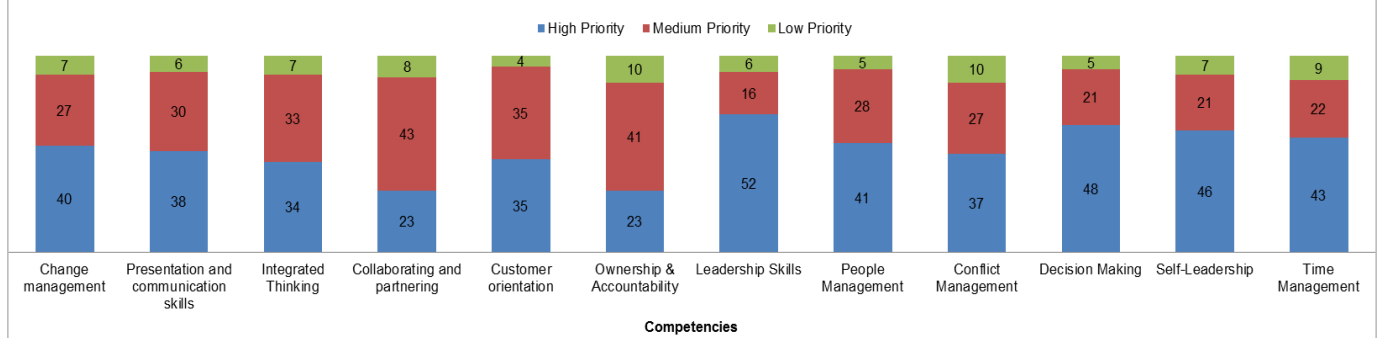
- Within each department, the areas of high priority should be taken into account when training programs are proposed.

## 1.4.5 Behavioral Competencies

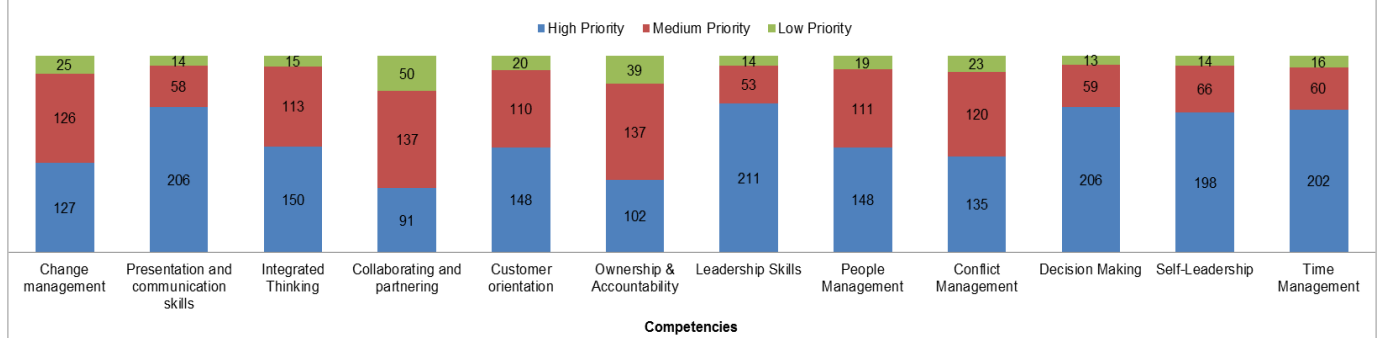
**Figure 1.4.5a: Behavioral Competencies Overall**



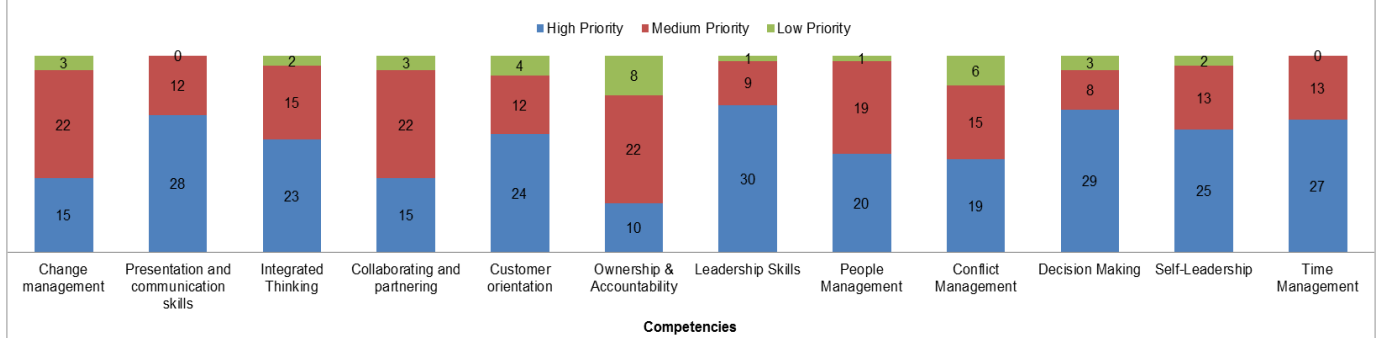
**Figure 1.4.5b: Designation - Director and Deputy Director**



**Figure 1.4.5c: Designation - AD Grade I and AD Grade II**



**Figure 1.4.5d: Designation - Investigator**



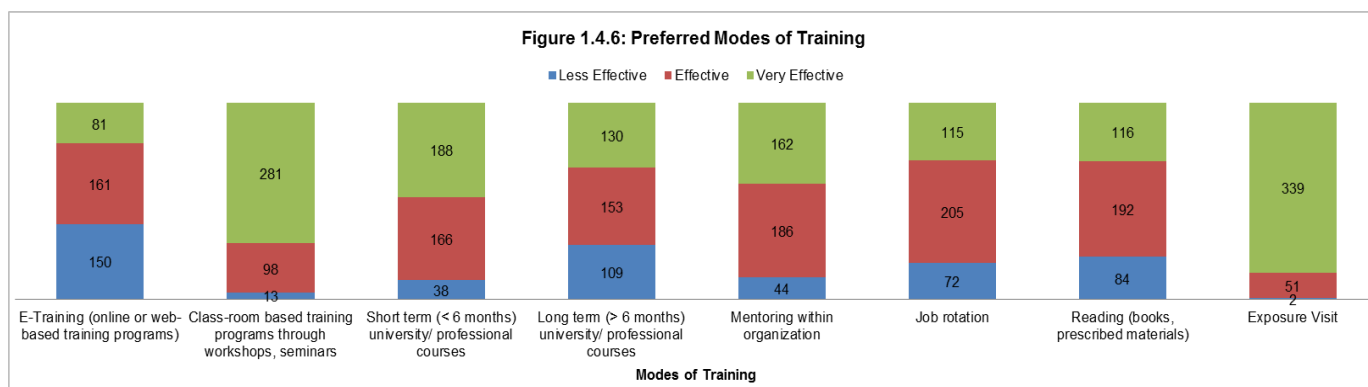
**Key Highlights from Data:**

- All behavioral competencies had at least 33% of respondents rating them as High Priority
- The highest-priority competencies are leadership skills, decision making, time management and presentation and communication skills
- The lowest-priority competencies are collaborating and partnering, ownership and accountability, and conflict management
- This trend remains largely consistent across designations and departments

**What this Means:**

- The high priority competencies for Directors and Deputy Directors (e.g. leadership, people management, decision making and self-leadership) are crucial to their capability to run DIs/ Branch DIs and should be targeted immediately
- The fact that collaborating and partnering and conflict management are low priorities, this suggests that at-least the self-perception of teamwork is strong within MoMSME, which is positive

### 1.4.6 Preferred Modes of Training



#### Key Highlights from Data:

- Across all departments and designations, exposure visits are considered to be very effective
- E-training is not considered to be very effective

#### What this Means:

- As barely any employees have been on exposure visits, these should be organized and the frequency should be increased
- As IT skills are among the training requirements, perhaps E-training is not popular because employees do not feel comfortable with computers. This rating may change as IT skills develop



## 2. Insights from HR Profiling Survey for Testing Centers and Testing Stations

## 2. Insights from HR Profiling Survey for Testing Centers and Testing Stations

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### **2.1 Executive Summary**

A total of 11 Testing Centers or Testing Stations were covered in the survey, with 51 employees responding. Below is the executive summary of the findings, after which each question is examined individually.

#### **Demographic Details**

With more Assistant Director Grade IIs than Investigators, and with a similar number of Assistant Director Grade Is, Deputy Directors and Directors, the Testing Centers and Testing Stations do not have a pyramid structure. Ideally, organizations should have more people at the lower designations and fewer people with each subsequent level. The reporting structure, however, is largely as recommended as the most prevalent span of control is between 2 to 5.

While 35% of respondents are only aligned to one function, all others are aligned to more than one function, with most respondents being aligned to 2 or 3 functions. This would give them good exposure and an opportunity to develop multiple skills. This is also useful for job rotations.

Across all Testing Centers and Testing Stations, both the age and gender distributions are skewed; only 10% of employees are female, and 47% are over 45 years of age. This age distribution has implications for how the TC/ TSs should plan for the coming years, as many members of the workforce will retire within a few years of one another. Therefore, succession plans should be put in place so that roles will not be empty and knowledge will not be lost.

#### **Education, Work Experience and Tenure**

The distribution of educational qualifications is as expected, with most people having at least a Bachelor's degree. However, the distribution of work experience is not as expected. Only 24% of respondents have less than 15 years of work experience, indicating that most employees have been in the workforce for many years. Most investigators have over 15 years of experience, and one investigator has over 35 years of experience. However, there are also investigators with very few years of experience, which means that people at the same level have a vast range of experience. Additionally, most Investigators also have more experience than some of the Assistant Director Grade IIs, both of which could cause dissatisfaction amongst Investigators with a lot of experience.

These individuals with a lot of experience but little growth should be developed and utilized as efficiently as possible; as the top leadership retires, a lot of talent will be lost, and these individuals with the relevant experience could be developed to fill their places.

When considering respondents' tenures, there is a U-shaped curve, with the number of respondents who have been with TC/ TSs for 5-10 years dropping below those who have been there for 0-5 years and over 10 years. Almost a third of respondents have been with the MoMSME for over 20 years, and all Assistant Director Grade Is and both Directors have been with the MoMSME for over 20 years, which would suggest that they have a wealth of experience and knowledge about the MoMSME. While this could suggest that they are not open to change and new ways of doing things, one Deputy Director has been with the MoMSME for 0-5 years, which is positive and is evidence to the contrary.

Across line activities, 18% of respondents are not experts in any activity, which is not ideal. Large numbers of respondents said that they have no experience across 8 of the 11 activities, so there is clearly a need for training and development across many areas.

### **Trainings & Exposure Visits**

Since 2008, one third of respondents has had more than two trainings, but 90% of employees have not been on any exposure visit. Also, no Directors, Deputy Directors or Assistant Director Grade Is have not been on an exposure visit since 2008; it is essential for the leadership to know the best practices of the industry so they can ensure their own DIs/ Branch DIs are following these. Exposure visits were also rated by employees as the most useful form of training, so these should be increased as far as possible. Most respondents (94%) know about the training programs run by their organization.

Finally, most of the respondents rated each competency as a high priority or medium priority, indicating that training is required across all of the behavioral competencies, with some competencies being more pressing than others.

***Please note:***

- *In some cases, the percentages in graphs may add up to 101. This is due to rounding of decimal places.*

## 2.2 Demographic Details

### 2.2.1 Number of Employees

Figure 2.2.1a: Functions Overall (Absolute)

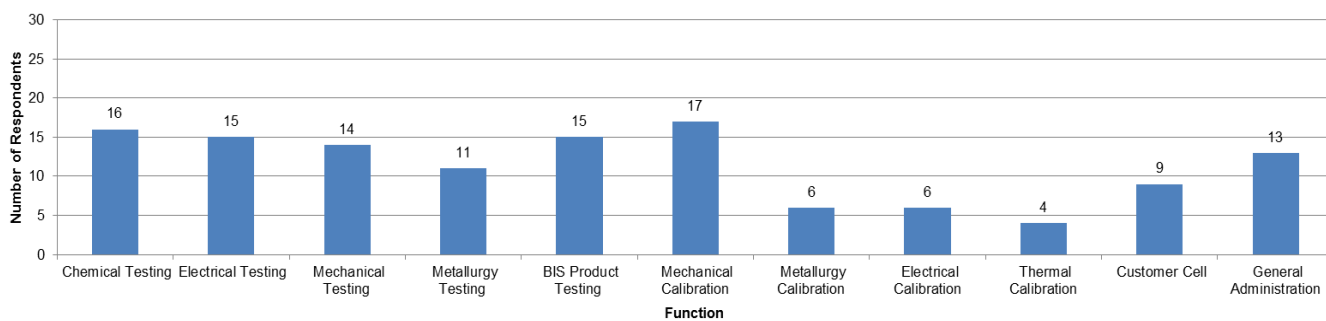


Figure 2.2.1b: Designation Overall (Absolute)

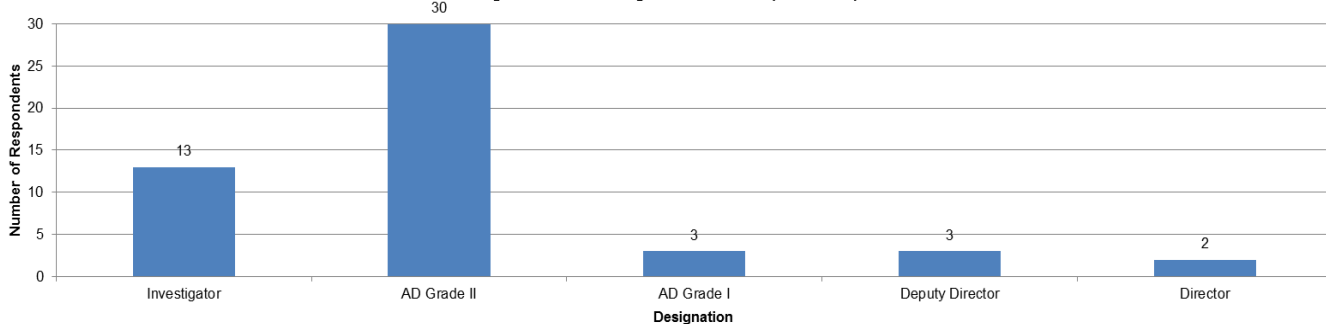


Figure 2.2.1c: Designation Overall (Percentage)

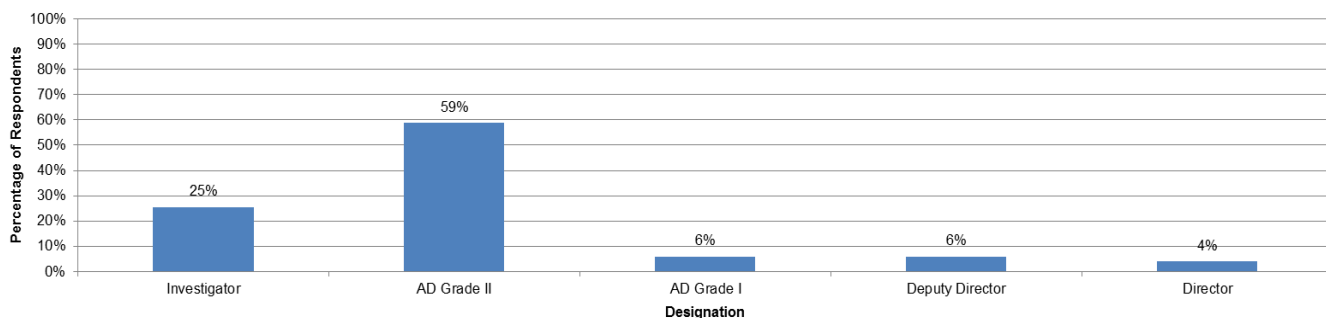




Figure 2.2.1d: Number of Functions Respondents are Aligned to Overall (Absolute)

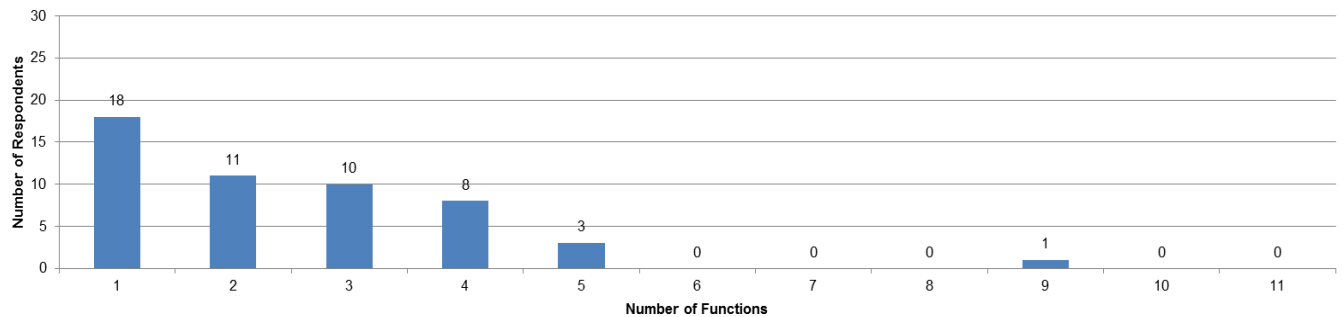
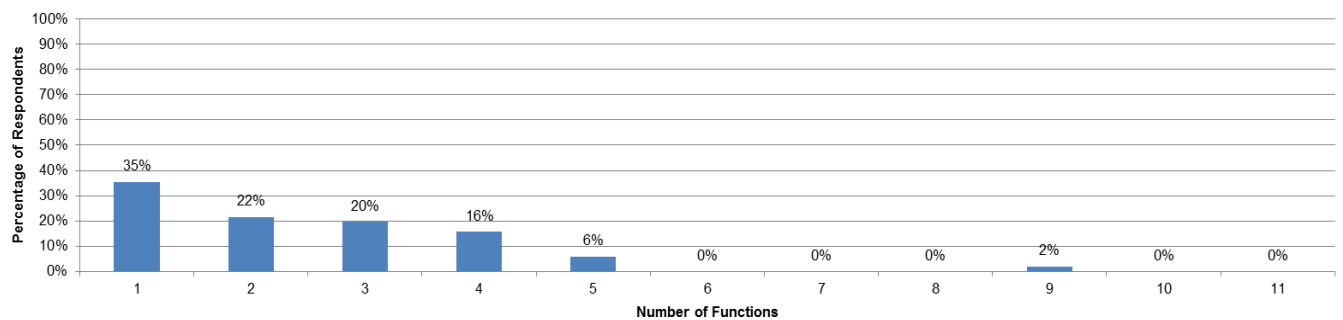


Figure 2.2.1e: Number of Functions Respondents are Aligned to Overall (Percentage)



### Key Highlights from Data:

- There are over twice as many Assistant Director Grade IIs (30 people) as Investigators (13 people)
- There are almost the same number of Directors, Deputy Directors and Assistant Director Grade Is
- There are between 1 and 13 people in each TC/ TS
- There are between 4 and 17 people aligned to each function. 18 respondents (35%) are only aligned to 1 function, and 1 respondent (2%) is aligned to 9 functions. No respondents are aligned to all 11 functions.

### What this Means:

- The organizational structure is not a pyramid structure. There is a need to re-look at the number of people in each of the hierarchy levels

## 2.2.2 Age

Figure 2.2.2a: Age Overall

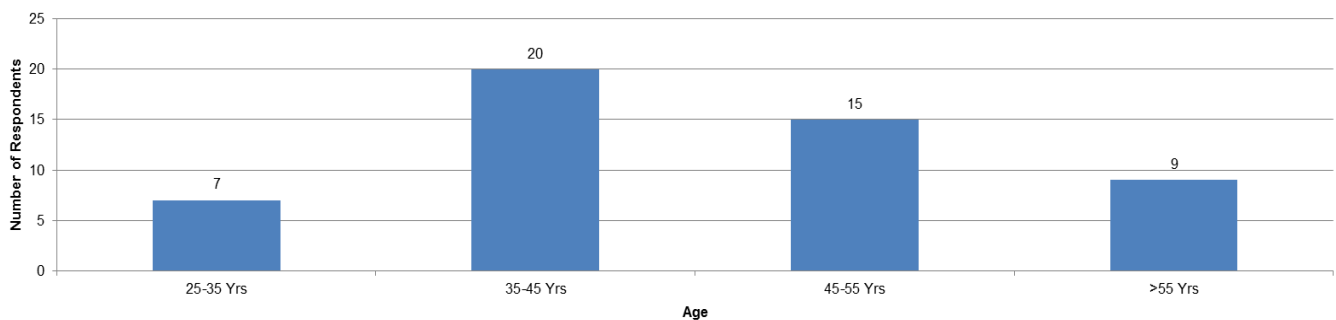


Figure 2.2.2b: Designation- Overall (Absolute)

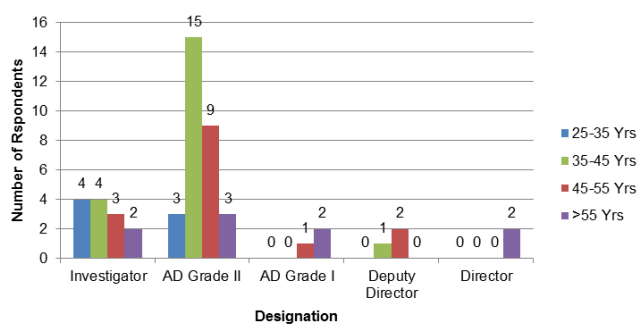
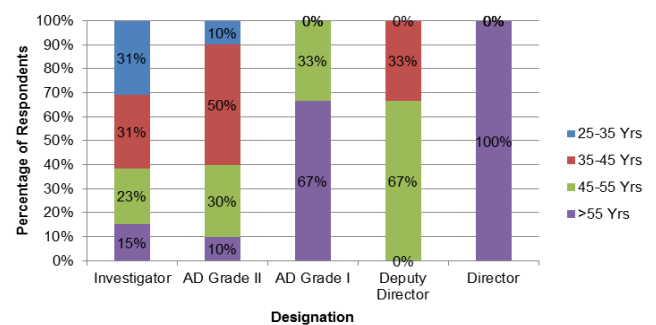


Figure 2.2.2c: Designation- Overall (Percentage)



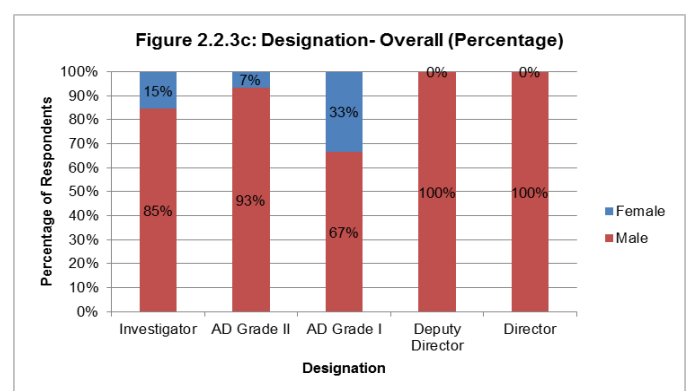
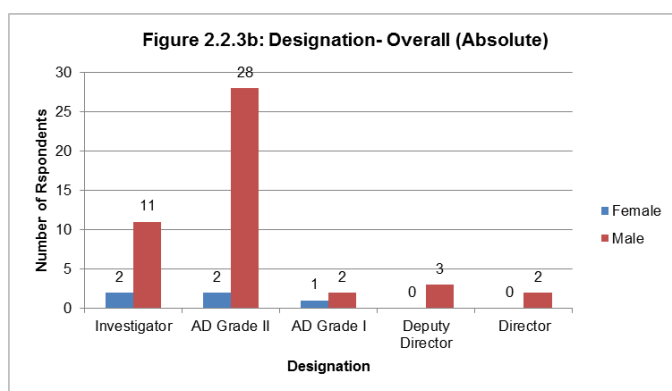
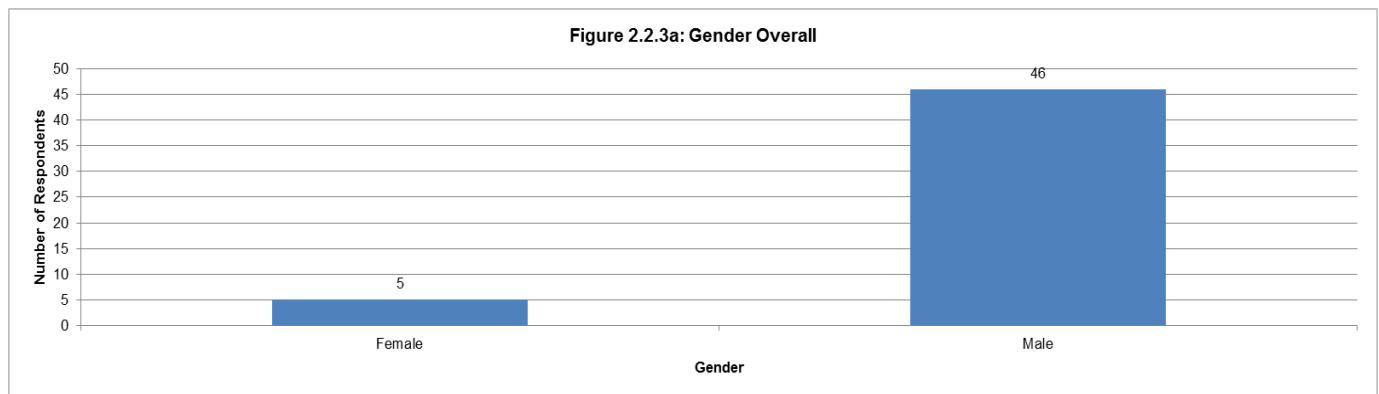
### Key Highlights from Data:

- 24 employees (47%) are over 45 years of age
- Both Directors are over 55 but none of the Deputy Directors are over 55 years of age

### What this Means:

- A large portion of the workforce will be retiring in the coming years, including both Directors
- Succession plans should be put in place to prepare for this

## 2.2.3 Gender



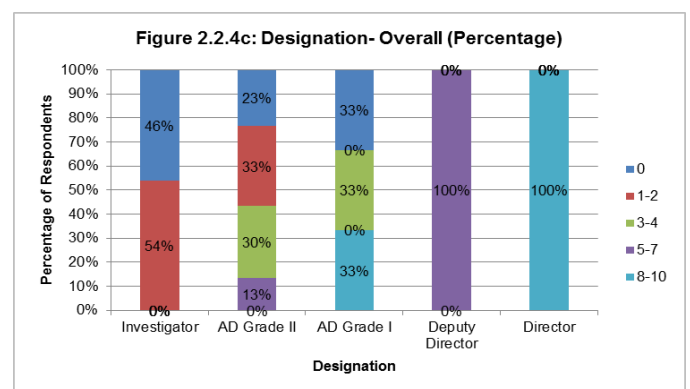
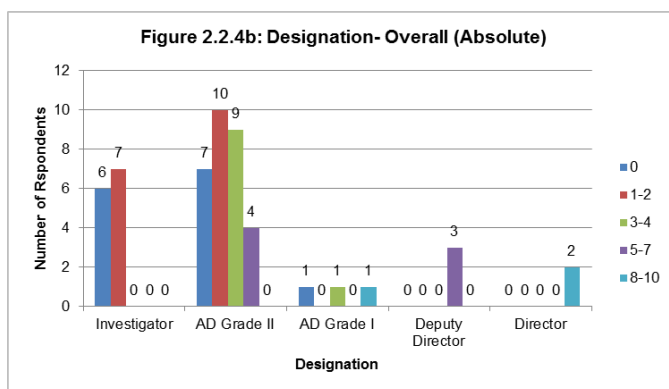
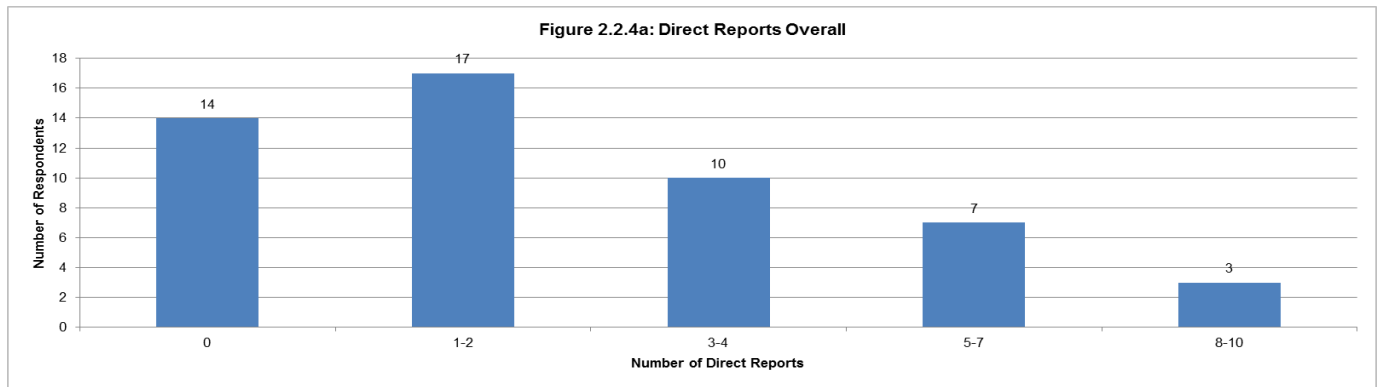
### Key Highlights from Data:

- Only 5 employees (10%) across all TC/ TSs are female
- No Directors or Deputy Directors are female
- 7 of the TC/ TSs (70%) are 100% male

### What this Means:

- The gender ratio is skewed, with many more men than women across all designations and departments. This might want to be taken into consideration in case corrective action is to be taken

## 2.2.4 Direct Reports



### Key Highlights from Data:

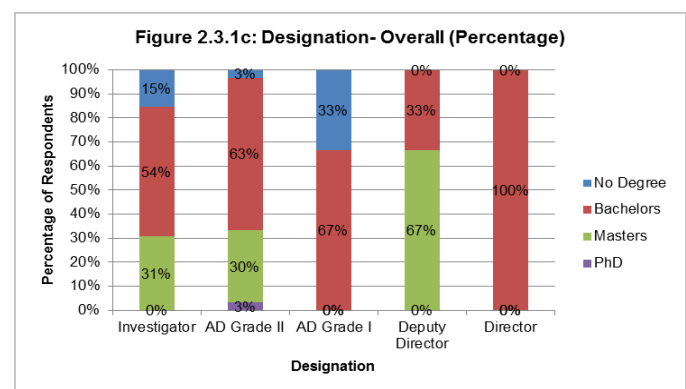
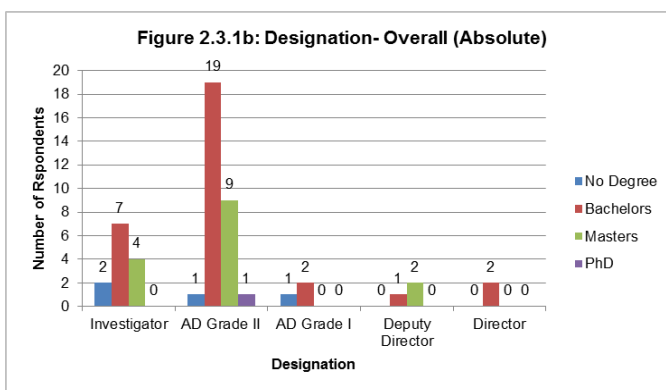
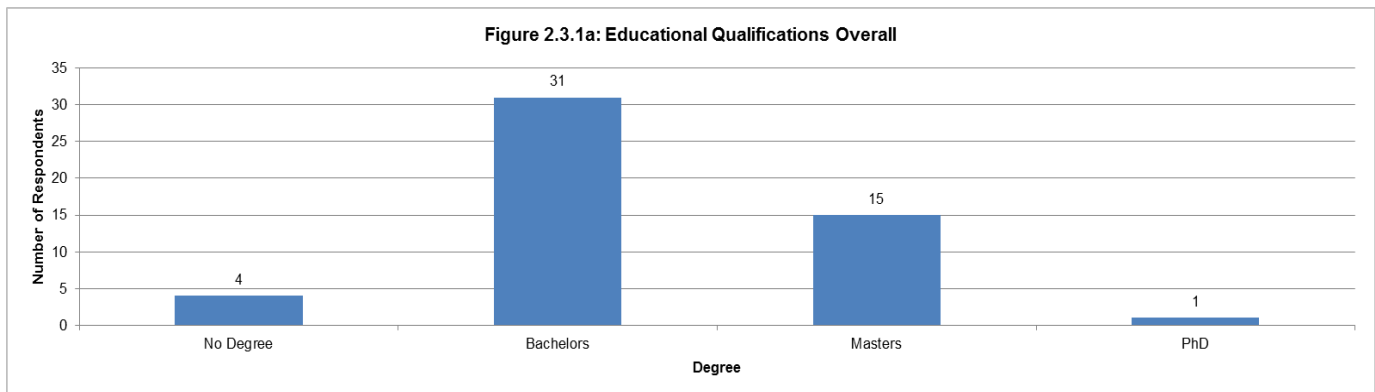
- 37 respondents (73%) said that they have direct reports
- Of those with direct reports, only 3 (8%) have 8 or more direct reports

### What this Means:

- The span of control in TC/TS seems to be in the appropriate range of 2 to 7

## 2.3 Education, Work Experience and Tenure

### 2.3.1 Education Qualification



#### Key Highlights from Data:

- 4 respondents (8%) don't have a degree, including one Assistant Director Grade I
- For 31 respondents (61%), a Bachelor's degree is their highest level of education, and for 15 respondents (29%), a Master's degree is their highest level of education

#### What this Means:

- These trends follow what is expected in an organization, so this distribution of educational qualifications is positive

## 2.3.2 Work Experience

Figure 2.3.2a: Work Experience Overall

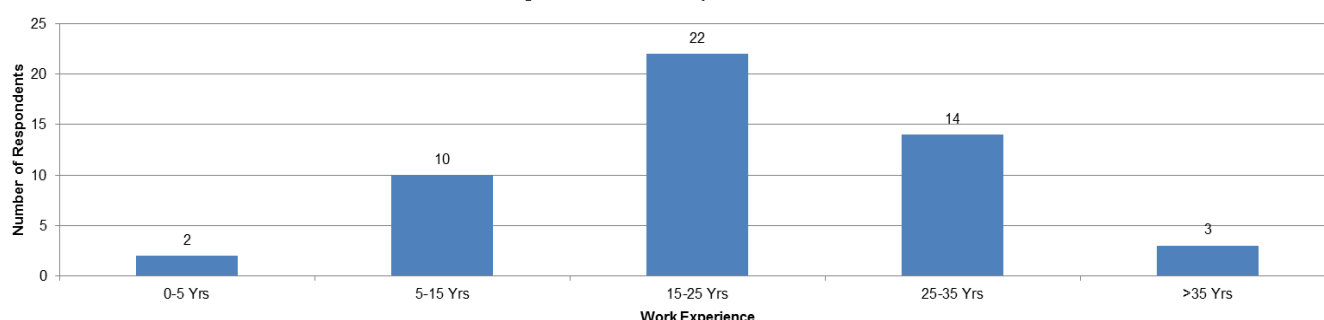


Figure 2.3.2b: Designation- Overall (Absolute)

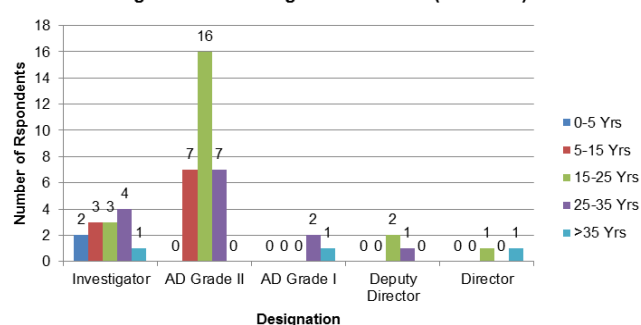
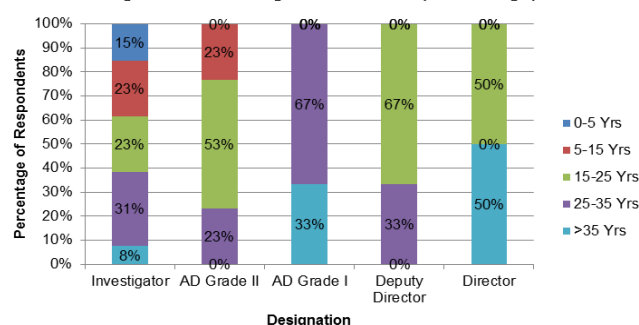


Figure 2.3.2c: Designation- Overall (Percentage)



### Key Highlights from Data:

- 2 respondents (4%) have under 5 years of experience and 12 (24%) have under 15 years of experience
- 8 Investigators (62% of the level) have over 15 years of experience
- Of the 3 respondents with over 35 years of experience, one is an investigator
- Investigators have a range of experience, with 2 (15% of the level) having 0-5 years, 8 (62% of the level) having over 15 years and one (8% of the level) having over 35 years
- Both Directors have at least 15 years of experience

### What this Means:

- With such a wide range of experience within the Investigator level, those with more experience might be unhappy with the fact that they are at the same level as people with much less experience
- Additionally, Investigators with a lot of experience might be dissatisfied due to the fact that there are employees at higher levels with much less experience

### 2.3.3 Tenure

Figure 2.3.3a: Tenure Overall

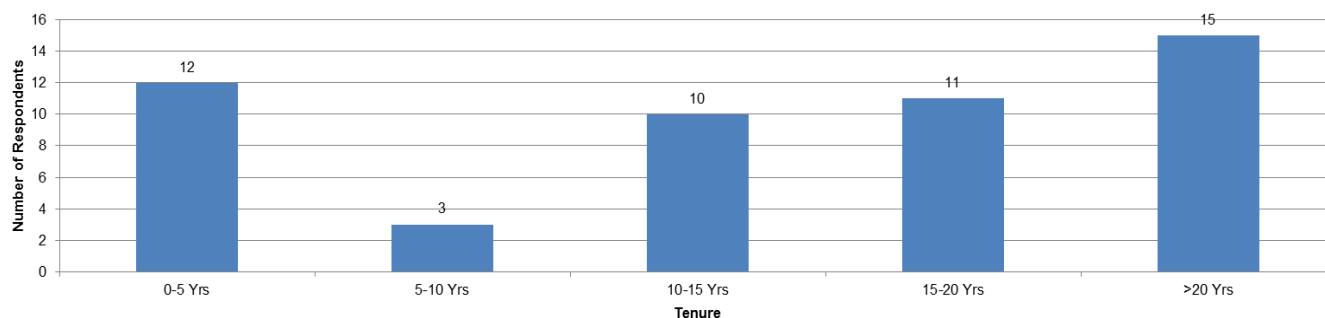


Figure 2.3.3b: Designation- Overall (Absolute)

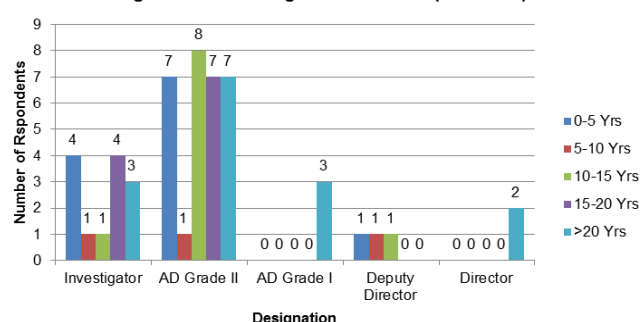
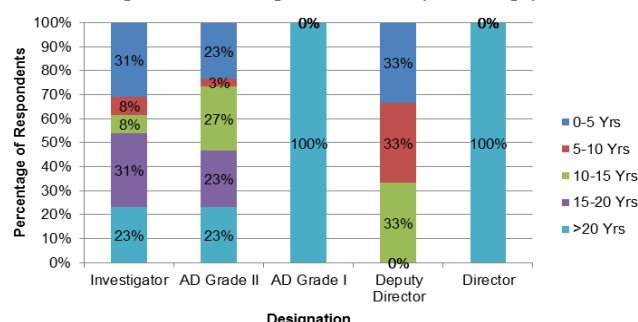


Figure 2.3.3c: Designation- Overall (Percentage)



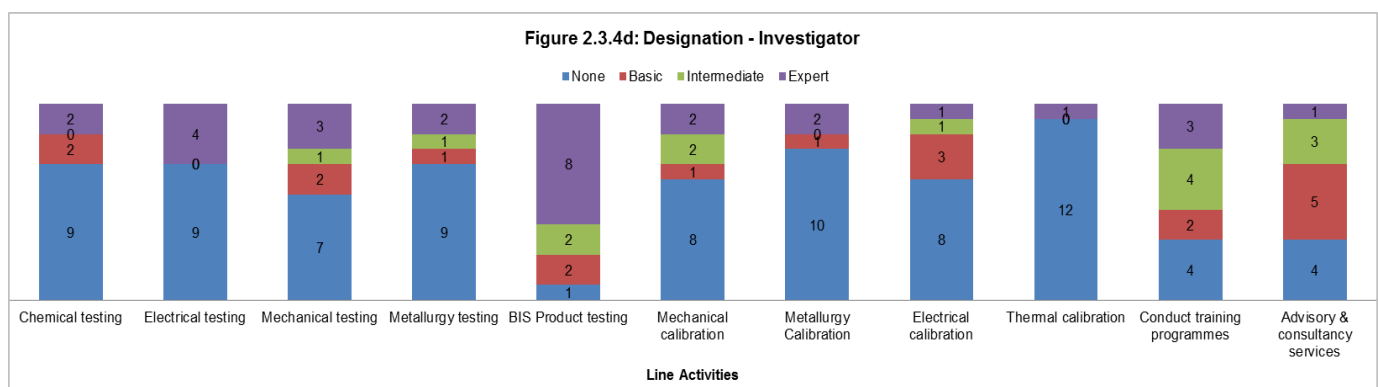
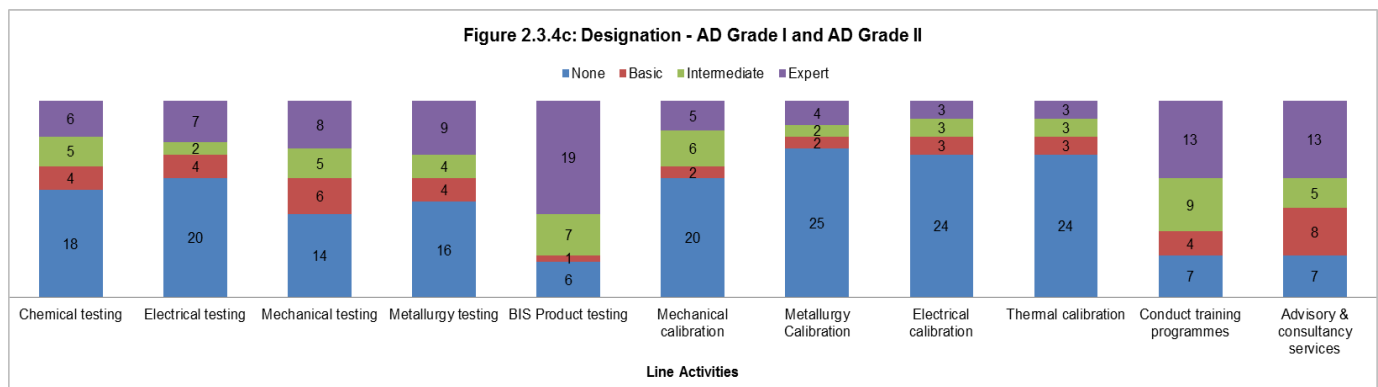
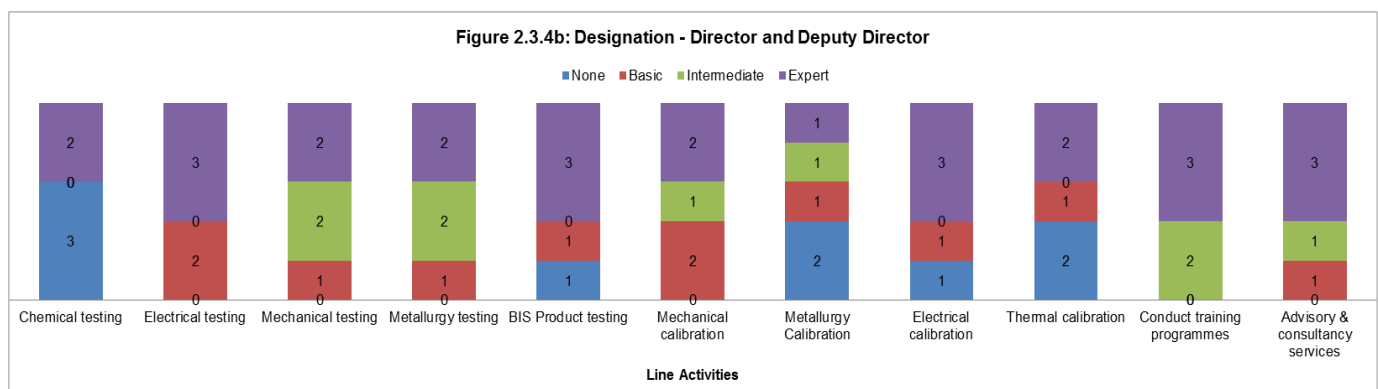
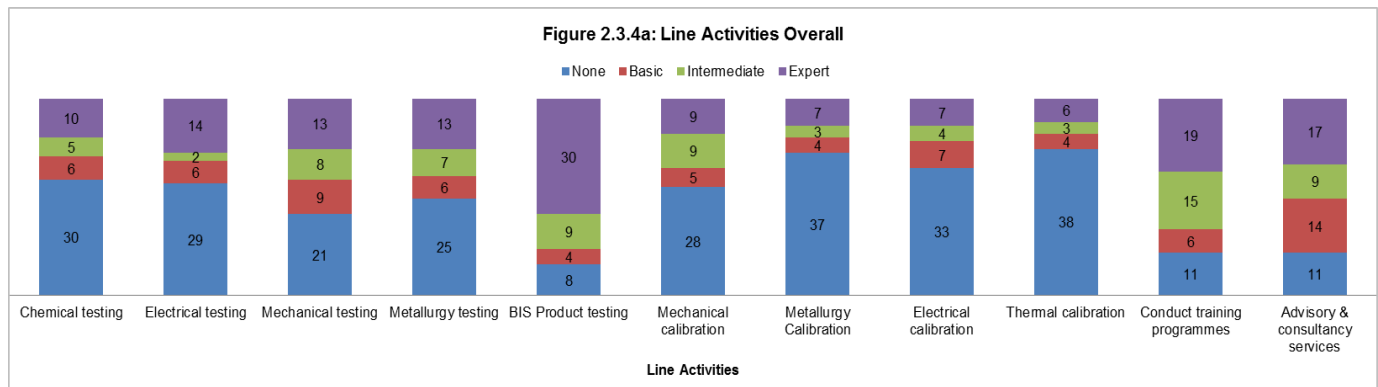
#### Key Highlights from Data:

- There is a U-shaped curve for tenure, with 12 respondents (24%) having been with the MoMSME for 0-5 years and 36 respondents (71%) having been with the MoMSME for over 10 years, but only 3 respondents (6%) having been with the MoMSME for 5-10 years
- There is a similar trend within both Investigators and Assistant Director Grade IIs
- All Assistant Director Grade Is and both Directors have been with the MoMSME for over 20 years
- One Deputy Director (33% of the level) has been with the MoMSME for 0-5 years
- Only 8 respondents (16%) have been with the MoMSME for their entire careers
- 15 respondents (29%) have been with the MoMSME for over 20 years

#### What this Means:

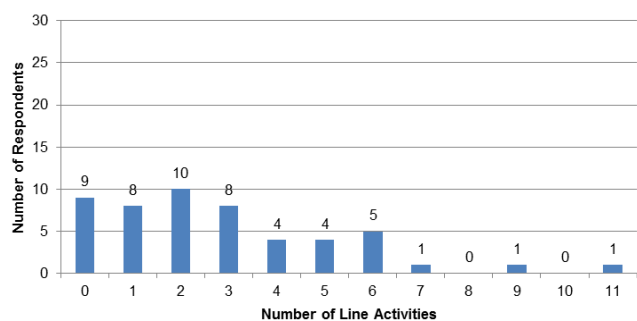
- There has been stagnation of careers for many employees - they have been working at the MoMSME for many years with little growth
- The fact that 1 Deputy Director has joined within the last 3 is a positive signal of recruiting fresh talent

## 2.3.4 Line Activities

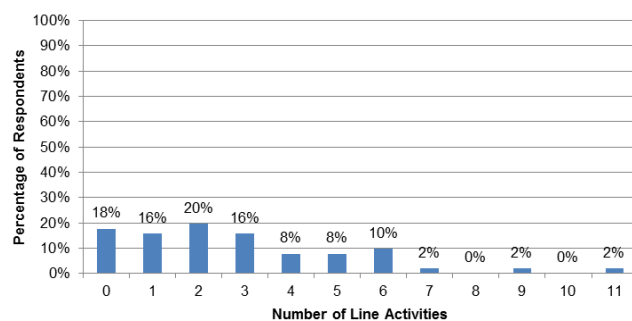




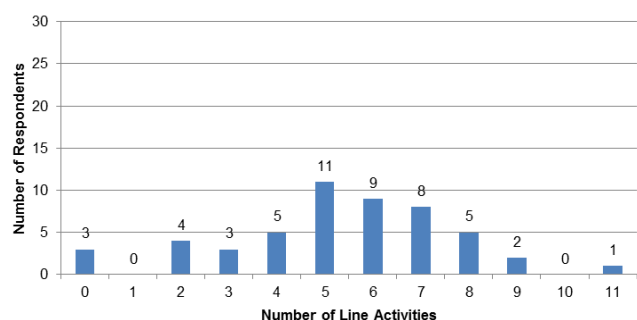
**Figure 2.3.4e: Line Activities - Experts (Absolute)**



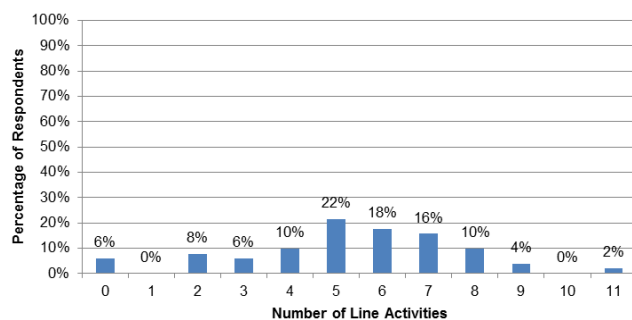
**Figure 2.3.4f: Line Activities - Experts (Percentage)**



**Figure 2.3.4g: Line Activities - No Experience (Absolute)**



**Figure 2.3.4h: Line Activities - No Experience (Percentage)**



### Key Highlights from Data:

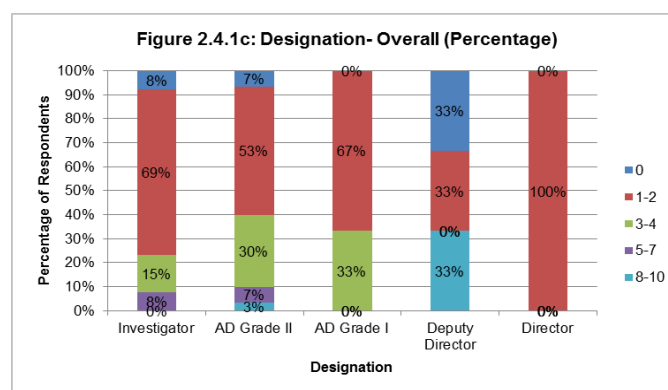
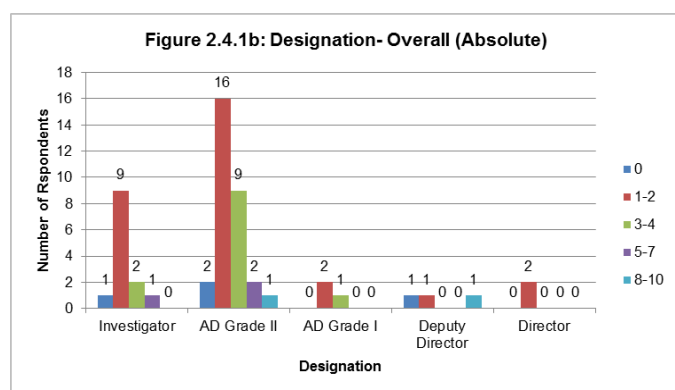
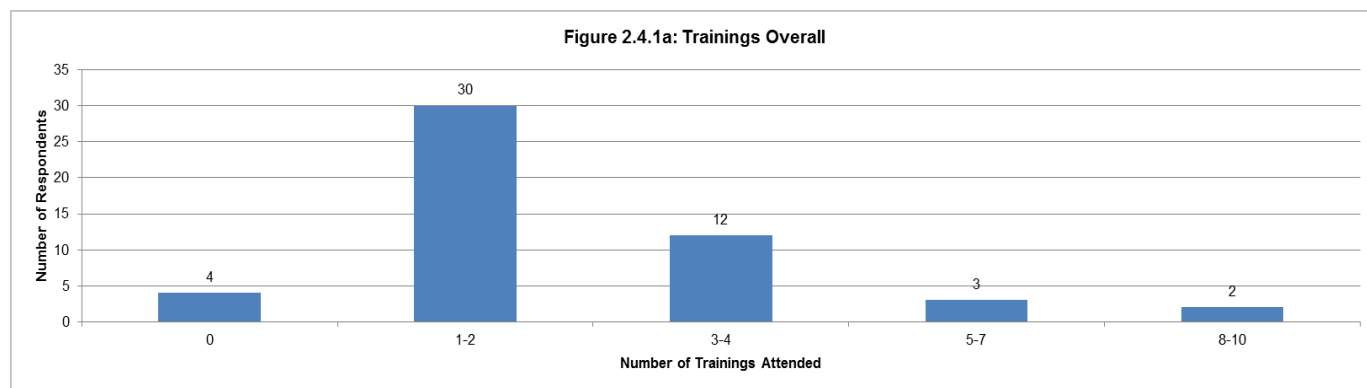
- 42 respondents (82%) are experts in at least 1 activity, which means that 9 (18%) are not experts in any activity. 1 respondent (2%) is an expert in all activities
- 1 respondent (2%) has no experience in any activity, and 3 respondents (6%) have at least some experience in all activities
- The three areas with the most number of experts are: BIS product testing, Conduct training programs and Advisory & consultancy services
- The three areas with the most amount of people with no experience are: Thermal calibration, Metallurgy calibration and Electrical calibration
- At least 21 respondents (41%) also said they have no experience in: Chemical testing, Electrical testing, Mechanical calibration, Metallurgy testing and Mechanical testing
- Both Directors are experts in all areas with the exception of Metallurgy calibration and Thermal calibration

### What this Means:

- Other than BIS product testing, large numbers of people have no experience in all the other line activities
- There is a need to roll out suitable training programs to further build expertise in TC/TS

## 2.4 Trainings

### 2.4.1 Number of Trainings Attended since 2008



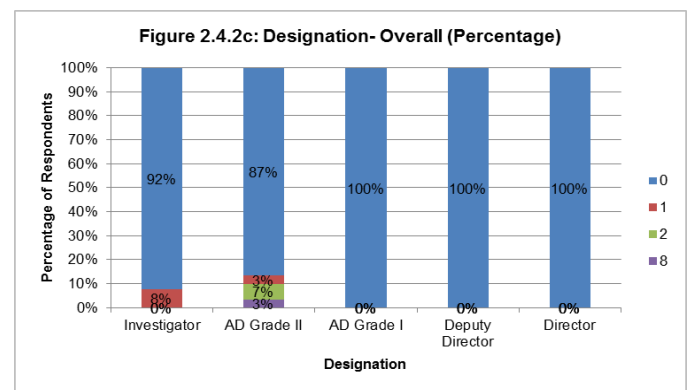
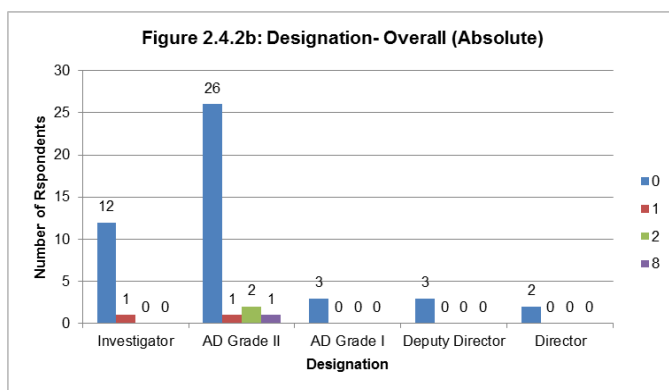
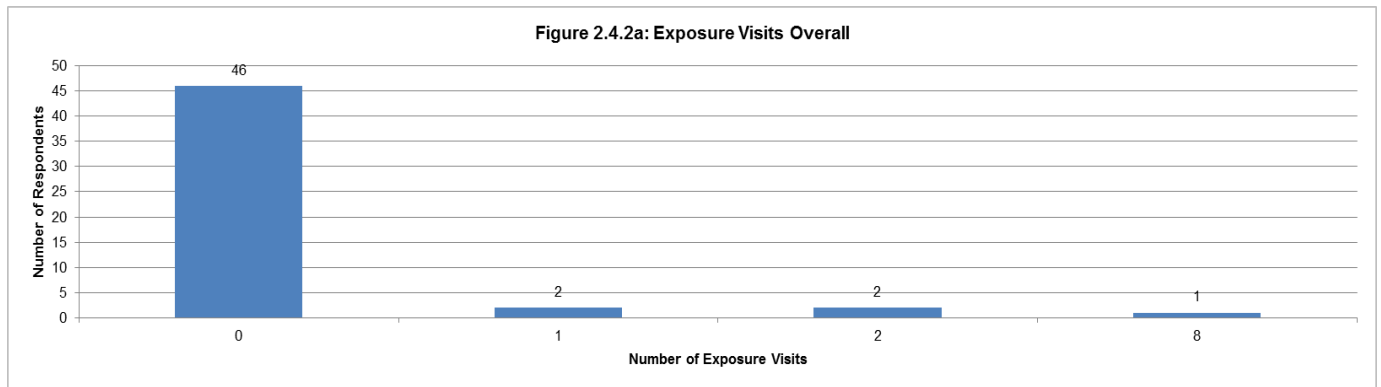
#### Key Highlights from Data:

- 4 respondents (8%) have not had any trainings, and 30 respondents (59%) have had either 1 or 2
- 5 respondents (10%) have had 5 or more trainings
- 2 Deputy Directors (66% of this level) have had either 0, 1 or 2 trainings, and 1 Deputy Director (33% of this level) has had 8 or more trainings

#### What this Means:

- Even though most of the employees have undergone at least 1 training program since 2008, there is a large discrepancy in the number of trainings attended across levels
- Those who have been with the MoMSME for longer appear to have had more trainings within the last 6 years

## 2.4.2 Exposure Visits attended since 2008



### Key Highlights from Data:

- 46 respondents (90%) have not been on any exposure visits
- No Assistant Director Grade Is, Deputy Directors or Directors have been on any exposure visits

### What this Means:

- Exposure visits can be very useful sources of learning
- This is one training method that is yet to be tapped into
- It is particularly important for the senior employees to go on exposure visits so that they can cascade best practices within their departments, but no one from the top three bands has been on an exposure visit

## 2.4.3 Awareness of Training Programs

Figure 2.4.3a: Training Programs Awareness Overall



Figure 2.4.3b: Designation- Overall (Absolute)

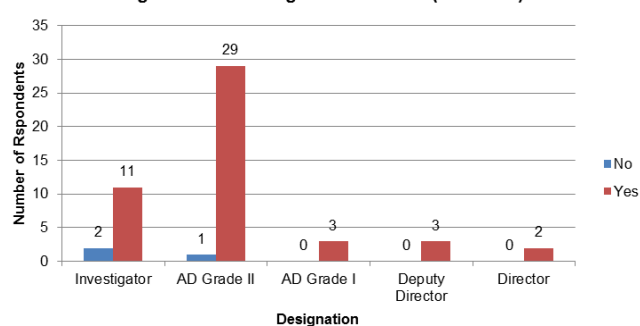
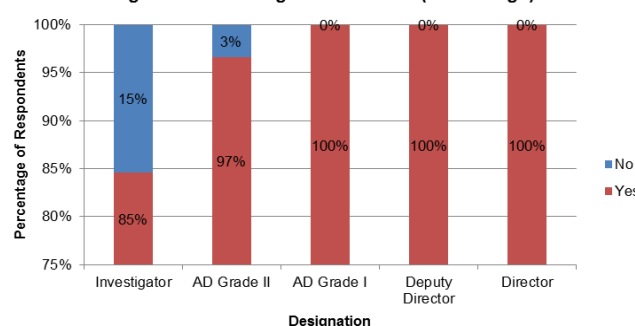


Figure 2.4.3c: Designation- Overall (Percentage)



### Key Highlights from Data:

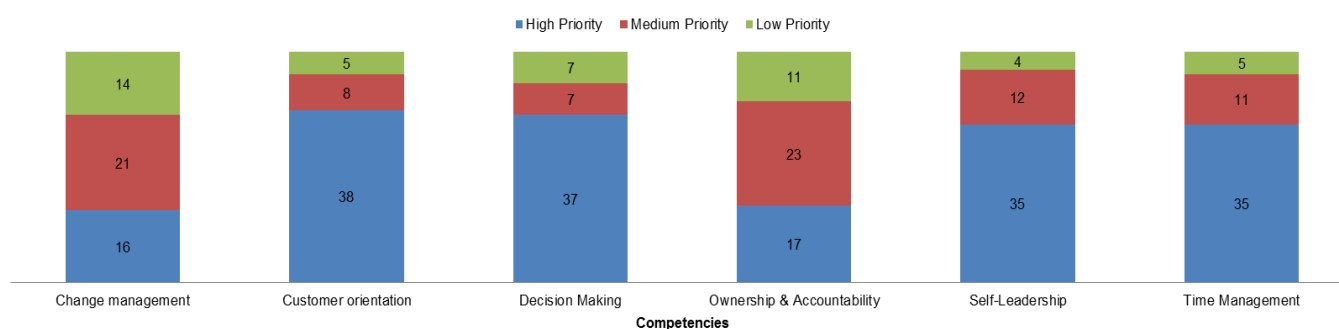
- 48 respondents (94%) know how to apply for training programs run by their organization
- All Assistant Director Grade Is, Deputy Directors and Directors know how to apply for training programs

### What this Means:

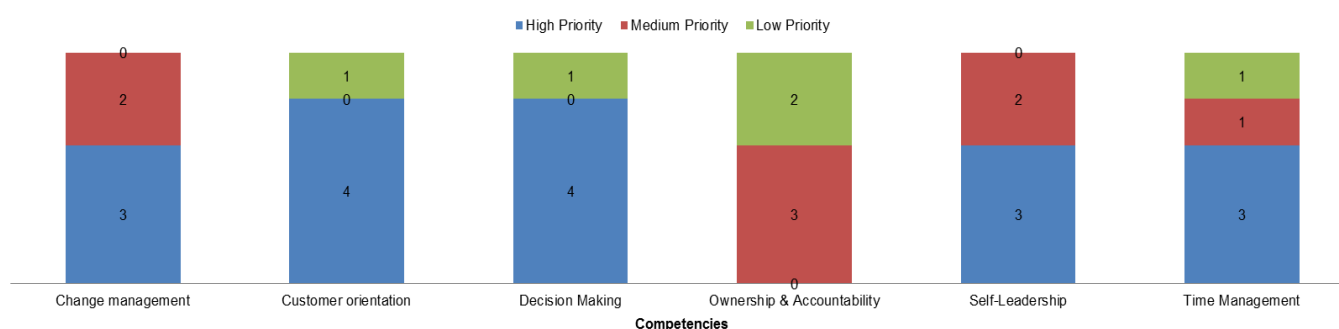
- Such a high level of awareness is very good and should be leveraged to launch relevant training programs

## 2.4.4 Behavioral Competencies

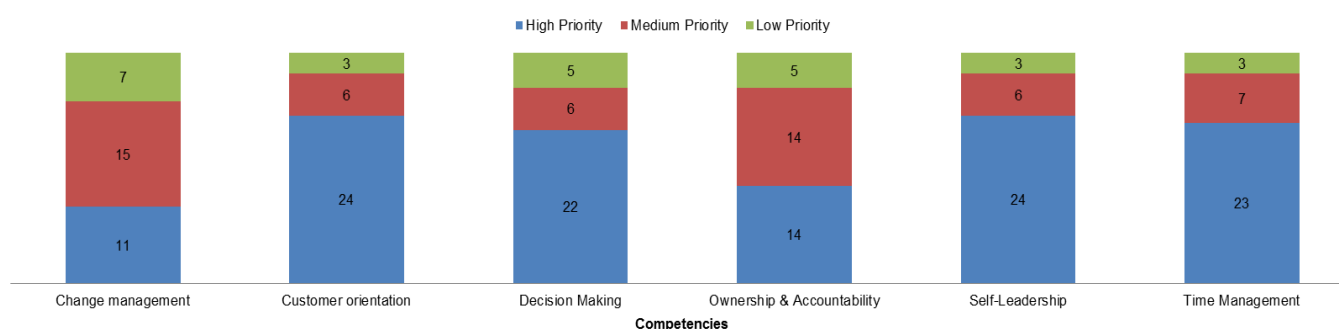
**Figure 2.4.4a: Behavioral Competencies Overall**



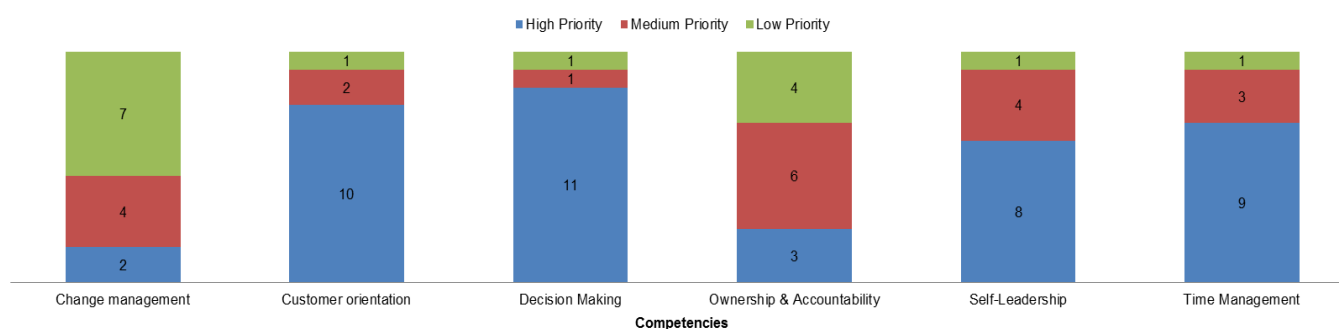
**Figure 2.4.4b: Designation - Director and Deputy Director**



**Figure 2.4.4c: Designation - AD Grade I and AD Grade II**



**Figure 2.4.4d: Designation - Investigator**



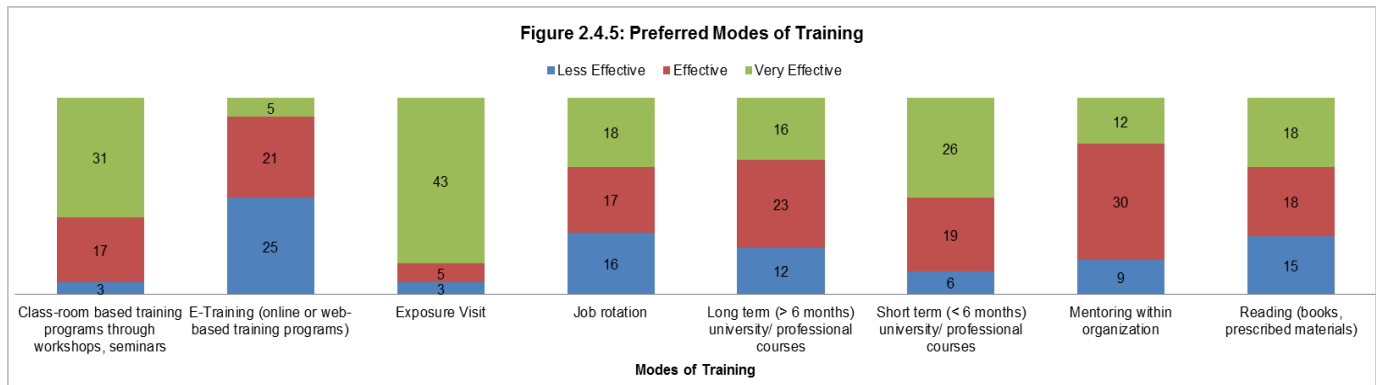
**Key Highlights from Data:**

- All behavioral competencies had at least 16 respondents (31%) rating them as High Priority
- The highest-priority competencies are 'Customer Orientation', 'Decision making', 'Self-leadership' and 'Time management'
- The lowest-priority competencies are 'Change management' and 'Ownership & accountability'

**What this Means:**

- 4 out of 6 behavioral competencies are high priority
- The two lowest-priority competencies have been marked as medium priority by most respondents, indicating that they are not low priority in absolute but only relatively lower than the others

## 2.4.5 Preferred Modes of Training



### Key Highlights from Data:

- Exposure visits are considered to be very effective, as are classroom based sessions and short-term courses
- Other than exposure visits, at least 33% of respondents have rated all modes of training as effective rather than less effective or very effective
- E-training is considered to be least effective

### What this Means:

- As barely any employees have been on exposure visits, these should be organized and the frequency should be increased



### 3. Insights from HR Profiling Survey for the Office of Development Commissioner



## 3. Insights from HR Profiling Survey for Office of Development Commissioner

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### **3.1 Executive Summary**

The Office of the Development Commissioner was surveyed, and 47 employees responded. Below is the executive summary of the findings, after which each question is examined individually.

#### **Demographic Details**

At the top levels of the Office of DC, the distribution of employees across designations is pyramidal in nature, but the lower levels need to be adjusted for the entire office to follow this structure. For instance, there are only 2 employees at Assistant Director Grade I, and there is only 1 Investigator. Additionally, in most of the cases, span of control is either too narrow (<3) to too large (>7).

Only 2 employees within the Office of DC are female, which shows that the gender distribution is skewed. The age distribution is also skewed, with no employees below 30 years of age and nearly three quarters of employees being over 45. With almost half of the Deputy Directors and Directors being over 55, the Office of DC should plan for the coming years, as many members of the workforce, especially leaders, will retire within a few years of one another.

#### **Education, Work Experience and Tenure**

The distribution of educational qualifications is very encouraging, with half of respondents having at least a Master's degree. Also, only 9% of respondents have less than 10 years of work experience, indicating that most employees have been in the workforce for many years. Of those with over 25 years of experience, most are Assistant Directors, while only 6 are Deputy Directors and 4 are Directors.

When considering respondents' tenures, the results show that 80% of respondents have been with the Office of DC for over 10 years, while 53% have been there for over 20 years. However, 1 Deputy Director and 1 Director each joined the Office of DC within the last 3 years which is quite positive.

Across industries, Bio Technology is the only industry in which there are no experts, so this is an area that should be developed. However, while all other industries have at least 1 expert, 36% of respondents are not experts in any industry. Of those who are experts, no respondents are experts in more than 3 industries.

However, it is possible that the areas in which respondents have expertise were not listed. Therefore, respondents were also asked an open-ended question on the industries in which they have significant expertise, beyond those specifically mentioned. A few industries were mentioned by multiple respondents, including 'Essential oils', 'Detergent', 'Metal finishing' and 'Skills development'.

When asked about additional technical and functional areas in which they have significant expertise, the only item to be repeated was 'Cluster development'. All of these trends are very positive, and these skills should be leveraged within the Office of DC.

## Trainings & Exposure Visits

Just over 70% of respondents have had between zero and two trainings in the last six years. However, 10% of respondents have had 5 or more trainings, which is very positive. Related to this is the lack of exposure visits as the vast majority of respondents have not been on any exposure visits, with 75% of Directors and Deputy Directors not having been on one either. Most respondents (94%) know about the training programs which is a very positive signal. This aspect could be leveraged to roll out relevant training programs for all the employees.

Across the different functional areas, a range of areas have been highlighted as being high priority for trainings. With the exception of vigilance, all areas were rated as either medium or high priority by over 50% of respondents, indicating that all areas are seen as priority areas.

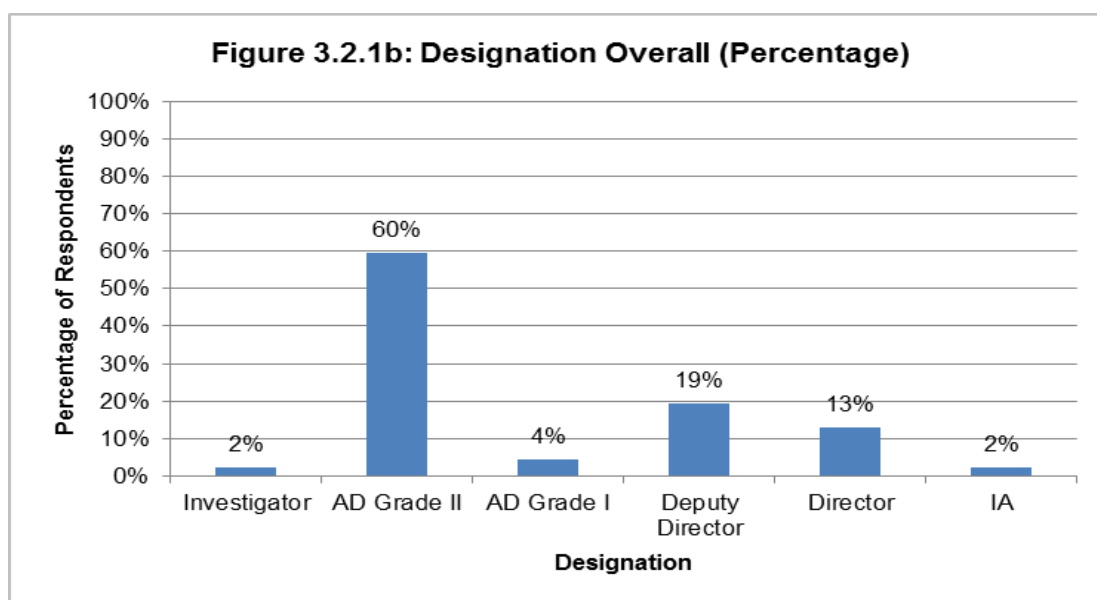
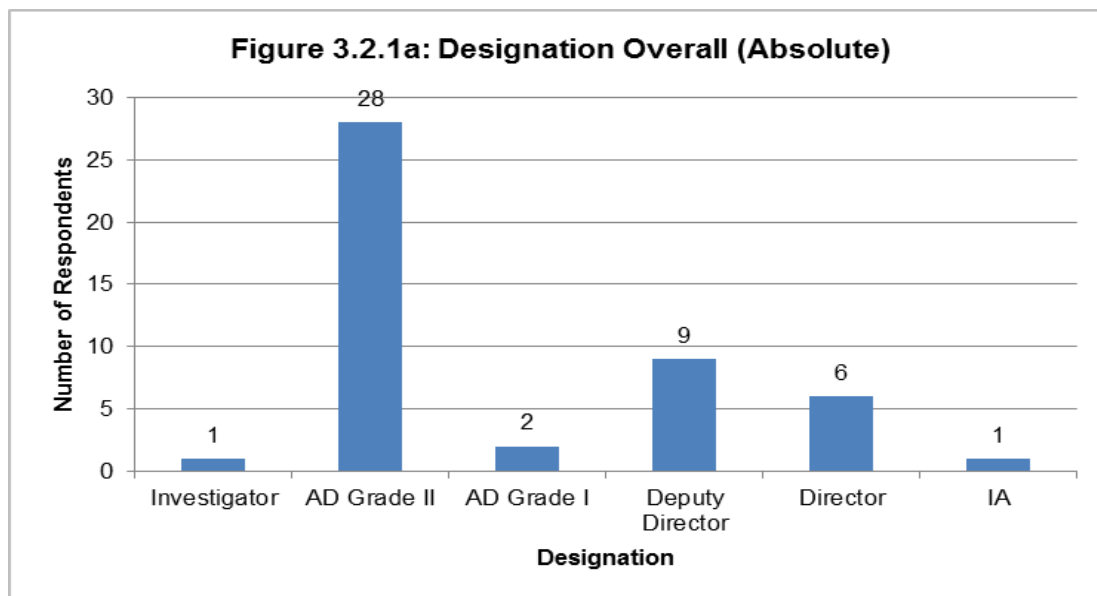
Within the behavioral competencies specifically, many were rated as high priority. The competencies that were rated as highest priority, such as 'Leadership', are critical for senior employees and should be addressed immediately. However, competencies relating to teamwork, such as 'Collaborating and partnering' and 'Conflict management' are amongst the lowest priority items indicating that teamwork is a strong point within the Office of DC.

**Please note:**

- *Since there is only 1 Industrial Advisor and 1 Investigator among the respondents, these two roles are not included in designation-wise analyses. They are, however, included in overall analyses.*
- *Additionally, since there are only 2 respondents at Assistant Director Grade I level, their responses have been combined with the Assistant Director Grade II level for the purpose of analyses.*
- *In some cases, the percentages in graphs may add up to 101. This is due to rounding of decimal places.*

## 3.2 Demographic Details

### 3.2.1 Number of Employees



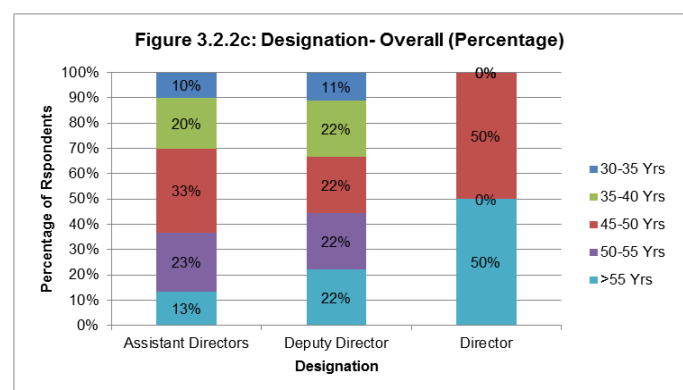
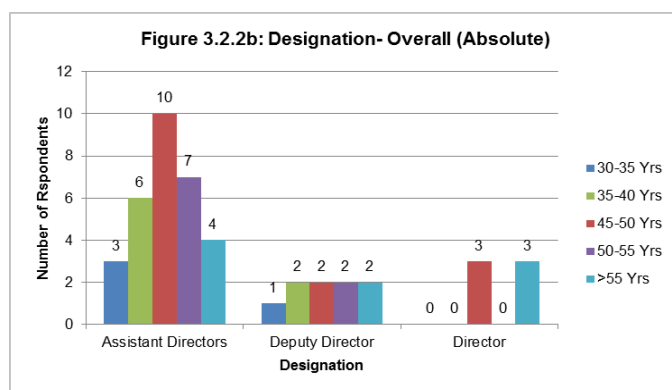
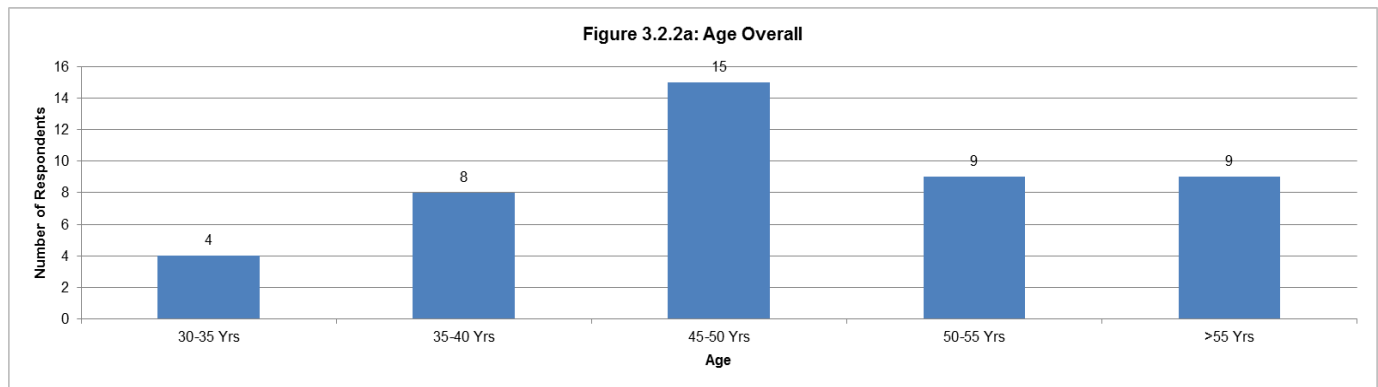
#### Key Highlights from Data:

- Of the Office of DC Employees, there are only 2 Assistant Director Grade Is (4%) and only 1 Investigator and 1 IA (2% each)

#### What this Means:

- While at the top levels, there is a pyramid structure, the overall structure is not a balanced pyramid. There is a need to re-look at the number of people in the Assistant Director and Investigator designations.

### 3.2.2 Age



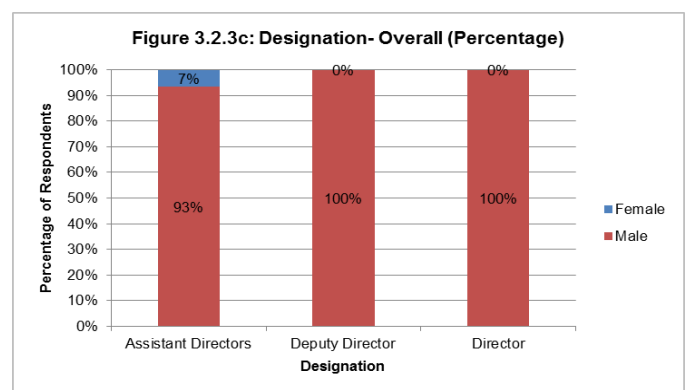
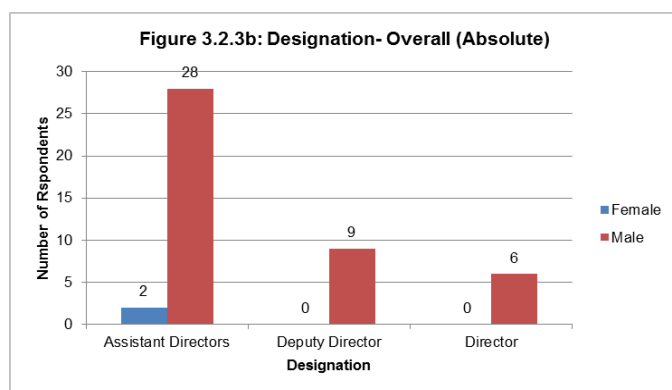
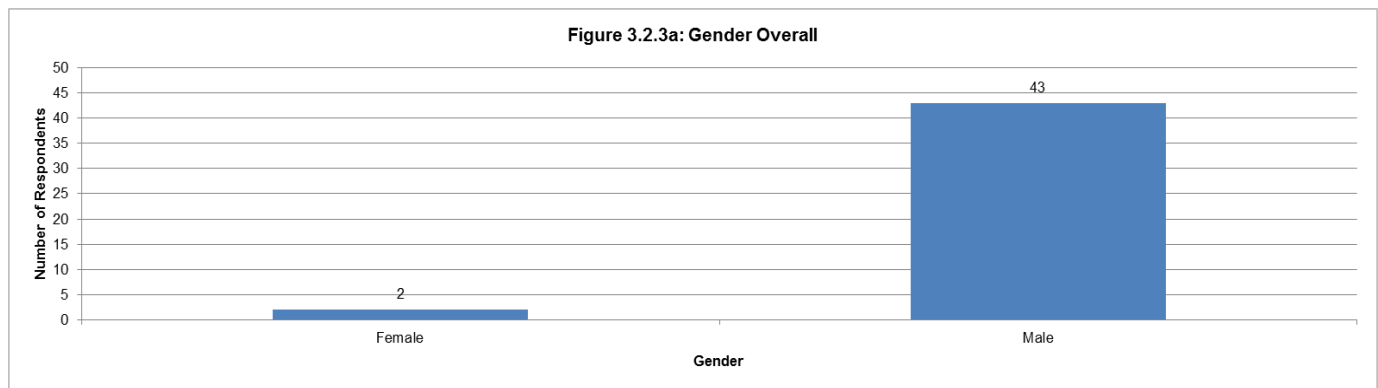
#### Key Highlights from Data:

- There are no employees below 30 years of age
- 33 respondents (73%) are over 45 years of age and 18 respondents (40%) are over 50 years of age
- 4 Deputy Directors (44% of the level) and 3 Directors (50% of the level) are over 50 years of age. This means that almost half of the top two bands are over 50

#### What this Means:

- A large portion of the Office of DC workforce will be retiring more or less at the same time or within a short time span in the coming years
- Succession plans should be put in place to prepare for this

### 3.2.3 Gender



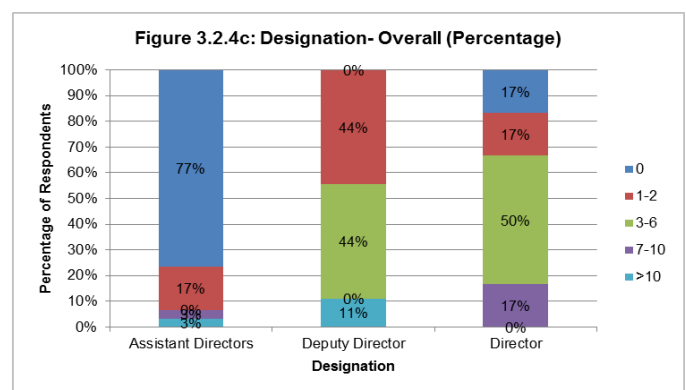
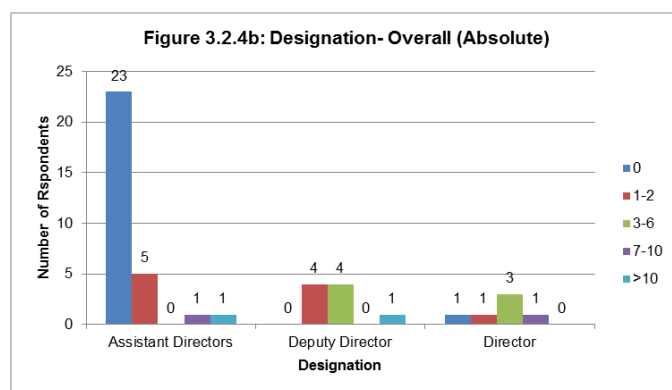
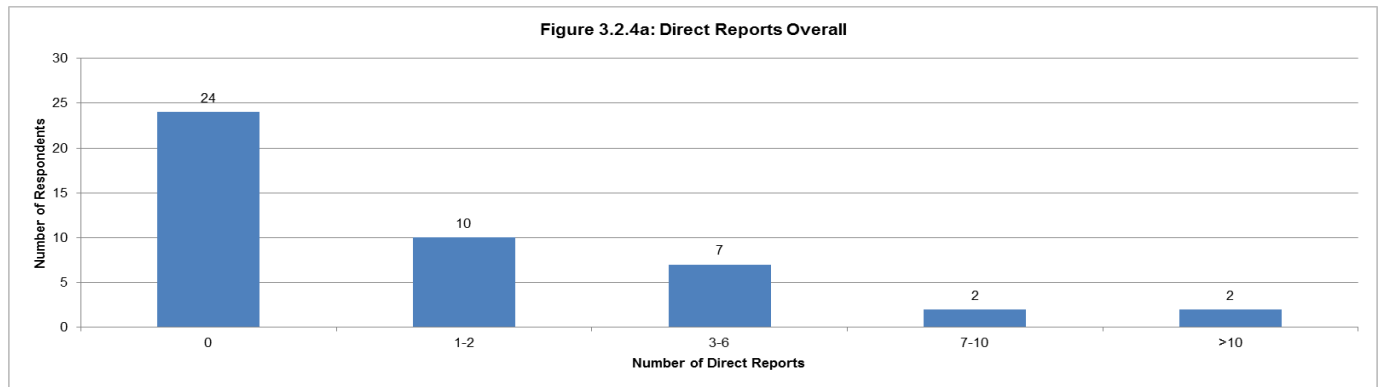
#### Key Highlights from Data:

- Only 2 employees (4%) in the Office of DC are female
- No Directors or Deputy Directors are female

#### What this Means:

- The gender ratio is skewed, with many more men than women across all designations. This might want to be taken into consideration in case corrective action is to be taken

### 3.2.4 Direct Reports



#### Key Highlights from Data:

- 21 respondents (47%) said that they have direct reports
- Of those with direct reports, 10 (48%) have 1 or 2 direct reports while 4 (19%) have 7 or more direct reports

#### What this Means:

- In most of the cases, the span of control is either too few to too much.

### 3.3 Education, Work Experience, Tenure

#### 3.3.1 Education Qualifications

Figure 3.3.1a: Educational Qualifications Overall

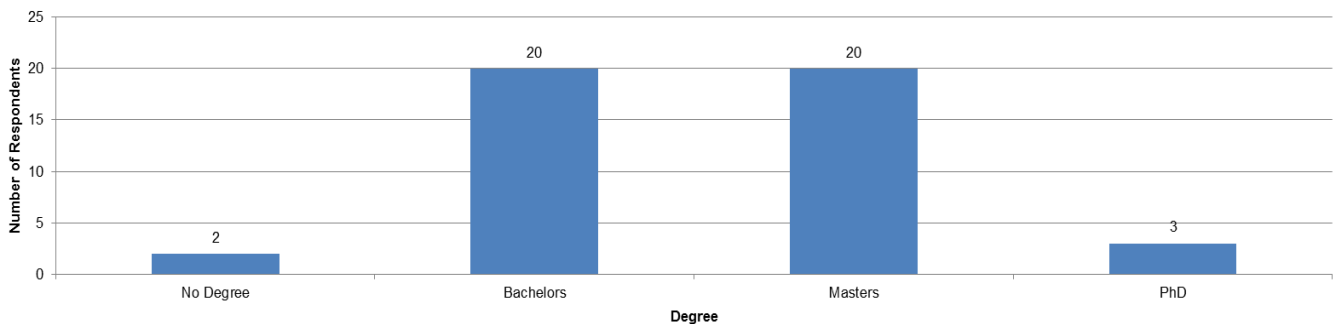


Figure 3.3.1b: Designation- Overall (Absolute)

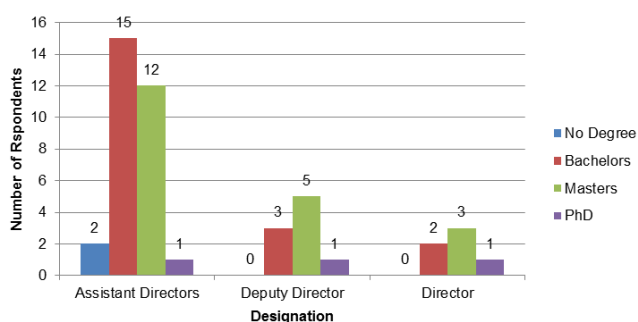
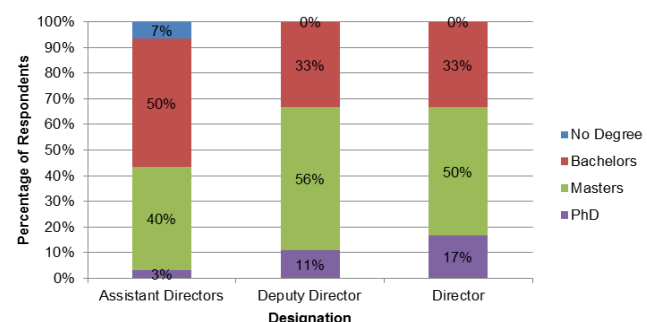


Figure 3.3.1c: Designation- Overall (Percentage)



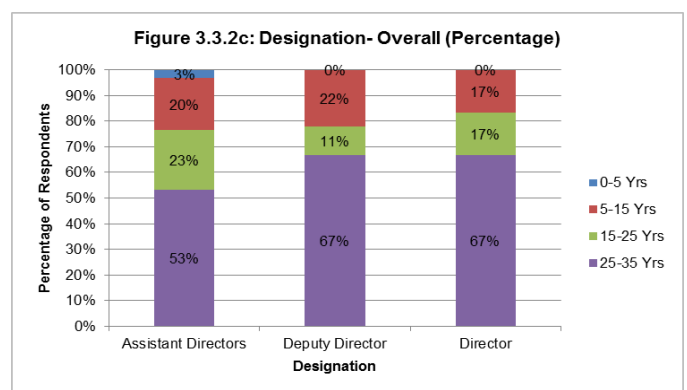
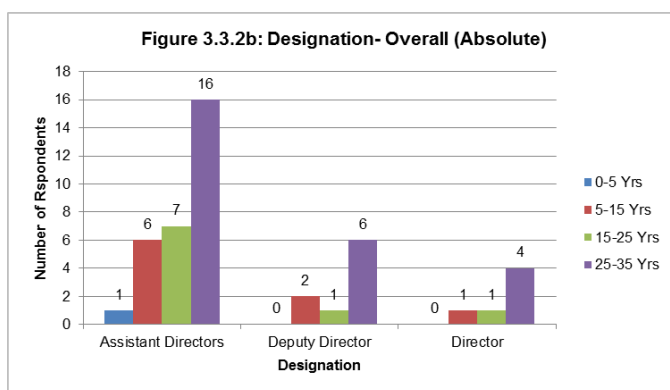
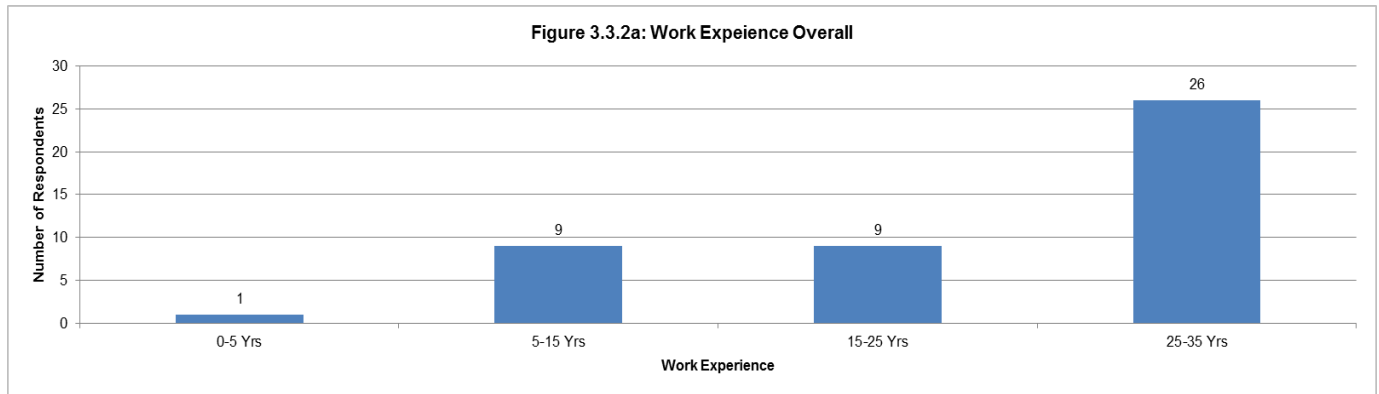
#### Key Highlights from Data:

- 2 respondents (4%) don't have a degree, both of whom are Assistant Directors
- For 20 respondents (44%), a Bachelor's degree is their highest level of education, and for 20 respondents (44%), a Master's degree is their highest level of education
- There are 3 people (6%) with a PhD, 1 at each level—Assistant Directors, Deputy Director and Director (2% at each level)

#### What this Means:

- These trends follow what is expected in an organization, so this distribution of educational qualifications is positive

### 3.3.2 Work Experience



#### Key Highlights from Data:

- 1 respondent (2%) has under 5 years of experience and 10 (22%) have under 15 years of experience
- Of the 26 respondents with 25-35 years of experience, 16 (62%) are Assistant Directors, while 6 (23%) are Deputy Director and 4 (15%) are Directors

#### What this Means:

- With so few people who have entered the workforce within the last 15 years, when the older employees start to retire, there might be talent gap, with a limited number of employees who can take their places



### 3.3.3 Tenure

Figure 3.3.3a: Tenure Overall

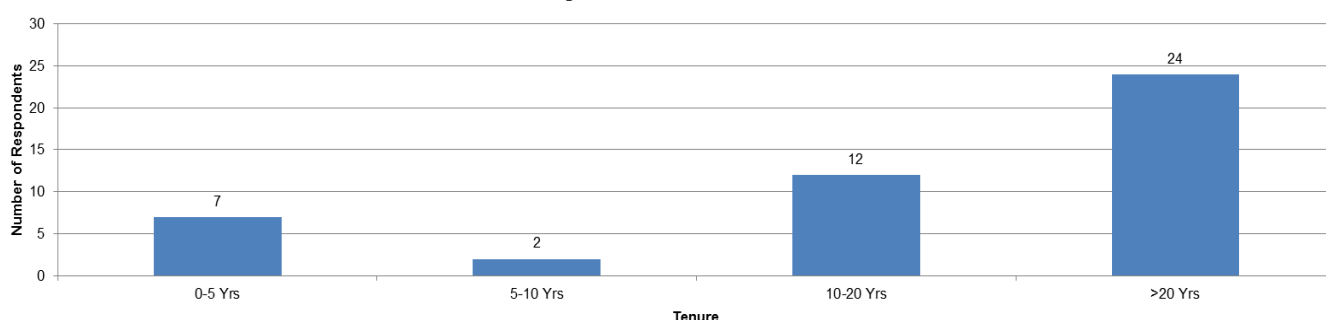


Figure 3.3.3b: Designation- Overall (Absolute)

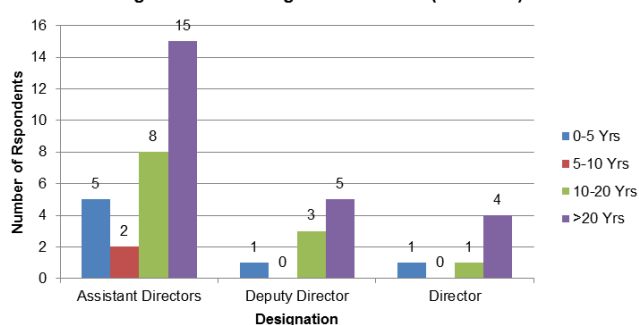
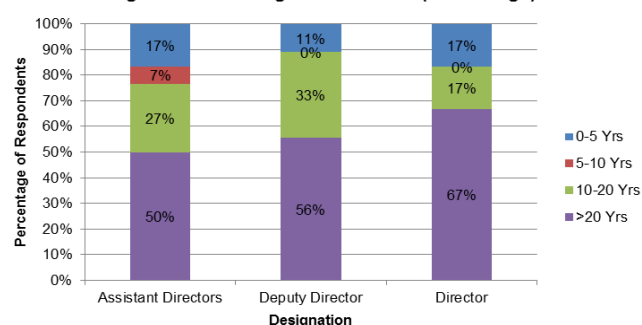


Figure 3.3.3c: Designation- Overall (Percentage)



#### Key Highlights from Data:

- 36 respondents (80%) have been with the Office of DC for over 10 years, with 24 (53%) having been with the Office of DC for over 20 years
- 1 Deputy Director (11% of the level) and 1 Director (17% of the level) have been with the Office of DC for 0-5 years
- Only 5 respondents (11%) have been with the Office of DC for their entire careers

#### What this Means:

- Some people's careers have been stagnant for many years- they have been working at the Office of DC for many years with little growth
- The fact that 1 Deputy Director and 1 Director have joined within the last 5 years is a positive signal and indicates an openness to recruiting new talent at senior posts

### 3.3.4 Industry Experience

Figure 3.3.4a: Industry Experience Overall

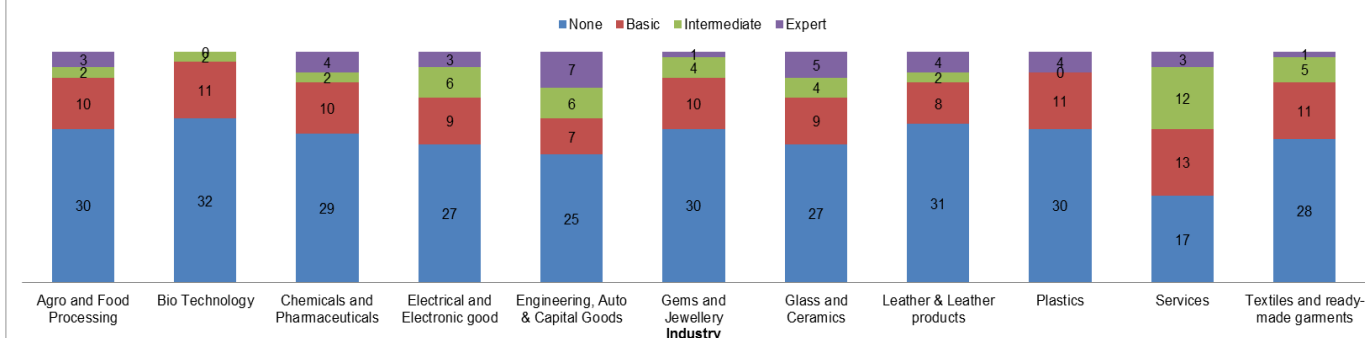


Figure 3.3.4b: Designation - Director

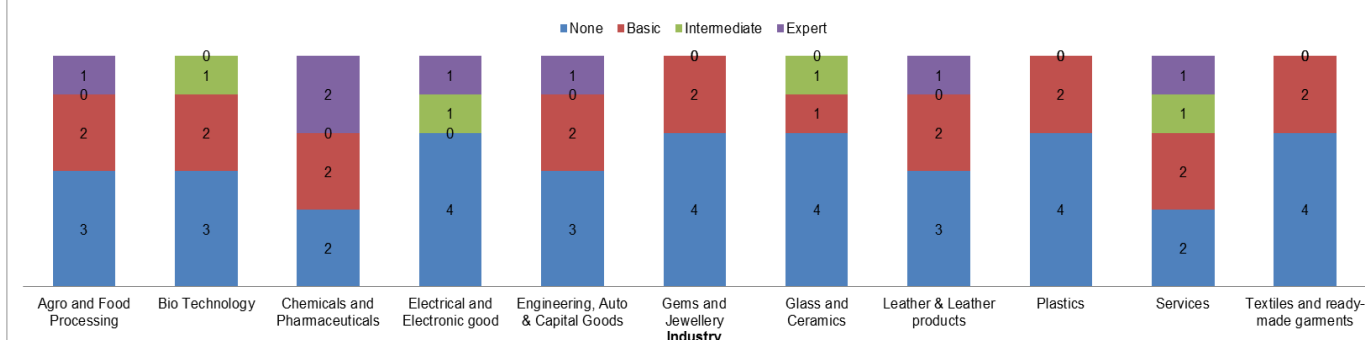


Figure 3.3.4c: Designation - Deputy Director

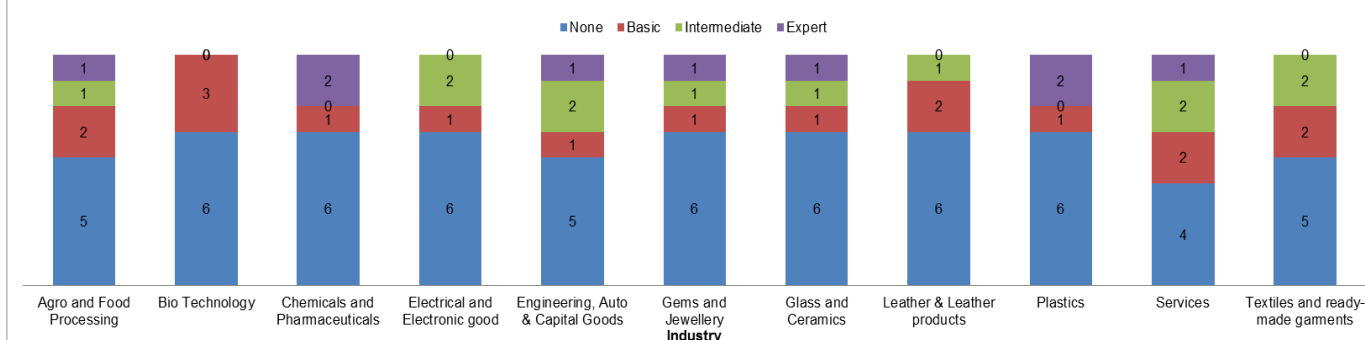
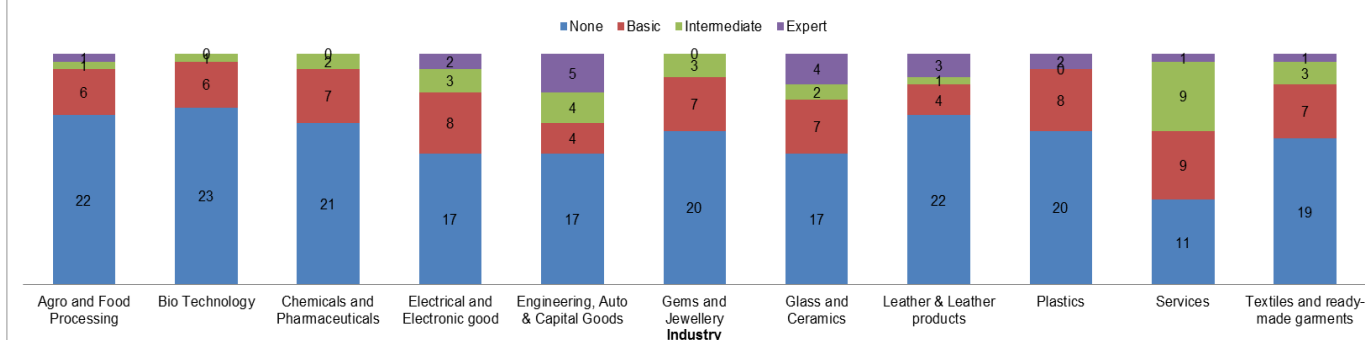
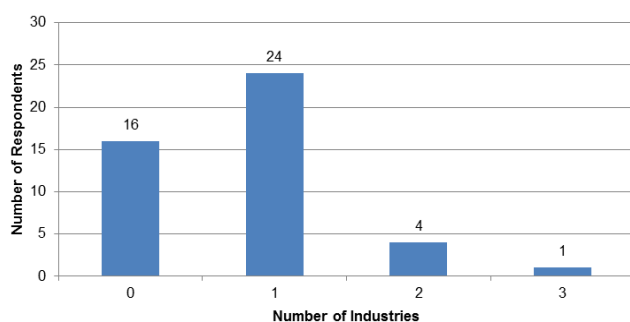


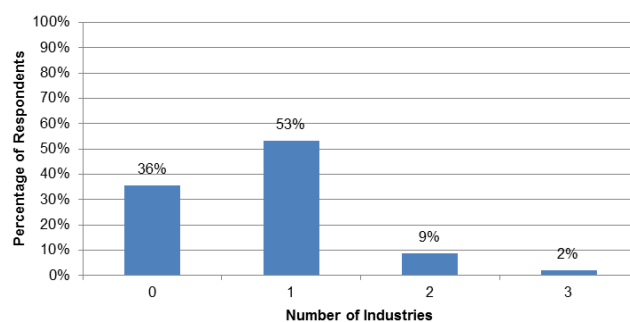
Figure 3.3.4d: Designation - Assistant Directors



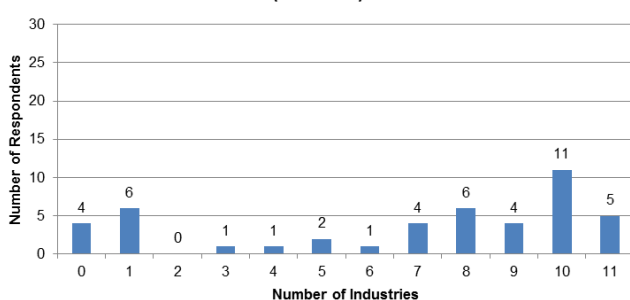
**Figure 3.3.4e: Industry Experience - Experts (Absolute)**



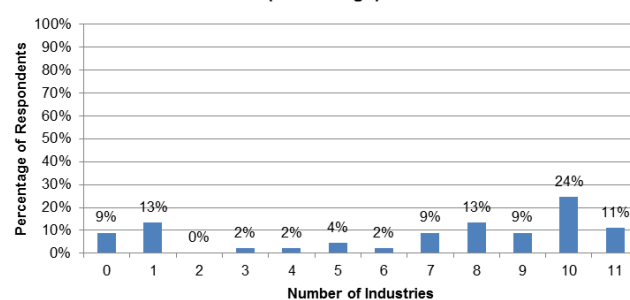
**Figure 3.3.4f: Industry Experience - Experts (Percentage)**



**Figure 3.3.4g: Industry Experience - No Experience (Absolute)**



**Figure 3.3.4h: Industry Experience - No Experience (Percentage)**



### Key Highlights from Data:

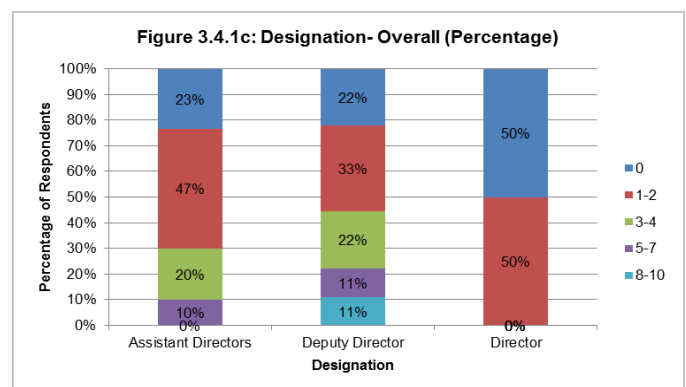
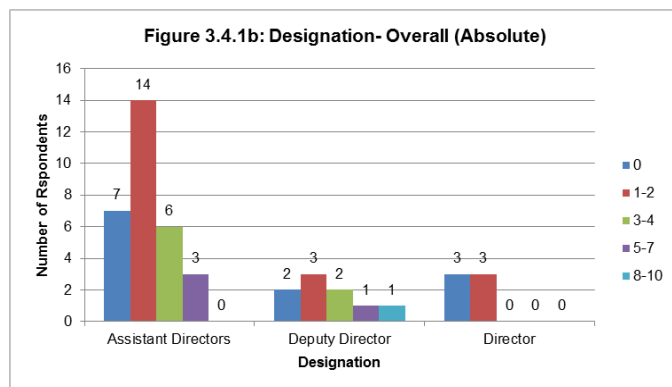
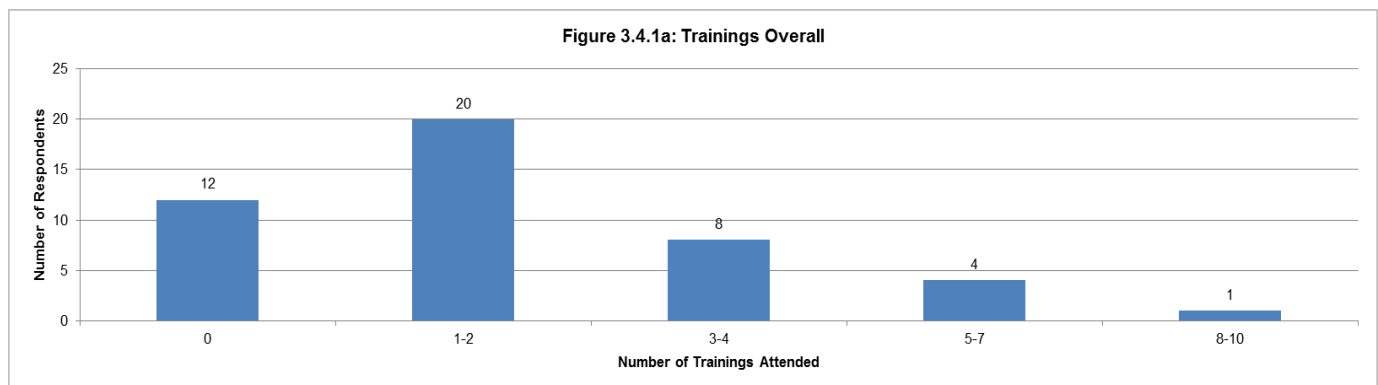
- 29 respondents (64%) are experts in at least 1 industry, which means that 16 (36%) are not experts in any industry. 1 respondent (2%) is an expert in 3 industries, and no respondents are experts in more than 3 industries.
- 11 respondents (24%) have no experience in 10 of the 11 industries and 5 respondents (11%) have no experience in any industry
- There are no experts in Bio Technology, and Engineering, Auto and Capital Goods has the most number of experts, with 7 experts (16%)
- The industries with the most number of experts are: Engineering, Auto & Capital Goods, Glass & Ceramics, Leather & Leather Products, Chemicals & Pharmaceuticals, and Plastics
- The areas with the most amount of people with no experience are: Bio Technology, Leather & Leather Products, Gems & Jewelry, Agro & Food Processing, and Plastics

### What this Means:

- In each industry, there are at least 17 respondents (38%) with no experience
- Appropriate training programs need to be identified in these areas

## 3.4 Trainings

### 3.4.1 Number of Trainings Attended since 2008



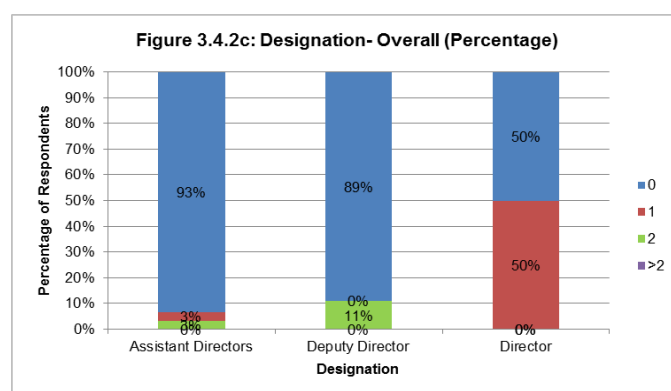
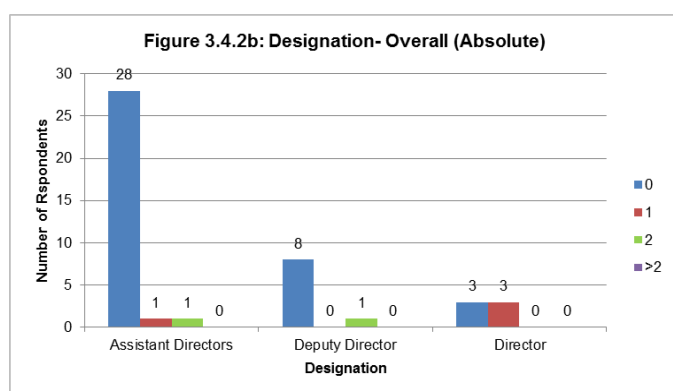
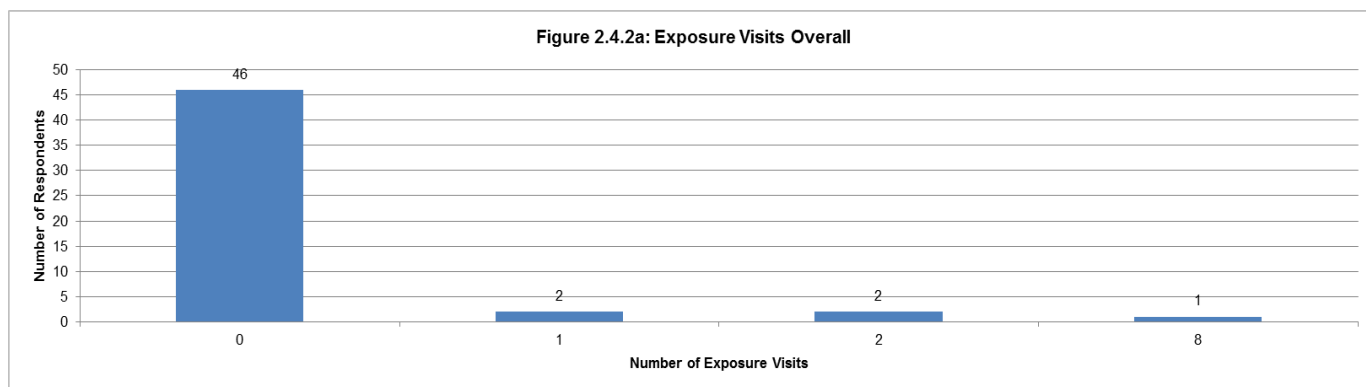
#### Key Highlights from Data:

- 12 respondents (27%) have not had any trainings
- 5 respondents (11%) have had 5 or more trainings
- 6 employees who have been with the Office of DC for over 20 years (25% of this tenure bracket) have had no trainings
- 5 Deputy Directors (56% of this level) and all Directors have had between 0 and 2 trainings. 1 Deputy Director (11% of this level) has had 10 trainings

#### What this Means:

- There is a large discrepancy in the number of trainings attended by different Deputy Directors
- The only employees who have attended more than 3 training programs have been with the Office of DC for over 10 years, indicating that those who have been with the Office of DC for longer are more likely to be sent for training programs

### 3.4.2 Number of Exposure Visits Attended since 2008



#### Key Highlights from Data:

- 39 respondents (87%) have not been on any exposure visits
- 8 Deputy Directors (89% of the level) and 3 Directors (50% of the level) have not been on any exposure visits

#### What this Means:

- Exposure visits can be very useful sources of learning
- This is one training method that is yet to be tapped into

### 3.4.3 Awareness of Training Programs

Figure 3.4.3a: Training Programs Awareness Overall



Figure 3.4.3b: Designation- Overall (Absolute)

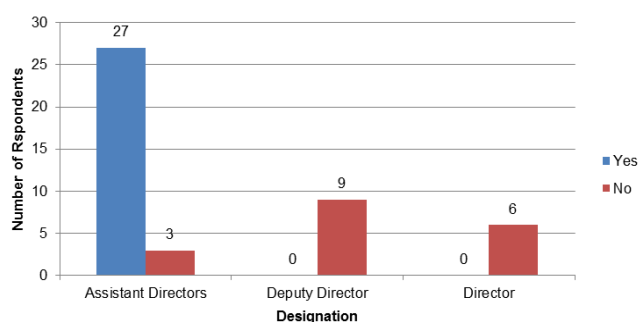
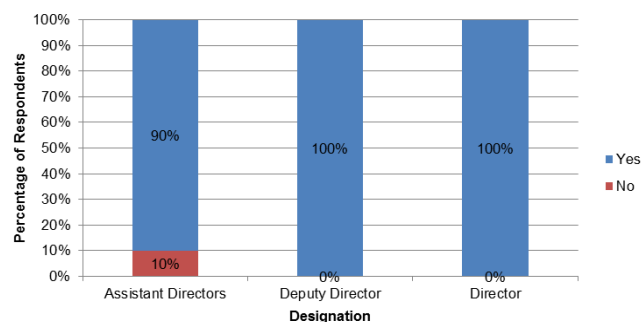


Figure 3.4.3c: Designation- Overall (Percentage)



#### Key Highlights from Data:

- 42 respondents (93%) know how to apply for training programs run by their organization
- All Deputy Directors and all Directors know how to apply for training programs

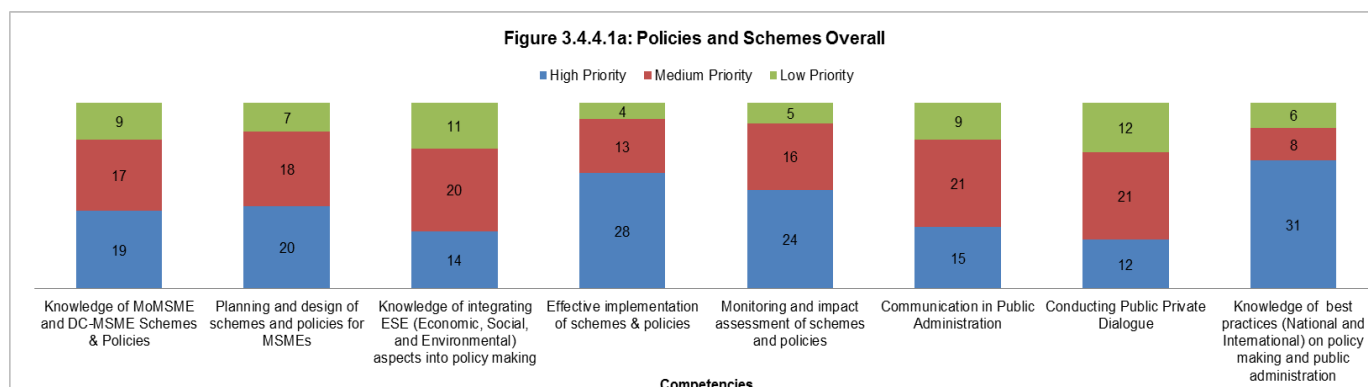
#### What this Means:

- Such a high level of awareness is very good and can be leveraged to roll out relevant training programs

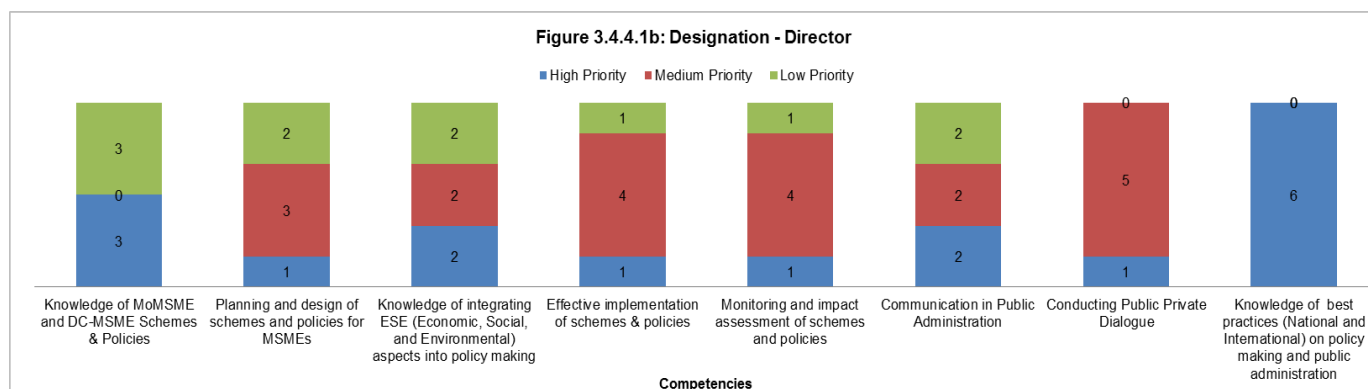
### 3.4.4 Training Requirements

#### 3.4.4.1 Policies and Schemes

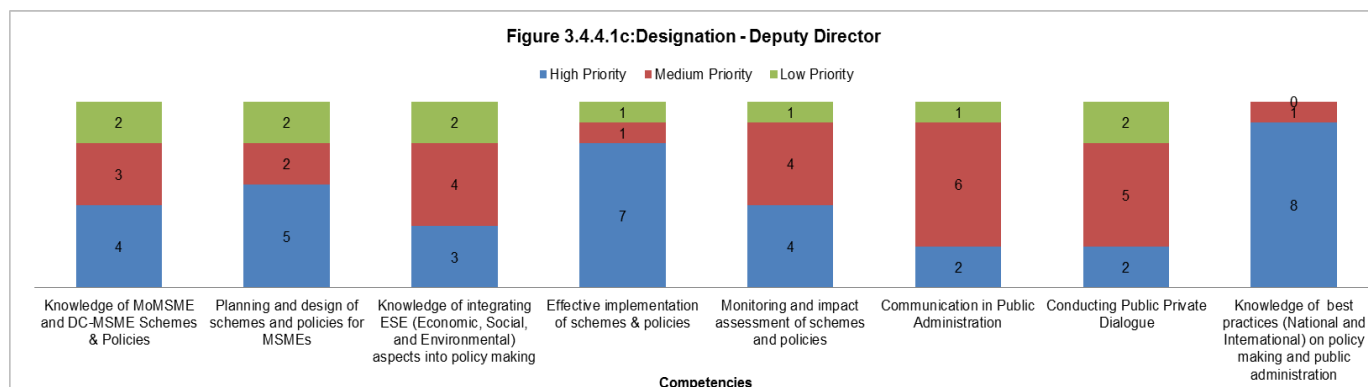
**Figure 3.4.4.1a: Policies and Schemes Overall**



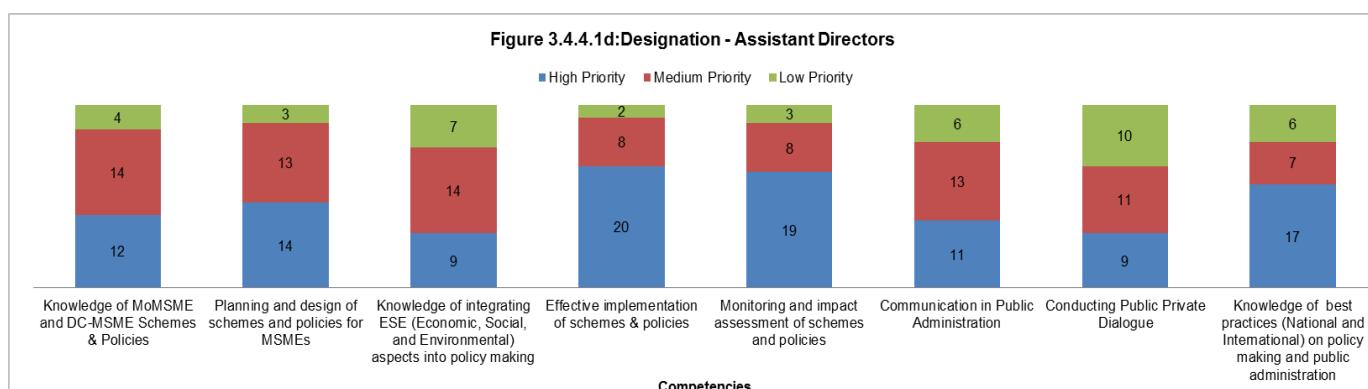
**Figure 3.4.4.1b: Designation - Director**



**Figure 3.4.4.1c: Designation - Deputy Director**

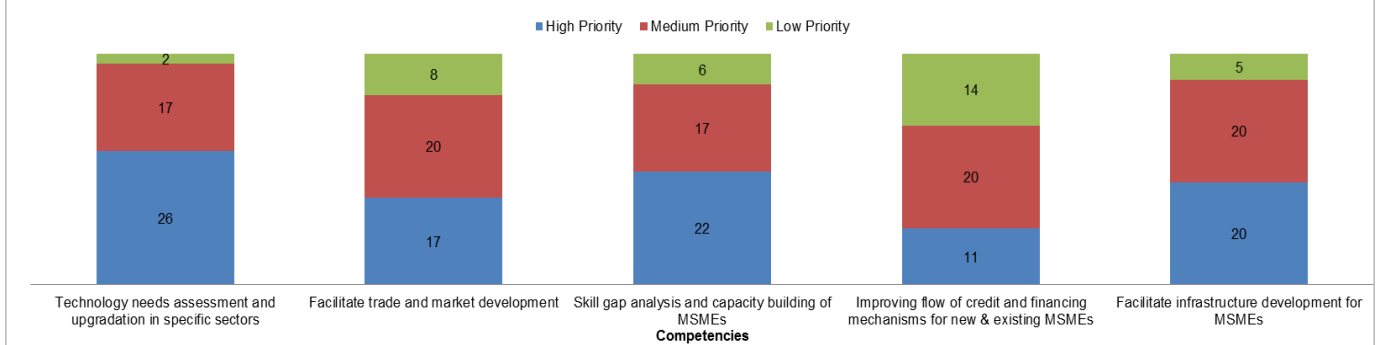


**Figure 3.4.4.1d: Designation - Assistant Directors**

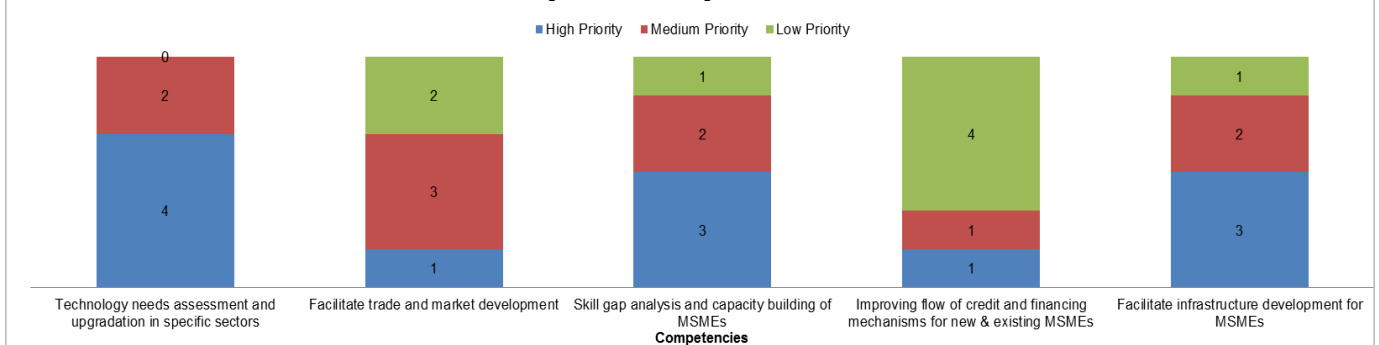


### 3.4.4.2 Technical and Functional Areas

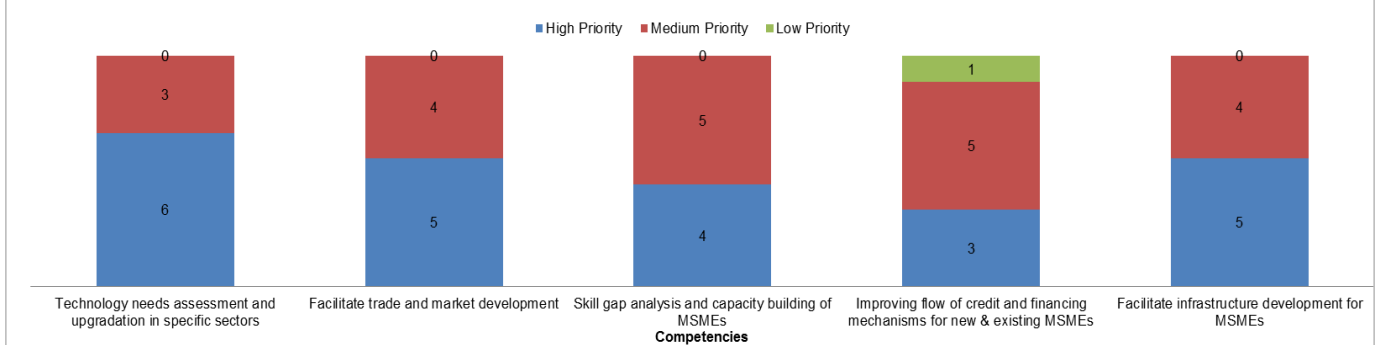
**Figure 3.4.4.2a: Technical and Functional Expertise Overall**



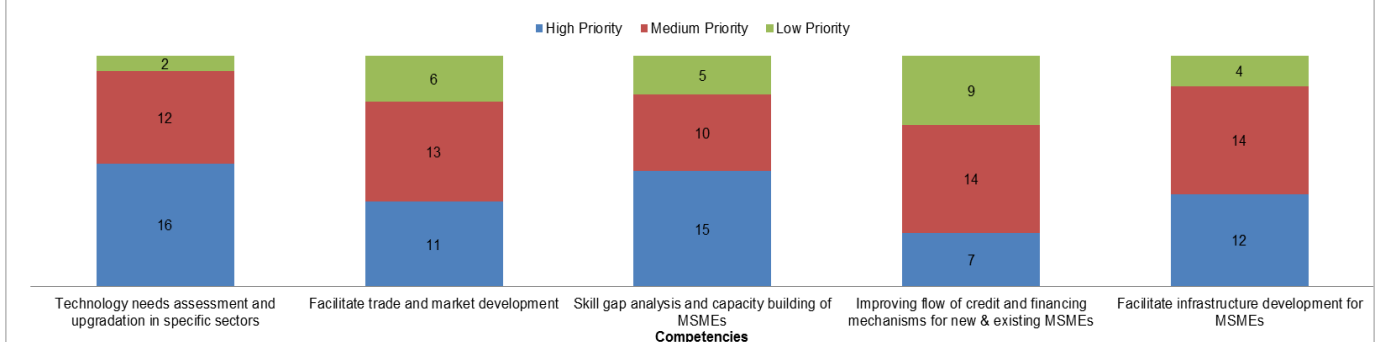
**Figure 3.4.4.2b: Designation - Director**



**Figure 3.4.4.2c: Designation - Deputy Director**



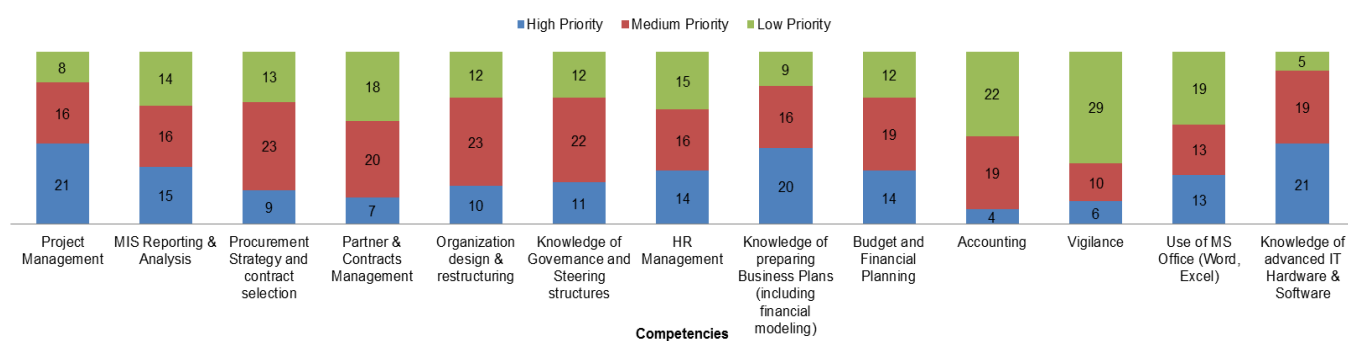
**Figure 3.4.4.2d: Designation - Assistant Directors**



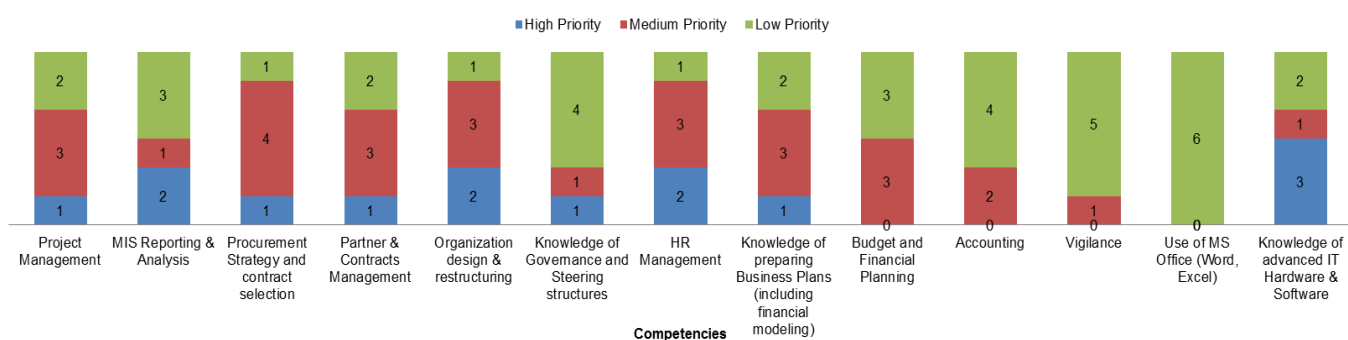


### 3.4.4.3 Management and Administration

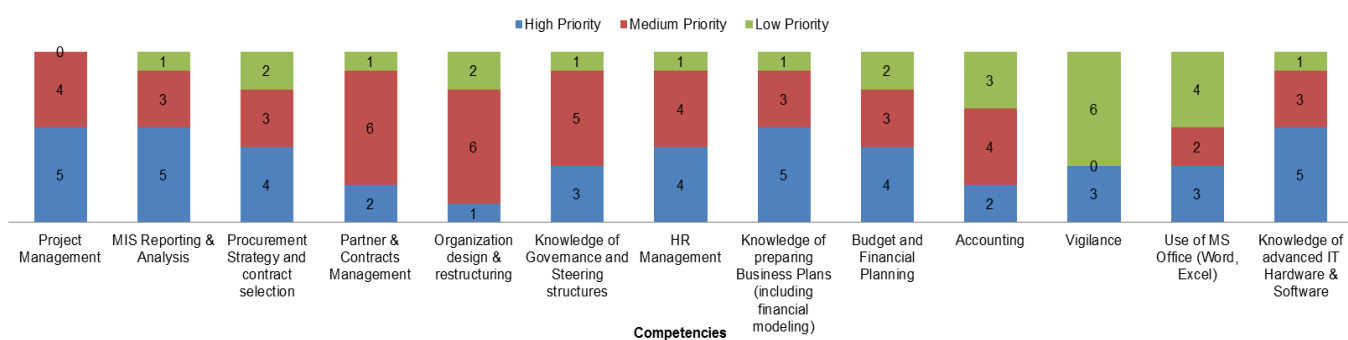
**Figure 3.4.4.3a: Management and Administration Overall**



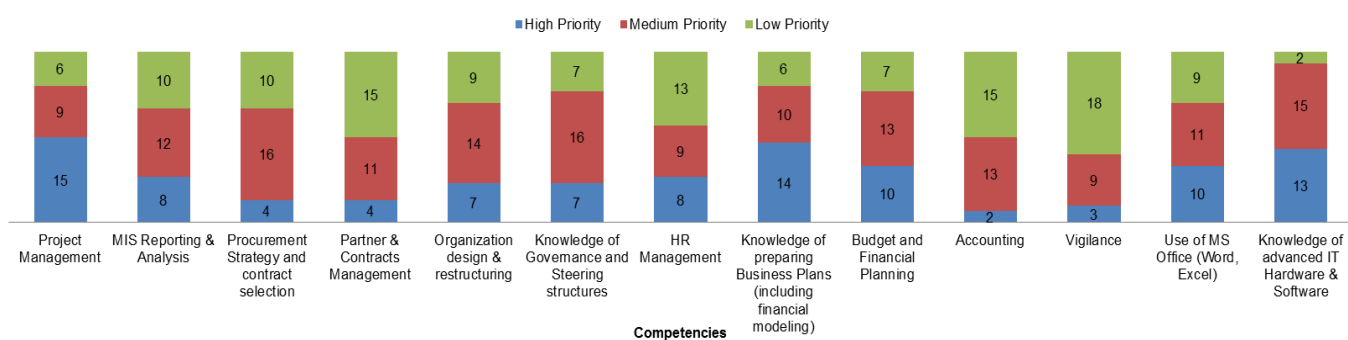
**Figure 3.4.4.3b: Designation - Director**



**Figure 3.4.4.3c: Designation - Deputy Director**



**Figure 3.4.4.3d: Designation - Assistant Directors**



**Key Highlights from Data:**

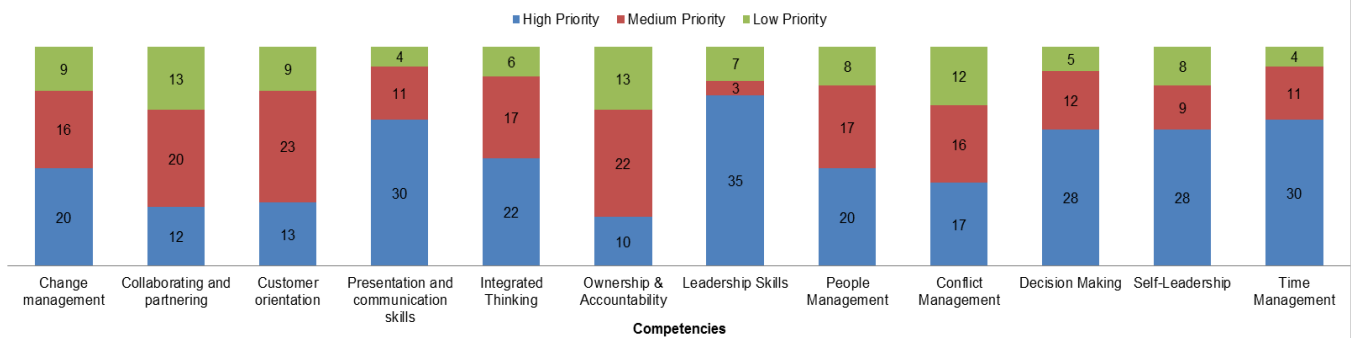
- Across Policies and Schemes and Technical and Functional Training, no area was rated as low priority by more than 15 people (30%)
- Within Policies and Schemes, 'Knowledge of best practices on policy making and public administration' is the highest priority and 'Conducting public private dialogue' is the lowest priority
- Within Technical and Functional areas, 'Technology needs assessment and upgradation in specific sectors' is the highest priority, and 'Improving flow of credit and financing mechanisms for new & existing MSMEs' is the lowest priority
- Within Management and Administration, 'Project management' is the highest priority, and 'Vigilance' is the lowest priority

**What this Means:**

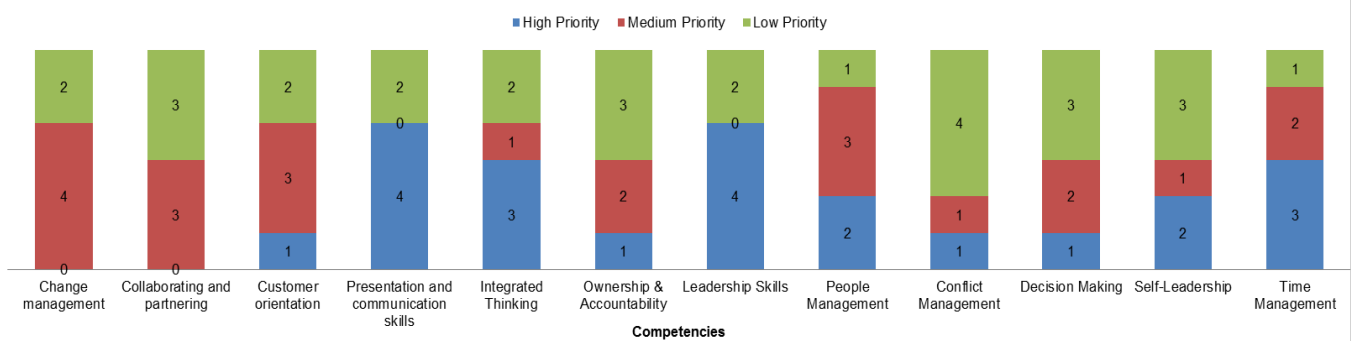
- With the exception of 'Vigilance', all other areas were rated as either medium or high priority by over 50% of respondents, which suggests that training is required across all of these areas
- Relevant raining programs need to be launched across all these areas

### 3.4.5 Behavioral Competencies

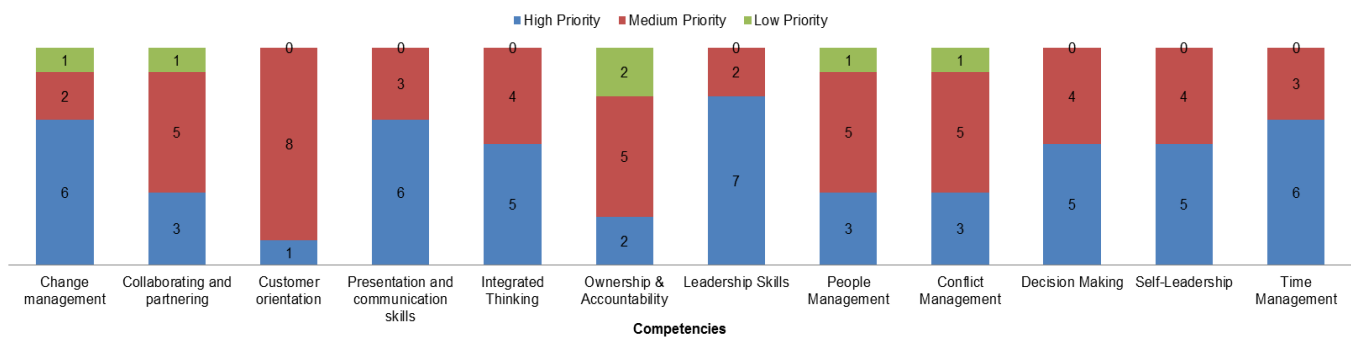
**Figure 3.4.5a: Behavioral Competencies Overall**



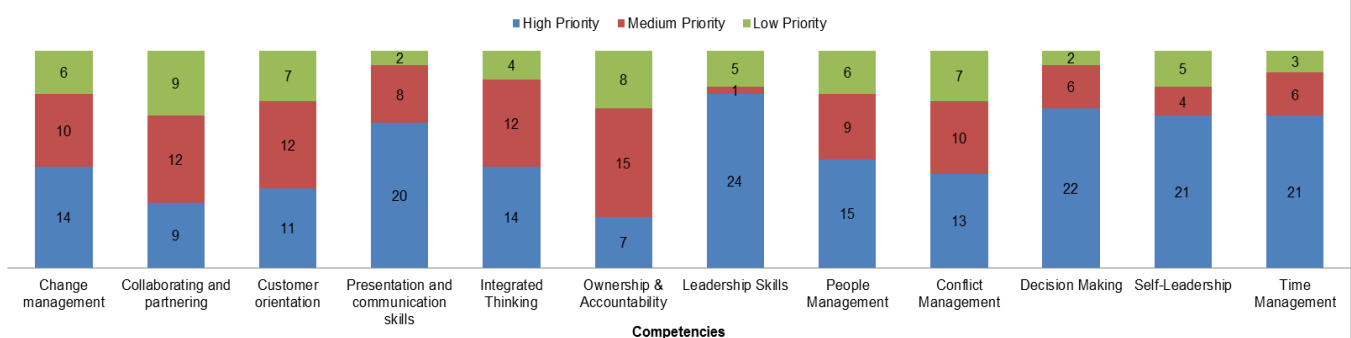
**Figure 3.4.5b: Designation - Director**



**Figure 3.4.5c: Designation - Deputy Director**



**Figure 3.4.5d: Designation - Assistant Directors**



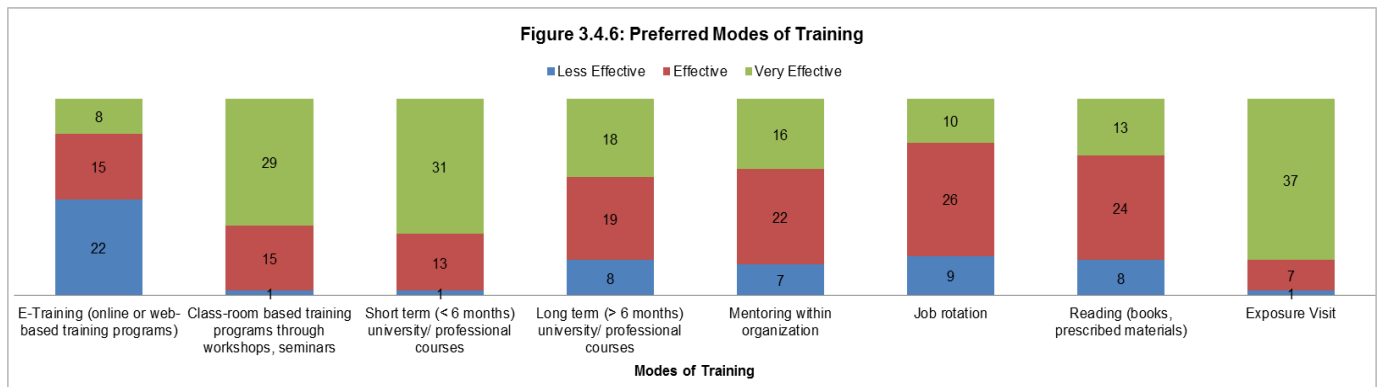
**Key Highlights from Data:**

- No behavioral competency was rated as low priority by more than 13 respondents (29%)
- The highest-priority competencies are 'Leadership skills', 'Presentation and communication skills', and 'Time management'
- The lowest-priority competencies are 'Ownership & accountability', 'Collaboration & partnering' and 'Conflict management'

**What this Means:**

- The low priority competencies are all related to teamwork, which indicates that teamwork within the Office of DC is a strong point
- 'Leadership skills' is an important development area for senior employees, as 11 (73%) of the Directors and Deputy Directors said that it is a high priority

### 3.4.6 Preferred Modes of Training



#### Key Highlights from Data:

- Exposure visits are considered to be very effective, as are classroom based sessions and short-term courses
- E-training is not considered to be very effective

#### What this Means:

- As barely any employees have been on exposure visits, these should be organized and the frequency should be increased
- Other than e-training, no more than 9 respondents (20%) rated any training mode as less effective, which suggests that all modes could be leveraged

## Contact Details

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# Training Needs Analysis: Executive Summary

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April, 2014

## About this Document

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This document is an Executive Summary of Aon Hewitt's Training Needs Analysis report, which has been created to provide The Office of DC MSME, Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with a high-level view of the full report.

This summary contains a guide on how to read and use this report and then an overview of the training priorities and the suggested programs for each department and level. While this gives a complete view of what is covered in the report, all of the details of the training programs are only included in the full report, so these two documents need to be used together.



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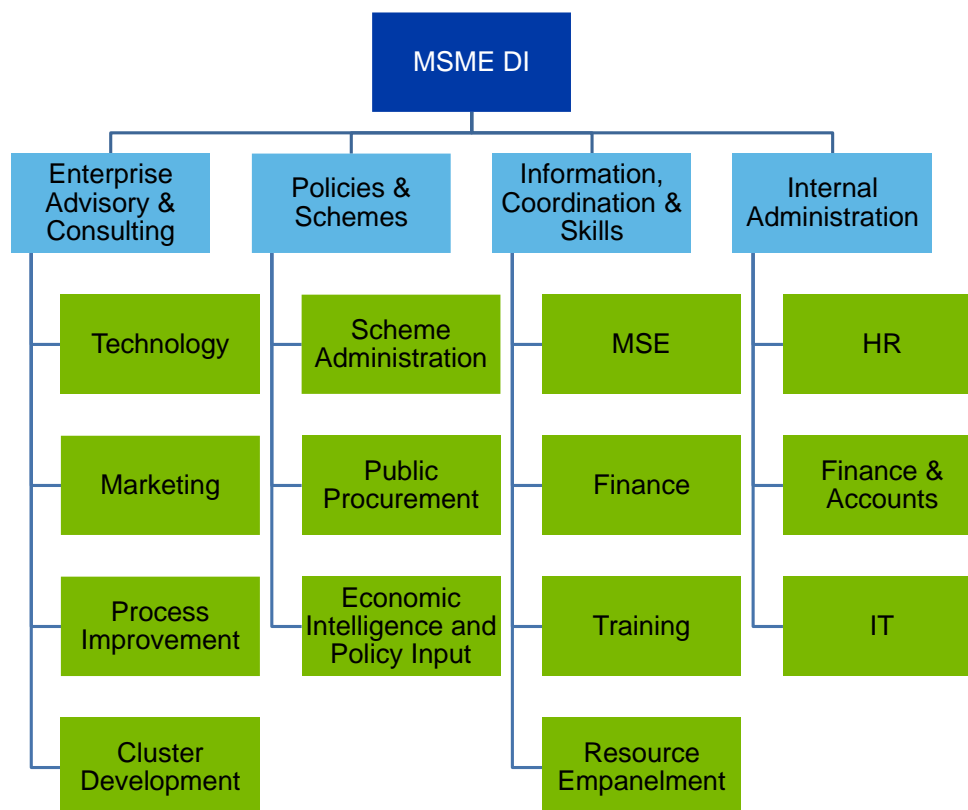
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- 6.2 Detailed Definition of Competencies identified for Head-Office of the DC-MSME

## Introduction

The Office of DC MSME, Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) have launched the 'Capacity Building' initiative in partnership with Aon Hewitt under the "MSME Policies and Programs" component of the MSME Umbrella Program.

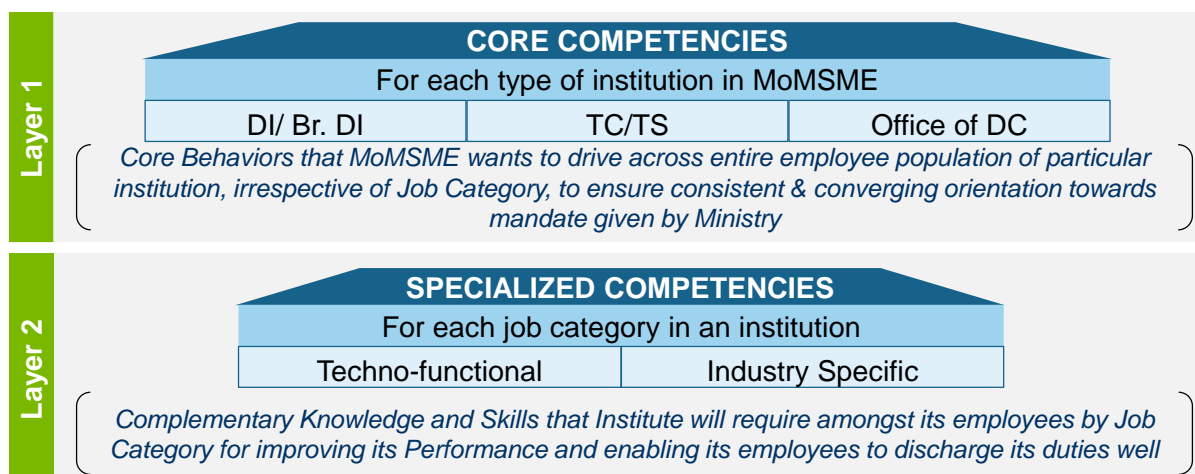
Development Institutes (DIs) are beginning a transition journey, moving to a new organizational structure as recommended by Deloitte. The image below is the organizational structure into which they will be transitioning.



As the DIs move to this structure, the behaviors and skills that are required for a particular role or department (henceforth called as 'competencies') required by employees will change. Thus, the study started with the identification of key competencies as per the new organization structure.

- I. **Identification of key competencies:** The desired competencies for Development Institutes and Branch Development Institutes, Testing Centers/ Testing Stations and the Office of the Development Commissioner have been identified based on:
  - a) Deloitte's definitions of the departments within the future structure
  - b) Input from Human Resources Profiling Survey
  - c) Inputs from GIZ

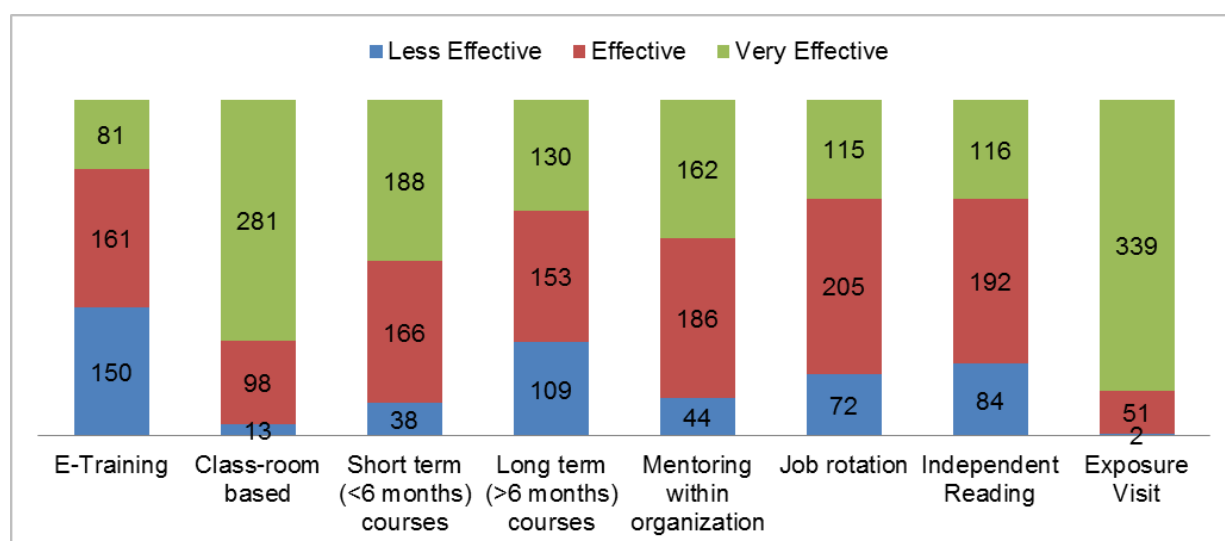
The desired competencies have been grouped into (Please refer to the diagram below):



- a) **'Core Competencies'**: These are core-competencies and are applicable to all employees irrespective of the job category.
  - b) **'Specialized Competencies'**: Specialized competencies are complementary knowledge & skills which are required for improving performance within a particular Job category. Specialized have been further divided into
    - a. *'Techno-functional Competencies'*, which are the technical skills required for different roles and departments and
    - b. *'Industry Specific competencies'*, which are those that are required at institutes working within specific industries.
- II. **Determining training priorities**: In order to ensure that employees will have the desired level of expertise in all of the required competencies once the ministry is restructured, the gap—if any—between the existing and the desired levels of each competency needs to be identified. In order to do this, a Training Needs Analysis (TNA) survey was launched.
- a) **TNA Survey**: While only Directors and Deputy Directors completed the survey, they were asked about the existing and desired levels of competencies in three groups of employees: Investigators, Assistant Directors Grades I and II, and Directors and Deputy Directors. Respondents were limited to Directors and Deputy Directors as they have the greatest line of sight of both the existing and the desired levels of each competency at each level within the organization.
  - b) **Identifying gaps and priorities**
    - a. **Development Institutes/ Branch Development Institutes/ Office of DC**: Any competency that had a gap of more than 1 level (i.e. basic to intermediate or intermediate to advanced) between the existing and desired levels was identified as a priority area. In addition, any areas that did not have a large gap but was still an important part of the role were identified as additional priority areas by Aon Hewitt.
    - b. **Testing Centers and Testing Stations**: For Testing Centers and Testing Stations, training requirements have been identified by using the information from the Human Resources Profiling Survey that was launched between 5<sup>th</sup> June-24<sup>th</sup> July 2013. Respondents were asked to identify their training needs within each department, and any training needs that were mentioned more than twice have been identified as priority areas (marked with a black tick mark), and relevant training programs have been suggested. In addition to these areas, other priority areas have been identified by Aon Hewitt, based on the industry trends and feedback from visits to Testing Centers and Testing Stations (marked with a red tick mark).

### III. Determining training programs

When proposing training programs, the insights from the HR Profiling Report were also taken into account, in which respondents rated different training methods on their effectiveness. The graph below shows the responses from the survey.



The trainings suggested in this report come from a variety of these modes, with a focus on classroom based learning, short term courses and e-training. Even though e-training is not seen as being very effective as per survey results, it has been chosen as one of the learning methodologies as it is the most cost-effective. Also, as far as possible, e-trainings were suggested in conjunction with other training methods and are not the only suggested training mode for the competencies. In addition to formal trainings, exposure visits, conferences, and independent reading materials have also been proposed, amongst other methodologies. We have tried to ensure a balance between domestic and international courses and conferences. The classroom trainings have been proposed from leading institutions to ensure that the training received is of a high caliber.

In some cases, where the training programs are expensive but the training is required by many employees, it has been recommended that Directors and Deputy Directors should attend the courses and then hold in-house trainings to disseminate what they have learnt. This will allow latest and cutting edge knowledge to spread through the organization while still remaining cost-efficient. Additionally, some competencies are very specific to MoMSME, so the training could be held by an internal expert.

### IV. Implementation Plan: Further inputs are needed from the Office of DC-MSME specifically w.r.t.:

- Validate the gaps and training priorities for MSME DIs/Branch DI and Office of DC-MSME as identified in this report.
- Provide inputs to select the most suitable training programs/institutes and develop a sound training plan for MSME DIs/Branch DIs and Office of DC-MSME. Please refer Section 5.2 for a sample training plan and implementation roadmap.

## Acronyms and Abbreviations

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AH	Aon Hewitt
AD Grade I	Assistant Director Grade I
AD Grade II	Assistant Director Grade II
DI	Development Institute
Branch DI	Branch Development Institute
GIZ	Gesellschaft für Internationale Zusammenarbeit
IA	Industrial Advisor
MSME	Micro Small and Medium Enterprises
MoMSME	Ministry of Micro Small and Medium Enterprises
Office of DC	Office of the Development Commissioner
TC	Testing Center
TS	Testing Station
TNA	Training Needs Analysis
SED	Sustainable Economic Development
HR	Human Resources
IPR	Intellectual Property Rights
ICT	Information and Communication Technology



# 1. Training Need Analysis for MSME Development Institutes/ Branch Development Institutes

# 1. Training Need Analysis for MSME Development Institutes/ Branch Development Institutes

The competencies identified for the employees of DIs and Branch DIs are listed below. Please refer Section 6.1 for the detailed definition of core and specialized competencies.

Core Competencies		
<ul style="list-style-type: none"> <li>• Collaborating and partnering</li> <li>• Presentation and communication skills</li> <li>• Integrated thinking</li> <li>• People management</li> </ul>	<ul style="list-style-type: none"> <li>• Ownership &amp; accountability</li> <li>• Change management</li> <li>• Decision making</li> <li>• IT Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Client orientation</li> <li>• Execution focus</li> <li>• Learnability and self-leadership</li> </ul>

Specialized Competencies		
<b>Enterprise Advisory &amp; Consulting Division</b>	<ul style="list-style-type: none"> <li>• Awareness of business strategies</li> <li>• Awareness of regulatory frameworks</li> <li>• Awareness of financing for MSMEs</li> <li>• Technological expertise</li> <li>• Awareness of SED</li> <li>• Capacity assessment of MSMEs</li> <li>• Awareness of business exit plans</li> <li>• Report writing</li> </ul>	<ul style="list-style-type: none"> <li>• Operational expertise</li> <li>• Marketing and branding expertise</li> <li>• Trade (import/ export) related expertise</li> <li>• IPR related expertise</li> <li>• Data collection, statistical analysis &amp; reporting</li> <li>• Project management</li> <li>• Event management</li> <li>• Industry specific expertise</li> </ul>
<b>Policies and Schemes Division</b>	<ul style="list-style-type: none"> <li>• Knowledge of MSME related policies, schemes, support programs &amp; services</li> <li>• Communication and awareness strategies</li> <li>• Conducting public private dialogue</li> <li>• Survey design and administration</li> <li>• Report Writing</li> </ul>	<ul style="list-style-type: none"> <li>• Planning and design of public support programs, schemes &amp; policies</li> <li>• Monitoring and impact assessment</li> <li>• Accounting basics</li> <li>• Data collection, statistical analysis &amp; reporting</li> <li>• Industry specific expertise</li> </ul>
<b>Information, Coordination &amp; Skills</b>	<ul style="list-style-type: none"> <li>• Knowledge of MSME related policies, schemes, support programs &amp; services</li> <li>• Communication and awareness strategies</li> <li>• Event management</li> <li>• Data collection, statistical analysis &amp; reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Partner management</li> <li>• Monitoring and impact assessment</li> <li>• Survey design and administration</li> <li>• Industry specific expertise</li> </ul>
<b>Internal Administration</b>	<ul style="list-style-type: none"> <li>• HR Management</li> <li>• Financial planning, budgeting and accounting</li> </ul>	<ul style="list-style-type: none"> <li>• ICT Maintenance and Support</li> </ul>

In order to determine the gap between the existing and desired level of above competencies, a training need analysis survey was launched among the MSME DIs/Branch DIs. While only Directors and Deputy Directors completed the survey, they were asked about the existing and desired levels of competencies in three groups of employees: Investigators, Assistant Directors Grades I and II, and Directors and Deputy Directors. Respondents were limited to Directors and Deputy Directors as they have the greatest line of sight of both the existing and the desired levels of each competency at each level within the organization.

The response rate for the TNA survey of MSME-DIs/Branch DIs is below:

	Invitees	Respondents	Response Rate
Directors	22	19	86%
Deputy Directors	58	40	69%
Total	80	59	74%

Following are the key trends observed basis analyzing the responses received from above survey:

- Across all designation groups within each of the departments, the existing levels of the competencies are always either lower than or equal to the desired levels, this means that in no cases are employees more experienced than what is desired of their role.
- As the seniority in the DIs and Branch DIs increases, the number of competencies in which the existing level of expertise is Non Existent or between Non Existent and Basic decreases. Directors and Deputy Directors do not have any competencies in which the existing level is Non Existent and only one in which it is between Non Existent and Basic. Assistant Directors also only have one competency between Non Existent and Basic and one competency in which the existing level is Non Existent. However at Investigator level, there are eight competencies for which the existing level is between Non Existent and Basic and seven competencies for which the existing level is Non Existent.

The following sections detail out the gaps in core and specialized competencies, identification of training priorities and training programs for MSME DIs.

*(Note: One competency, Industry-Specific Expertise, has been addressed in a separate section of this report (Section 4). This is because unlike other training programs, these programs are industry specific and not department or designation specific. The industries, and therefore the relevant training programs, will depend on the location of DI/ Branch DI and its local areas of expertise. Therefore, when Industry Specific Expertise has been identified as a priority area, one should refer to Section 4 for the relevant training programs.)*

## 1.1 Core Competencies

### Key:

<b>NE</b>	Non Existent	<b>B/I</b>	Basic/ Intermediate	<b>I/A</b>	Intermediate/ Advanced
<b>NE/B</b>	Non Existent/ Basic	<b>I</b>	Intermediate	<b>A</b>	Advanced
<b>B</b>	Basic				



Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Change management	I	A	B/I	A	B	I
Client orientation	I	A	B/I	A	B	I
Collaborating and partnering	I	A	B/I	A	B	I
Decision making	I	A	B/I	I	B	I
Execution focus	I	A	B/I	A	B	A
Integrated thinking	I	A	B/I	I	B	I
IT Skills	I	A	B/I	A	B	A
Learnability and Self-leadership	I	A	B/I	A	B	A
Ownership & accountability	I	A	B	A	NE/B	I
People management	I	A	B	I	B	B
Presentation and communication skills	I	A	I	A	B	I

Basis the gaps identified above, the training priorities have been determined as per following norms:

- Any competency that had a gap of more than 1 level (i.e. basic to intermediate or intermediate to advanced) between the existing and desired levels was identified as a priority area.
- In addition, any areas that did not have a large gap but was still an important part of the role were identified as additional priority areas by Aon Hewitt.

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Change management	✓	✓	
Client orientation		✓	

Collaborating and partnering		✓	
Decision making	✓		
Execution focus		✓	✓
Integrated thinking	✓		
IT Skills		✓	✓
Learnability and self-leadership		✓	✓
Ownership & accountability	✓	✓	✓
People management	✓		
Presentation and communication skills	✓		

#### Insights:

- Both Directors/ Deputy Directors and Assistant Directors have many training priorities within the core competencies
- The training priorities for Investigators are more transactional, while those for Directors/ Deputy directors are more management-related
- As with several of the departments, all of the training priorities for Investigators are training priorities for Assistant Directors too
- 'Presentation & Communication Skills' is a training priority for Directors/ Deputy Directors, which aligns with the fact that over 50% of Directors and Deputy Directors indicated this is a high priority area in the HR Profiling Survey

For each priority item, the relevant training programs have been listed below along with their training codes. These codes correspond to the appendix of the 'Detailed Training Needs Analysis report' - which includes all the details of the training programs, such as the institute name, location, price, content and the link to the website.

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Change Management	Edge: Leading with Creativity and Courage	DI_070
	Envision : Leading with Purpose and Insight	DI_072
	High Impact Leadership	DI_073
	Leadership and Change Management	DI_077
Decision Making	Decision Making in Teams	DI_074
	Decision Making for Managerial Effectiveness	DI_076

	Edge: Leading with Creativity and Courage	DI_070
Integrated Thinking	Edge: Leading with Creativity and Courage	DI_070
	Envision : Leading with Purpose and Insight	DI_072
Ownership & accountability	Energize: Leading through Inspiration and Influence	DI_071
People Management	Energize: Leading through Inspiration and Influence	DI_071
	High Impact Leadership	DI_073
Presentation and communication skills	Presentation Skills - Basic	DI_069
	Presentation Skills - Advanced	DI_079
	Edge: Leading with Creativity and Courage	DI_070
	Energize: Leading through Inspiration and Influence	DI_071
	Envision : Leading with Purpose and Insight	DI_072

### Assistant Directors Grades I/II

Competency	Training Program Name	Code
Change management	Envision : Leading with Purpose and Insight	DI_072
	Leadership and Change Management	*DI_077
Client orientation	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	Soft Skills Training: Customer Orientation & Consumer Relationship	DI_075
Collaborating and partnering	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	Interpersonal Effectiveness and Team Building	DI_086
Execution focus	Execute: Leading through Focused Action	DI_078
	The 4 Disciplines of Execution™: Skills Workshop®	DI_085
IT Skills	IT Tools for Office	DI_081

	Advanced Excel	DI_082
	Effective PowerPoint	DI_083
Learnability and Self-leadership	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	The Power of Self Leadership	DI_084
Ownership & accountability	Execute: Leading through Focused Action	DI_078
	Accountability—Taking Ownership Of Your Responsibility	DI_080

*\*This course has been recommended for Directors/ Deputy Directors; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Execution focus	Execute: Leading through Focused Action	DI_078
	The 4 Disciplines of Execution™: Skills Workshop®	**DI_085
IT Skills	IT Tools for Office	**DI_081
	MS Office Jumpstart	DI_087
	IT for Beginners - Foundation Courses	DI_088
Learnability and Self-leadership	Execute: Leading through Focused Action	DI_078
	The Power of Self Leadership	**DI_084
Ownership & accountability	Execute: Leading through Focused Action	DI_078
	Accountability—Taking Ownership Of Your Responsibility	DI_080

*\*\*This course has been recommended for Assistant Directors; after they have attended it, they could do an in-house training to disseminate the knowledge*

## 1.2 Specialized Competencies

The gaps inspecialized competencies of different departments of MSME DIs (i.e. Enterprise Advisory & Consulting, Policies & Schemes, Information, Coordination & Skills, and Internal Administration), identification of training priorities and training programs are detailed in next few sections:

### 1.2.1 Enterprise Advisory and Consulting

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Awareness of business exit plans	NE/B	A	NE	I	NE	B
Awareness of business strategies	I	A	B	A	B	I
Awareness of financing for MSMEs	I	A	B/I	A	B	I
Awareness of regulatory frameworks	I	A	B/I	A	B	I
Awareness of SED	B	A	NE/B	I	NE	I
Capacity assessment of MSMEs	I	A	I	A	B	I
Data collection, statistical analysis & reporting	I	I	B	I	B	B
Event management	N/A		B/I	A	B	I
Industry specific expertise	I	A	B	A	B	I
IPR related expertise	B	A	B	I	NE/B	B
Marketing and branding expertise	B	A	B	A	B	B
Operational expertise	I	A	B/I	A	B	I
Project management	B/I	A	B	I	NE/B	B
Report writing	I	A	B/I	A	B	I
Technological expertise	I	A	I	A	B	I
Trade (import/export) related expertise	B	A	B	I	NE	B

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Awareness of business exit plans	✓	✓	✓
Awareness of SED	✓	✓	✓
Marketing and branding expertise	✓	✓	
Project management	✓	✓	
Trade (import/ export) related expertise	✓		✓
Awareness of business strategies		✓	✓
Event management		✓	✓
Report writing		✓	✓
IPR related expertise	✓		
Awareness of financing for MSMEs		✓	
Awareness of regulatory frameworks		✓	
Industry specific expertise		✓	
Operational expertise		✓	
Technological expertise			✓

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	DI_001
	Certified Business Exit Consultant™	DI_002
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	TFE Exit-Smart Online Mentoring Program	DI_005
Awareness of SED	India: Sustainable Development and Social Change	DI_006
	Sustainable Product Development	DI_007

IPR related expertise	Management of intellectual Property Rights: Global Systems and National Opportunities	DI_008
	Diploma in Entrepreneurship Administration and Business Laws	DI_009
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	DI_011
Project Management	Project, Program and Portfolio Management	DI_012
	Project Management Professional (PMP)®	DI_013
	Project Management	DI_014
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	DI_010
<b>Assistant Directors Grades I/II</b>		
Competency	Training Program Name	Code
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	*DI_001
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	Sell My Business	DI_020
Awareness of business strategies	Innovation in Business Models and Strategies for High Profit Businesses	DI_015
	Business Forecasting	DI_016
	Start a Business	DI_017
	Business Expansion	DI_018
	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
Awareness of financing for MSMEs	Financial Analysis of Entrepreneurial Ideas	DI_031
	E-Learning Modules for SMEs	DI_032
	Financial Management for Startups	DI_033
	SME Banking & Financial Services	DI_034
Awareness of regulatory frameworks	Diploma in Entrepreneurship Administration and Business Laws	DI_009
Awareness of SED	Business and Climate Change (Self-Study)	DI_035
	Sustainable Product Development	DI_007
	Diploma in Social Entrepreneurship	DI_036

Event Management	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	*DI_011
Operational expertise	Business Process Reengineering (BPR)	DI_026
	Business Process Improvement	DI_027
	Business Process Management Methodology	DI_028
	Project Management Training & Certification	DI_029
	5S's Training and Certification	DI_030
Project management	Project management	DI_037
	Introduction to Project Management (Self-Study)	DI_038
	Project Management	*DI_014
Report Writing	Report Writing Skills	DI_024
	Technical Report Writing	DI_025

*\*This course has been recommended for Directors/ Deputy Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	*DI_001
	Exit Strategy Planning & Preparation Webinars	DI_004
	Sell My Business	DI_020
Awareness of business strategies	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
	Innovation in Business Models and Strategies for High Profit Businesses	**DI_015
	Business Forecasting	**DI_016
Awareness of SED	Diploma in Social Entrepreneurship	DI_036
	Introduction to Sustainability	DI_039
Event Management	Basic Managerial Competence in Event Management (DOPT)	**DI_021



	Certificate in Event Management	**DI_022
Report Writing	Technical Report Writing	DI_025
Technological Expertise	Training Programs	DI_040
	Seminars	DI_041
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	*DI_010
<p><i>*This course has been recommended for Directors/ Deputy Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 1.2.2 Policies and Schemes

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Accounting basics	B → I	I	B → I	I	NE/B → B	B
Communication and awareness strategies	I → A	A	B → A	A	B → I	I
Conducting public private dialog	I → A	A	B → I	I	NE/B → I	I
Data collection, statistical analysis & reporting	N/A		B → A	A	B → I	I
Industry specific expertise	I → A	A	B/I → I	I	B → B	B
Knowledge of MSME related policies, schemes, support programs and services	I → A	A	B/I → A	A	B → I	I
Monitoring and impact assessment	B/I → A	A	B → A	A	NE → I	I
Planning and design of public support programs, schemes & policies	I → A	A	B → I	I	NE/B → B	B
Report writing	I → A	A	B/I → A	A	B → I	I
Survey design and administration	N/A		B → A	A	NE/B → I	I

### Key:

<b>NE</b>	Non Existent	<b>B/I</b>	Basic/ Intermediate	<b>I/A</b>	Intermediate/ Advanced
<b>NE/B</b>	Non Existent/ Basic	<b>I</b>	Intermediate	<b>A</b>	Advanced
<b>B</b>	Basic				

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Accounting basics			
Communication and awareness strategies		✓	
Conducting public private dialog	✓		✓
Data collection, statistical analysis & reporting		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Planning and design of public support programs, schemes & policies			
Report writing		✓	✓
Survey design and administration		✓	✓
<b>Insights:</b> <ul style="list-style-type: none"> <li>While both Assistant Directors and Investigators have many training priorities, Directors/ Deputy Directors only have two, indicating that the senior leaders are both experienced and comfortable in this area</li> <li>Most of the competencies that are training priorities for investigators are also training priorities for Assistant Directors. This means that Assistant Directors may not be able to offer Investigators support in these areas if required. These areas should therefore be focused upon in trainings</li> <li>'Planning and design of public support programs, schemes &amp; policies' is not a training priority for any level, which is very encouraging, given the nature of the work in this department</li> </ul>			

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Conducting public private dialog	7th international Workshop on Public-Private Dialogue	DI_044
Monitoring and impact assessment	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043
Assistant Directors Grades I/ II		
Competency	Training Program Name	Code

Communication and Awareness Strategies	Intercultural Communication (Self-Study)	DI_045
Data collection, statistical analysis & reporting	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Modeling For Data Analysis	DI_047
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
Report Writing	Technical Report Writing	DI_025
	Technical Writing Training Course	DI_050
Survey design and administration	Survey Design & Writing	DI_048
	Survey Basics	DI_049

*\*This workshop has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Conducting public private dialog	7th international Workshop on Public-Private Dialogue	*DI_044
Data collection, statistical analysis & reporting	Statistical Modeling For Data Analysis	**DI_047
	Statistical Analysis using SPSS Course	DI_052
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
Report Writing	Technical Report Writing	DI_025
	Technical Writing Training Course	DI_050
Survey design and administration	Survey Design & Writing	DI_048

*\*This course has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

*\*\*This course has been recommended for Assistant Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

### 1.2.3 Information, Coordination and Skills

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Communication and awareness strategies	I	A	B	I	B	B
Data collection, statistical analysis & reporting	N/A		B	A	B	B
Event management	I	A	B/I	A	B	I
Industry specific expertise	I	A	B/I	I	B	B
Knowledge of MSME related policies, schemes, support programs and services	I	A	B/I	A	B	I
Monitoring and impact assessment	B/I	A	B	I	NE	B
Partner management	B	A	B	I	NE	B
Survey design and administration	N/A		B	A	B	I

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Communication and awareness strategies			
Data collection, statistical analysis & reporting		✓	
Event management		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Partner management	✓	✓	✓
Survey design and administration		✓	

**Insights:**

- While Directors/ Deputy Directors only have two training priorities, both of these are also training priorities for Assistant Directors and for Investigators, which points to the fact that these competencies represent a skill gap in DIs/ Branch DIs
- As with the Policies and Schemes department, all of the training priorities for Investigators are also training priorities for Assistant Directors, which means that if Investigators need support in these areas, they may be unable to get this from Assistant Directors
- 'Communication and Awareness Strategies' and 'Industry Specific Expertise' are not training priorities for any levels

## Training Programs

### Directors/ Deputy Directors

Competency	Training Program Name	Code
Monitoring and impact assessment	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043
Partner Management	Outsourcing Management- Creating Value Through Collaboration	DI_053
	Cross sector partnership	DI_054
	Basic Course for National PPP Capacity Building Program	DI_055
	Advance Course for National PPP Capacity Building Program	DI_057
	Supply Chain Management	DI_056

### Assistant Directors Grades I/ II

Competency	Training Program Name	Code
Data collection, statistical analysis & reporting	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Analysis using SPSS Course	DI_052
Event Management	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042

	Graduate Certificate in Public Policy Analysis	*DI_043
Partner Management	Outsourcing Management- Creating Value Through Collaboration	*DI_053
	Supply Chain Management	*DI_056
	Basic Course for National PPP Capacity Building Program	*DI_055
Survey design and administration	Survey Design & Writing	DI_048
	Survey Basics	DI_049

*\*This course has been recommended for Directors/ Deputy Directors in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Event Management	Basic Managerial Competence in Event Management (DOPT)	**DI_021
	Certificate in Event Management	**DI_022
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
Partner management	Procurement & Contract Management	DI_058
	Sensitization Course for National PPP Capacity Building Program	DI_059
	Training Module on Contracting	DI_060

*\*This course has been recommended for Directors/ Deputy Directors in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge*

*\*\*This course has been recommended for Assistant Directors Grades I & II in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge*

### 1.2.4 Internal Administration

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Financial planning, budgeting and accounting	B/I	A	B	A	NE	B
HR Management	I	A	B	I	NE/B	B
ICT Maintenance and Support	B/I	I	B	I	B	A

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Financial planning, budgeting and accounting	✓	✓	✓
HR Management	✓		
ICT Maintenance and Support			✓
<b>Insights:</b> <ul style="list-style-type: none"> <li>'Financial planning, budgeting and accounting' is a training priority for all levels</li> <li>'HR Management' is a training priority for Directors/ Deputy Directors, which aligns with the fact that 84% of Directors and Deputy Directors marked 'HR Management' as Medium or High priority</li> </ul>			

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Financial planning, budgeting and accounting	KPMG's course for accounting professional	DI_064
	Strategic Cost Management	DI_065
HR Management	Advanced Human Resource Management	DI_061
	Various HR Certifications	DI_062
	Certified Human Resource Professional	DI_063



Assistant Directors Grades I/ II		
Competency	Training Program Name	Code
Financial planning, budgeting and accounting	KPMG's course for accounting professional	*DI_064
	Strategic Cost Management	*DI_065
<i>*This course has been recommended for Directors/ Deputy Directors in Internal Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		
Investigators		
Competency	Training Program Name	Code
Financial planning, budgeting and accounting	KPMG's course for accounting professional	*DI_064
	Strategic Cost Management	*DI_065
ICT Maintenance and Support	ICT Training	DI_066
	MCSE Certification	DI_067
	Hardware and Networks	DI_068
<i>*This course has been recommended for Directors/ Deputy Directors in Internal Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		



## 2. Training Need Analysis for the Head-Office of the Development Commissioner

## 2. Training Need Analysis for the Head-Office of the Development Commissioner

The competencies identified for the employees of Head-office of DC-MSME are listed below. Please refer Section 6.2 for the detailed definition of core and specialized competencies.

Core Competencies		
<ul style="list-style-type: none"> <li>Collaborating and partnering</li> <li>Presentation and communication skills</li> <li>Integrated thinking</li> <li>People management</li> </ul>	<ul style="list-style-type: none"> <li>Ownership &amp; accountability</li> <li>Change management</li> <li>Decision making</li> <li>IT Skills</li> </ul>	<ul style="list-style-type: none"> <li>Client orientation</li> <li>Execution focus</li> <li>Learnability and self-leadership</li> <li>Data collection, statistical analysis &amp; reporting</li> </ul>

Specialized Competencies		
<b>Polices &amp; Schemes</b>	<ul style="list-style-type: none"> <li>Knowledge of MSME related policies, schemes, support programs &amp; services</li> <li>Communication and awareness strategies</li> <li>Conducting public private dialogue</li> <li>Industry specific expertise</li> </ul>	<ul style="list-style-type: none"> <li>Planning and design of public support programs, schemes &amp; policies</li> <li>Monitoring and impact assessment</li> <li>Survey design and administration</li> </ul>
<b>Technical and Functional</b>	<ul style="list-style-type: none"> <li>Awareness of business strategies</li> <li>Awareness of regulatory frameworks</li> <li>Awareness of financing for MSMEs</li> <li>Technological expertise</li> <li>Operational expertise</li> <li>Industry specific expertise</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and branding expertise</li> <li>Trade (import/ export) related expertise</li> <li>IPR related expertise</li> <li>Awareness of SED</li> <li>Awareness of business exit plans</li> </ul>
<b>Management</b>	<ul style="list-style-type: none"> <li>Strategy Planning</li> <li>Strategy Implementation</li> <li>Project management</li> </ul>	<ul style="list-style-type: none"> <li>Report writing</li> <li>Financial planning and budgeting</li> <li>HR Management</li> </ul>
<b>Administration</b>	<ul style="list-style-type: none"> <li>Knowledge of Administrative rules &amp; regulations</li> <li>Partner management</li> <li>Accounting</li> <li>Vigilance</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge of Financial rules and regulations</li> <li>Event management</li> <li>ICT maintenance and support</li> </ul>

In order to determine the gap between the existing and desired level of above competencies, a training need analysis survey was launched among the Head-Office of DC-MSME. While only Directors and Deputy Directors completed the survey, they were asked about the existing and desired levels of competencies in three groups of employees: Investigators, Assistant Directors Grades I and II, and Directors and Deputy Directors. Respondents were limited to Directors and Deputy Directors as they have the greatest line of sight of both the existing and the desired levels of each competency at each level within the organization.

The response rate for the TNA survey of Head-Office of DC-MSME is as mentioned below:

	Invitees	Respondents	Response Rate
Industrial Advisor	1	1	100%
Directors	11	2	18%
Deputy Directors	18	3	17%
Total	30	6	20%

As the Office of DC survey only had 6 respondents, the desired levels of each competency have been recommended by Aon Hewitt. However, inputs by all the 6 survey respondents have been thoroughly reviewed and considered while proposing the desired level.

Following are the key trends observed basis analyzing the responses received from above survey:

- Across all designation groups within each of the departments, the existing levels of the competencies are always either lower than or equal to the desired levels, this means that in no cases are employees more experienced than what is desired of their role.
- As expected, as the seniority in the Office of DC increases, the number of competencies in which the desired level is 'Advanced' increases. For Investigators, only 3 competencies (7%) are desired at an Advanced level, while for Assistant Directors, this increases to 28 competencies (67%) and for Directors and Deputy Directors, it is 38 competencies (90%).
- While no competencies exist at an Advanced level, the number of competencies that currently exist at an Intermediate level increases with seniority in the Office of DC. For Investigators, no competencies exist at an Intermediate level, one competency exists at an Intermediate level for Assistant Directors (2%) and 24 exist at an Intermediate level for Directors or Deputy Directors (57%)

The following sections detail out the gaps in core and specialized competencies, identification of training priorities and training programs for the Head Office of DC-MSME.

*(Note: One competency, Industry-Specific Expertise, has been addressed in a separate section of this report (Section 4). This is because unlike other training programs, these programs are industry specific and not department or designation specific. The industries, and therefore the relevant training programs, will depend on the location of DI/ Branch DI and its local areas of expertise. Therefore, when Industry Specific Expertise has been identified as a priority area, one should refer to Section 4 for the relevant training programs.)*

## 2.2 Core Competencies

### Key:

<b>NE</b>	Non Existent	<b>B/I</b>	Basic/ Intermediate	<b>I/A</b>	Intermediate/ Advanced
<b>NE/B</b>	Non Existent/ Basic	<b>I</b>	Intermediate	<b>A</b>	Advanced
<b>B</b>	Basic				

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Change management	I	A	B/I	A	NE/B	I
Client orientation	I	A	B	A	B	I
Collaborating and partnering	I/A	A	B	A	B	I
Data collection, statistical analysis & reporting	N/A		B	A	NE/B	I
Decision making	I	A	B	A	NE/B	I
Execution focus	I	A	B	A	B	A
Integrated thinking	I	A	B	A	NE	I
IT Skills	B/I	A	B	A	B/I	A
Learnability and self-leadership	I	A	B/I	A	B	A
Ownership & accountability	I/A	A	B/I	A	NE/B	I
People management	I	A	B	I	B	I
Presentation and communication skills	I	A	B/I	A	B	I

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Change management	✓	✓	✓
Client orientation		✓	
Collaborating and partnering		✓	✓
Data collection, statistical analysis & reporting		✓	✓
Decision making		✓	✓
Execution focus		✓	✓

Integrated thinking		✓	✓
IT Skills	✓	✓	✓
Learnability and self-leadership		✓	✓
Ownership & accountability		✓	✓
People management	✓		
Presentation and communication skills		✓	

#### Insights:

- With the exception of 'People Management', all competencies are training priorities for Assistant Directors, so this level needs to be a key area of focus, as capabilities are clearly lowest here. This could also correspond to the fact that 64% of the Office of DC is Assistant Directors
- Directors/ Deputy Directors only have 3 training priorities, which is reassuring, but two of these are priority areas for all levels, indicating a clear gap in the skills within the Office of DC, and one is 'People Management' which is a key skill for these senior employees
- All of the training priorities for Investigators are also training priorities for Assistant Directors, which means that if Investigators need support in these, they may not be able to get this from Assistant Directors

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Change Management	Leadership and Change Management	DI_077
	High Impact Leadership	DI_073
	Leading People and Managing Change	ODC_001
IT Skills	IT Tools for Office	DI_081
	Advanced Excel	DI_082
People Management	High Impact Leadership	DI_073
	Leading People and Managing Change	ODC_001
Assistant Directors Grades I/ II		
Competency	Training Program Name	Code
Change management*	Edge: Leading with Creativity and Courage	DI_070
	High Impact Leadership	*DI_073

Client Orientation	Execute: Leading through Focused Action	DI_078
Collaborating and Partnering	Execute: Leading through Focused Action	DI_078
	Essential Skills for Effective Partnering	ODC_002
Data collection, statistical analysis & reporting	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Analysis using SPSS Course	DI_052
	Statistical Modeling For Data Analysis	DI_047
Decision Making	Edge: Leading with Creativity and Courage	DI_070
Execution Focus	Execute: Leading through Focused Action	DI_078
Integrated thinking	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
IT Skills	IT Tools for Office	DI_081
	Advanced Excel	DI_082
Learnability and self-leadership	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
Ownership & accountability	Execute: Leading through Focused Action	DI_078
Presentation and communication skills	Presentation Skills - Basic	DI_069
	Presentation Skills - Advanced	DI_079
	Edge: Leading with Creativity and Courage	DI_070
	High Impact Presentations	ODC_003

*\*This course has been recommended for Directors/ Deputy Directors; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Change management	Edge: Leading with Creativity and Courage	DI_070
Collaborating and Partnering	Execute: Leading through Focused Action	DI_078
Data collection, statistical analysis & reporting	Statistical Modeling For Data Analysis	*DI_047
	Statistical Analysis using SPSS Course	DI_052

Decision making	Edge: Leading with Creativity and Courage	DI_070
Execution Focus	Execute: Leading through Focused Action	DI_078
Integrated thinking	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
IT Skills	IT for Beginners - Foundation Courses	DI_088
	IT Tools for Office	*DI_081
	MS Office Jumpstart	DI_087
Learnability and self-leadership	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
<b>Ownership &amp; accountability</b>	Execute: Leading through Focused Action	DI_078
<i>*This course has been recommended for Assistant Directors; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		



## 2.2 Specialized Competencies

### 2.2.1 Policies and Schemes

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Communication and awareness strategies	I	A	B	A	B	I
Conducting public private dialog	I	A	B	I	NE	I
Industry specific expertise	I	A	B	I	B	I
Knowledge of MSME related policies, schemes, support programs and services	I/A	A	I	A	B/I	I
Monitoring and impact assessment	B/I	A	B	I	NE	I
Planning and design of public support programs, schemes & policies	I	A	B	I	NE	B
Survey design and administration	N/A		NE/B	A	NE	I

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Communication and awareness strategies		✓	
Conducting public private dialog		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Planning and design of public support programs, schemes & policies			✓
Survey design and administration		✓	✓

### Insights:

- Directors/ Deputy Directors only have one training priority, 'Monitoring and Impact Assessment', but this is a training priority for all levels, indicating a skill gap within this department.
- This is in line with the fact that around 90% of respondents to the HR Profiling Survey said this is a medium or high priority
- Both Assistant Directors and Investigators have a high number of training priorities, with each level having 5 training priorities out of the seven competencies. Of these, four are common between the two levels, indicating clear skill gaps amongst these two levels
- These priorities reflect the HR Profiling Survey Results; for example, 88% of Assistant Directors/ Investigators said that 'Knowledge of MSME related policies, schemes, support programs and services' is a Medium or High priority, and 70% said that 'Conducting Public Private Dialog' is Medium or High Priority.

## Training Programs

### Directors/ Deputy Directors

Competency	Training Program Name	Code
Monitoring and impact assessment	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043

### Assistant Directors Grades I/ II

Competency	Training Program Name	Code
Communication and Awareness Strategies	Intercultural Communication (Self-Study)	DI_045
Conducting public private dialog	7th international Workshop on Public-Private Dialogue	DI_044
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042
Survey design and administration	Survey Design & Writing	DI_048
	Survey Basics	DI_049
	Graduate Certificate in Public Policy Analysis	*DI_043

*\*This workshop has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
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Conducting public private dialog	7th international Workshop on Public-Private Dialogue	**DI_044
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
Planning and design of public support programs, schemes & policies	Tailored Training Program	*ODC_009
Survey design and administration	Survey Design & Writing	DI_048

*\*This course has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

*\*\*This course has been recommended for Assistant Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge*

## 2.2.2 Management

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Financial planning and budgeting	B/I	A	B	I	NE	B
HR Management	I	A	B	I	NE	I
Project management	B/I	A	B	I	NE/B	B
Report writing	I	A	B	A	NE/B	I
Strategy Implementation	I	A	B	A	NE	I
Strategy Planning	I	A	B	I	NE	B

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Financial planning and budgeting	✓		✓
HR Management		✓	✓
Project management	✓		
Report writing		✓	✓
Strategy Implementation		✓	✓
Strategy Planning	✓		✓

**Insights:**

- Within this department Investigators have a clear skill gap, as five of the six competencies are training priorities for this level
- Directors/ Deputy Directors and Assistant Directors each have three training priorities, but none of these overlap, indicating that there are no large gaps across all of the senior leaders

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Financial planning and budgeting	Financial Statement Analysis	ODC_004
	Budget & Accounting Procedure (GOI)	ODC_005
Project Management	Project, Program and Portfolio Management	DI_012
	Project Management Professional (PMP)®	DI_013
	Project Management	DI_014
Strategy Planning	MSc Strategic Planning	ODC_006
	Strategic Planning and Nonprofit Leadership	ODC_007
Assistant Directors Grades I/ II		
Competency	Training Program Name	Code
HR Management	Various HR Certifications	DI_062
	Certified Human Resource Professional	DI_063
Report Writing	Technical Writing Training Course	DI_050
	Technical Report Writing	DI_025
Strategy Planning	Setting Strategic Objectives and Cascading Goals Training	ODC_008
Investigators		
Competency	Training Program Name	Code
Financial planning and budgeting	Financial Statement Analysis	*ODC_004
	Budget & Accounting Procedure (GOI)	*ODC_005
HR Management	Various HR Certifications	**DI_062
	Certified Human Resource Professional	**DI_063
Report Writing	Technical Report Writing	DI_025
Strategy Implementation	Setting Strategic Objectives and Cascading Goals Training	ODC_008
Strategy Planning	Setting Strategic Objectives and Cascading Goals Training	ODC_008
<p><i>*This course has been recommended for Directors/ Deputy Directors in Management; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in the Management Department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 2.2.3 Technical and Functional

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Awareness of business exit plans	B	A	B	I	NE	B
Awareness of business strategies	I	A	B	I	NE/B	I
Awareness of financing for MSMEs	I	A	B	I	NE	I
Awareness of regulatory frameworks	B	A	B	I	NE/B	I
Awareness of SED	B	A	NE/B	A	NE	I
Industry specific expertise	I	A	B	A	B	I
IPR related expertise	B	A	B/I	I	B	B
Marketing and branding expertise	B	A	B	A	NE/B	I
Operational expertise	B/I	A	B	A	NE/B	I
Technological expertise	I	A	B/I	A	B	I
Trade (import/export) related expertise	NE/B	A	NE	I	NE	B

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Awareness of business exit plans	✓		✓
Awareness of business strategies			✓
Awareness of financing for MSMEs			✓
Awareness of regulatory frameworks	✓		✓
Awareness of SED	✓	✓	✓
Industry specific expertise		✓	

IPR related expertise	✓		
Marketing and branding expertise	✓	✓	✓
Operational expertise	✓	✓	✓
Technological expertise		✓	
Trade (import/ export) related expertise	✓	✓	✓

#### Insights:

- This department should clearly be an area of focus, as each level has between 6 and 8 training priorities
- Of these, four are common across all levels, indicating clear skill gaps
- Most of the training priorities for Assistant Directors are also training priorities for Directors/ Deputy Directors, which again shows a skill gap across the senior members of the Office of DC

## Training Programs

### Directors/ Deputy Directors

Competency	Training Program Name	Code
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	DI_001
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	TFE Exit-Smart Online Mentoring Program	DI_005
Awareness of regulatory frameworks	Diploma in Entrepreneurship Administration and Business Laws	DI_009
Awareness of SED	India: Sustainable Development and Social Change	DI_006
	Sustainable Product Development	DI_007
	Introduction to Sustainability	DI_039
IPR related expertise	Management of intellectual Property Rights: Global Systems and National Opportunities	DI_008
	Diploma in Entrepreneurship Administration and Business Laws	DI_009
Marketing and branding expertise	Strategic Brand Management	ODC_011
	Marketing and Branding - A Three Pronged Approach	DI_011
Operational Expertise	Business Process Improvement	DI_027
	Business Process Reengineering (BPR)	DI_026

	Business Process Management Methodology	DI_028
	5S's Training and Certification	DI_030
	Plant Layout and Design	ODC_012
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	DI_010
	Advanced Certificate Course in Export - Import	ODC_010

### Assistant Directors Grades I/ II

Competency	Training Program Name	Code
Awareness of SED	Business and Climate Change (Self-Study)	DI_035
	Sustainable Product Development	DI_007
	Diploma in Social Entrepreneurship	DI_036
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	*DI_011
Operational expertise	Business Process Management Methodology	DI_028
	Business Process Reengineering (BPR)	*DI_026
	Project Management Training & Certification	DI_029
	5S's Training and Certification	DI_030
Technological Expertise	Training Programs	DI_040
	Seminars	DI_041
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	*DI_010
	Workshop on Export Management (WOEM)	ODC_013

*\*This course has been recommended for Directors/ Deputy Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	*DI_001
Awareness of Business Strategies	Start a Business	DI_017



	Business Expansion	DI_018
	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
Awareness of financing for MSMEs	Financial Analysis of Entrepreneurial Ideas	DI_031
	E-Learning Modules for SMEs	DI_032
	Financial Management for Startups	DI_033
	SME Banking & Financial Services	DI_034
Awareness of regulatory frameworks	Diploma in Entrepreneurship Administration and Business Laws	*DI_009
Awareness of SED	Diploma in Social Entrepreneurship	DI_036
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	*DI_011
Operational Expertise	Business Process Improvement	*DI_027
	Business Process Reengineering (BPR)	*DI_026
	5S's Training and Certification	**DI_030
Trade (import/ export) related expertise	Advanced Certificate Course in Export - Import	*ODC_010
<p><i>*This course has been recommended for Directors/ Deputy Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 2.2.4 Administration

Gap Analysis						
	Directors/ Deputy Directors		Assistant Directors Grades I/ II		Investigators	
	Existing Level	Desired Level	Existing Level	Desired Level	Existing Level	Desired Level
Accounting	N/A		B → A		NE/B → I	
Event management	N/A		B → A		B/I → I	
ICT maintenance and support	N/A		B → A		B → I	
Knowledge of Administrative rules and regulations	I → A		B → A		B → I	
Knowledge of Financial rules and regulations	I → A		B/I → A		NE/B → I	
Partner management	B → A		B → A		NE → I	
Vigilance	I → A		B → A		B → I	

Training Priorities			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Accounting		✓	✓
Event management		✓	
ICT maintenance and support		✓	
Knowledge of Administrative rules and regulations		✓	✓
Knowledge of Financial rules and regulations		✓	✓
Partner management	✓	✓	✓
Vigilance		✓	✓

**Insights:**

- While Directors/ Deputy Directors only have one training priority in this department, all of the required competencies are training priorities for Assistant Directors
- This means that by default, all of the training priorities for Investigators are also training priorities for Assistant Directors, so if Investigators need support in these, they may be unable to get this from Assistant Directors

Training Programs		
Directors/ Deputy Directors		
Competency	Training Program Name	Code
Partner Management	Outsourcing Management- Creating Value Through Collaboration	DI_053
	Cross sector partnership	DI_054
	Basic Course for National PPP Capacity Building Program	DI_055
	Advance Course for National PPP Capacity Building Program	DI_057
	Training Module on Contracting	DI_060
Assistant Directors Grades I/ II		
Competency	Training Program Name	Code
Accounting	Introduction to Accounting Principles	ODC_022
	Training in Accounting Fundamentals	ODC_023
Event Management	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
ICT Maintenance and Support	ICT Training	DI_066
	MCSE Certification	DI_067
	Hardware and Networks	DI_068
	Microsoft SQL Server 2008 Database Administrative Solution-Design, Optimization & Maintenance	ODC_017
	Web Application Development using Open Source Technologies	ODC_018
Knowledge of Administrative rules and regulations	40th Advanced Professional Program in Public Administration (APPPA)	*ODC_020
	Training Package on Administrative Law	ODC_021
Knowledge of Financial rules and regulations	International Financial Reporting Standards	ODC_024

Partner Management	Outsourcing Management- Creating Value Through Collaboration	*DI_053
	Basic Course for National PPP Capacity Building Program	DI_055
Vigilance	Vigilance Course for Vigilance Officers	ODC_014
	Training Module on Combating Corruption	ODC_015
	In House Training	ODC_016

*\*This course has been recommended for Directors/ Deputy Directors in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge*

### Investigators

Competency	Training Program Name	Code
Accounting	Introduction to Accounting Principles	ODC_022
	Training in Accounting Fundamentals	ODC_023
Knowledge of Administrative rules and regulations	40th Advanced Professional Program in Public Administration (APPPA)	*ODC_020
	Training Package on Administrative Law	ODC_021
Knowledge of Financial rules and regulations	International Financial Reporting Standards	**ODC_024
	In House Training	ODC_019
Partner management	Procurement & Contract Management	DI_058
	Sensitization Course for National PPP Capacity Building Program	DI_059
	Cross sector partnership	*DI_054
Vigilance	Vigilance Course for Vigilance Officers	ODC_014
	Training Module on Combating Corruption	ODC_015
	In House Training	ODC_016

*\*This course has been recommended for Directors/ Deputy Directors in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge*

*\*\*This course has been recommended for Assistant Directors Grades I & II in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge*



### 3. Training Need Analysis for Testing Centers and Testing Stations

### 3. Training Need Analysis for Testing Centers and Testing Stations

The training needs for Testing Centers and Testing Stations were identified from the HR Profiling Survey. A total of 11 Testing Centers or Testing Stations were covered in the survey, with 51 employees responding. Respondents were asked to identify their training needs within each department, and any training needs that were mentioned more than twice have been identified as priority areas. In addition to these areas, other priority areas have been identified by Aon Hewitt, based on the industry trends and feedback from visits to Testing Centers and Testing Stations.

The competencies required for each specialization (i.e. Testing, Calibration, Others) are addressed individually in next few sections. There is also a section for Behavioral Competencies that are required across all departments. Competencies are not identified for each designation, as the requirements for Testing Centers and Testing Stations are assumed to be consistent across designations.

#### **3.1 Specialized Competencies**

##### **3.1.1 Testing**

Training Priorities		
	Department	Training Priorities
Testing	BIS Product Testing	Domestic appliance testing
		Lamps and luminaire testing
		Pressure Testing
	Chemical Testing	Metal testing
		*Nano Technology
	Electrical Testing	Cable testing
		*High voltage testing
	Mechanical Testing	Destructive testing
		Pumps & motors testing
	Metallurgy Testing	Non Destructive Testing
		Metallurgy

		*Radiography testing
		*Ultrasonic testing
		*Metallographic test
	Testing: Any Other	*Multi-disciplinary fields including microbiology, virology & pharmacology
*Priority item based on Aon Hewitt recommendation		

Suggested Training Programs: Testing			
Department	Technical Area	Training Priorities	Code
Testing: Overall	Overall	NETA World Journal	TC_001
		Manufacturing Technology Today	TC_002
		Exposure Visit: National Testing Laboratory	TC_003
		Exposure Visit: Sigma Test and Research Center	TC_004
		Exposure Visit: Delhi Test House	TC_005
BIS Product Testing	Lamps and Luminaire	Portable Appliance Testing (PAT)	TC_006
		Portable Appliance Testing (PAT)	TC_007
	Domestic appliance testing	Portable Appliance Testing (PAT)	TC_006
		Portable Appliance Testing (PAT)	TC_007
	Pressure testing	Practical Pressure Calibration	TC_008
		Principles of Pressure Calibration	TC_009
		Pressure Test Courses	TC_010
Chemical Testing	Metal testing	Metallurgical Course	TC_011
		Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
		Destructive Testing	TC_013
	Nano Technology	Introductory Program in Nanotechnology	TC_014
		Industry Program in Nanotechnology	TC_015
Electrical	Cable Testing	Cable Systems Acceptance Testing Course	TC_016

Testing		Certified Cabling Test Technician (CCTT) Basic Course	TC_017
		Cable Testing and Fault Location	TC_018
	High voltage testing	The IET course on high voltage engineering and testing	TC_019
	Electrical Testing	PowerTest- Premier Electrical Maintenance and Safety Event	TC_020
		Elecrama	TC_021

Mechanical Testing	Destructive testing	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
		Destructive Testing	TC_013
	Pumps & motor testing	Pump Testing	TC_022
	Mechanical Testing	National Fluid Power Association Fluid Power Systems Conference	TC_023
Metallurgy Testing	Non Destructive Testing	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
		Basic NDT Course	TC_024
		Non-Destructive Testing	TC_025
	Metallurgical testing	23rd International Conference on Metallurgy and Materials	TC_026
		MAPAN Journal Metrology Society of India	TC_027
	Radiography Testing	Radio Graphic Testing and Radiographic Interpretation	TC_028
		Radiographic Testing (RT) Level-I	TC_029
		Radiographic Testing (RT) Level-II	TC_030
		NDT Radiography Testing Level II Certification Training	TC_031
	Ultrasonic Testing	NDT Ultrasonic Testing Level II Certification Training	TC_032
		Ultrasonic Testing	TC_033
	Metallographic Test	Introduction to Metallography	TC_034
Testing: Other	*Multi-disciplinary fields including microbiology, virology & pharmacology	Microbiology	TC_035
		Microbiology Training	TC_036
		Microbiology Training	TC_037
		46th Annual Conference of Pharmacological Society of India	TC_038



		Clinical pharmacology	TC_039
		Training & Workshop on Virology	TC_040
		Indian Journal of Virology	TC_041

### 3.1.2 Calibration

Training Priorities		
	Department	Training Priorities
Calibration	Electrical Calibration	Instrument calibration
	Mechanical Calibration	Dimension calibration
	Thermal Calibration	Thermal calibration
		*Thermocouple
*Priority item based on Aon Hewitt recommendation		

Suggested Training Programs: Calibration			
Department	Technical Area	Training Priorities	Code
Calibration: Overall	Overall	Online Webinars	TC_042
		Cafmet 2014	TC_043
		Measurement Science and the Environment-Workshop & Symposium	TC_044
		Joint IMEKO International TC3, TC5 and TC22 Conference 2014	TC_045
		Technical Exchange	TC_046
		Exposure Visit: Sigma Test and Research Center	TC_047
		Exposure Visit: CSIR National Physical Laboratory	TC_048
		Exposure Visit: Universal Instruments	TC_049
		Exposure Visit: North Lab	TC_050
		Exposure Visit: R&D Instrument Services	TC_051
Electrical Calibration	Instrument calibration	Testing & Calibration of Industrial Instruments (Pressure & Temperature)	TC_052
		Calibration Training Services	TC_053
Mechanical Calibration	Dimension calibration	Calibration of Dimensional Measuring Instruments & Gauges	TC_054
		Practical Dimensional Calibration	TC_055

Thermal Calibration	Thermal Calibration	Industrial Temperature Measurement Course	TC_056
		Practical Temperature Measurement and Calibration	TC_057
		Principles of Temperature Metrology	TC_058
		Advanced Topics in Temperature Metrology	TC_059
	Thermocouple	Industrial Temperature Measurement Course	TC_056
		Practical Temperature Measurement and Calibration	TC_057

### 3.1.3 Others

Training Priorities		
	Department	Training Priorities
Other	Other	NABL Assessor for ISO 17025
		Management techniques
		Laboratory Quality Management Systems
		Uncertainty Measurements
*Priority item based on Aon Hewitt recommendation		

Suggested Training Programs: Other			
Department	Technical Area	Training Priorities	Code
Other	NABL Assessor for ISO 17025	Laboratory Quality System, Management & Internal Audit as per IS/ISO 17025	TC_060
		Laboratory Quality Management System and Internal Audit as per ISO/IEC-17025 & NABL requirements	TC_061
		Laboratory Quality System, Management and Internal Audit (IS/ISO 17025)	TC_062
		Assessor Training Course	TC_063
	Management techniques	Managerial Effectiveness	TC_067
	Laboratory Quality Management Systems	Laboratory Quality System, Management & Internal Audit as per IS/ISO 17025	TC_060
	Uncertainty Measurements	Measurement Uncertainty	TC_064
		Measurement Uncertainty	TC_065
		Evaluating Measurement Uncertainty	TC_066

### **3.2 Behavioral Competencies**

Suggested Training Programs		
	Training Program Name	Code
Customer orientation	Customer Centricity for Senior Management	TC_068
	Customer Orientation Program	TC_069
Decision Making	Decision Making in Teams	DI_074
Self-leadership	Self-Leadership for Success	TC_070
Time Management	Time Management	TC_071
	Time Management & Effective Execution	TC_072
	Corporate Training – Time Management Training Course	TC_073
Change Management	Leadership and Change Management	DI_077
<i>*Priority item based on Aon Hewitt recommendation</i>		



## 4. Summary of Industry-Wise Training Needs

## 4. Summary of Industry-Wise Training Needs

The Industry Wise section covers the following different industries relevant for MSME sector:

- Gems & Jewelry Industry
- Chemicals and Pharmaceuticals Industry
- Leather Industry
- Textile Industry
- Electrical and Electronic Goods Industry
- Plastic Industry
- Glass and Ceramics Industry
- Biotechnology Industry
- Agro and Food Processing Industry
- Auto and Auto Component Industry
- Service Industry

The industries, and therefore the relevant training programs depend on the location of DI/ Branch DI and its local areas of expertise. Hence, the same have been addressed separately in the next few sections of the report. Besides the suggested training programs, we also propose Exposure Visits of DI employees to world –class organizations near DI location in the desired industry sectors. Also, DC-MSME can look at joining hands with various industry associations. Both these bodies can leverage each other's strengths to maximize benefits to the industry sector.

### 4.1 Gems and Jewellery Industry

Gems and Jewelry		
Industry Need	Training Program Name	Code
Designing	Professional Jewelry Designer (CAD)	IN_001
	Jewelry Design Graduate	IN_002
	Jewelry Design	IN_003
Manufacturing	e - LEARNING	IN_004
	Gemology	IN_005
	Diamonds	IN_006
	Various Short Term Programs— Technology	IN_016
	Design—Design Interpreter for Jewelry Manufacturers	IN_010
Designing Manufacturing	Various Short Term Courses—CAD	IN_011
Export and Retail	Retail Jewelry Business Skills	IN_008

	Accredited Jewelry Professional	IN_014
	Various Short Term Programs— Business	IN_015
	Certificate Program in Jewelry Retailing	IN_009
Use of Technology	Quality Control (Q.C.)	IN_012
	Accelerated Graduate Diamonds	IN_013
Manufacturing Export and Retail	Retail Sales Development Program	IN_007
	IIJS Signature 2014	IN_020
Manufacturing Use of Technology	24 <sup>th</sup> FACETS Sri Lanka	IN_021
Export and Retail Industry Overview	Various Short Term Programs— Gemology	IN_017
Manufacturing	Customized Programs	IN_018
Designing		
Export and Retail		
Industry Overview	Diamond Assortment	IN_019
	Color & Clarity	
	New Cut Grade	
Export and Retail	Merchandising	
	Seminar on Sales Excellence	
Export and Retail Industry Overview	Advanced Program for Jewelers	

#### **4.2 Chemicals and Pharmaceuticals Industry**

Chemicals and Pharmaceuticals		
Industry Need	Training Program Name	Code
Good Laboratory Practices	Good Laboratory Practices (GLP)	IN_028
Basic chemical processes and SOPs	Chemical Plant Training	IN_029
Quality Control	Executive Diploma in Quality Assurance and Quality Control	IN_025
	Pharmaceutical Quality Assurance and Control	IN_026
Good Manufacturing Practices (GMP)	Good Manufacturing Practices GMP Awareness Training For Pharmaceutical Industry	IN_023



	GMP training programs	IN_032
	Introduction To Pharmaceutical cGMP	IN_027
Knowledge of products	Chemspec India 2014	IN_030
Basic chemical processes and SOPs Safety compliance and awareness Quality Control	Training Programs for Chemical Industry	IN_024
Good Laboratory Practices Safety compliance and awareness	Safety in Storage, Handling and Management of Hazardous substances in Chemical Industries	IN_031
Good Laboratory Practices Knowledge of products	Training Courses in Pharma Industry	IN_022
As per requirement (Customized Course)	Customized Training Programs - Pharmaceutical & Chemicals	IN_033

#### **4.3Leather Industry**

Leather		
Industry Need	Training Program Name	Code
Operations	CAD Course for Footwear Design	IN_037
International market and changing fashion trends	Reflections 2014- International Conference on Fashion, Retail and Management	IN_038
Knowledge of material management	Purchasing Management	IN_039
	Supply Management	IN_040
	Warehouse Management	IN_041
Operations	CAD Course for Footwear Design	IN_037
Operations Design	Program in Leather Goods Design Course	IN_034
Operations Knowledge of Material Management	Practical leather technology	IN_036
Design Quality Operations Maintenance of equipment Process safety and Hazard assessment	Executive Training Program in Leather Processing Technology	IN_035
	Quality Control Methods in i. Leather Manufacture ii. Footwear Manufacture	
	Executive Training Program in Footwear Manufacture	
	Sole Mold Design & Manufacture	
	Machine Operations for Footwear	
	Executive Training Program in Leather goods Manufacture	
	Maintenance of Machineries in Leather Goods & Garments Industries	
	Executive Training Program in Leather Garments Manufacture	

	Leather Garment Pattern Designing	
	Training Program for the Analysis of Arylamine Based Dyes	
	Consequence Analysis of Chemical Accidents	
	Hazard & Operability Studies	
	Safety Audit	
	Advances in Process Safety and Quantitative Hazard Assessment	
	Pollution Control i. Analysis of Water ii. Treatment Methods	
	Utilization of Animal By Products	

#### **4.4 Textiles Industry**

Textile		
Industry Need	Training Program Name	Code
Production	Freshers and refresher training for spinning mill operatives	IN_044
	Productivity Improvement Tools & Techniques	IN_056
	Spinning Process for Waste Minimization	IN_059
Quality Control	QA/QC Training	IN_052
	Garment/ Home textile Inspection (AQL Inspection)	IN_053
	Professional Approach to QC in Textile Products	IN_055
Latest fashion trends in the international markets	Reflections 2014- International Conference on Fashion, Retail and Management	IN_038
	Fashion Management Short Term Course – Level 1	IN_050
Industry Overview	Indian Textile Journal	IN_060
	Practical Approach to Understand Textiles	IN_047
Production Quality control Costing	Skill Up gradation/Refresher Programs	IN_042
Quality control Latest fashion trends in the international markets Additional Needs Covered: Manufacturing	Refresher Programs on Technical textile	IN_043
Quality control Additional Needs Covered : Technical Aspects of Manufacturing	Technical Textiles	IN_045

Production Costing	Merchandiser Training	IN_046
Quality Control Latest fashion trends in the international markets	Principles of Textile Testing	IN_054
Quality control Additional Needs Covered : Manufacturing	Technical Awareness for Merchandisers	IN_048
Production Quality control	Fundamentals of Garment Manufacturing	IN_049
Production Costing Quality Industry Overview	Training and development of technical staff in the textile industry	IN_051
Production Quality Control Additional Needs covered: Manufacturing	Certificate in Production Technology	IN_057
	Diploma in Garment Production Technology	
	Diploma in Garment Quality Control	
	Certificate Course in Quality Control	
	Certificate Course in Garment Merchandising	
	Certificate Course in Garment Manufacturing	
	Computer Aided Design Apparel Textiles	
Knowledge to source from international destinations Costing	Fashion Management Short Term Course – Level 2	IN_058

#### **4.5 Electric and Electronic Goods Industry**

Electric and Electronic Goods		
Industry Need	Training Program Name	Code
Basic and Advanced Manufacturing Skills	IPC/WHMA-A-620 Training and Certification Program	IN_070
Knowledge of latest products	LED Basics	IN_061
	LEDs and Trends	IN_062
	Digital Electronics Concepts and its Industrial Applications	IN_063
Research and Development	Advanced Training	IN_067
Knowledge of maintenance	Maintenance and Servicing of Electronics Test Equipment	IN_064
As per requirement (Customized Course)	Tailor Made Courses	IN_066

Basic and Advanced Manufacturing Skills Compliance to various norms	Basic Training	IN_065
Compliance to various norms Basic and Advanced Manufacturing Skills	IPC-A-600	IN_068
Compliance to various norms Basic and Advanced Manufacturing Skills	IPC-A-610 Acceptability of Electronics Assemblies Training and Certification Program	IN_069

#### **4.6Plastics Industry**

Plastic		
Industry Need	Training Program Name	Code
Economies of Scale	Indian Plastics Association Diploma	IN_071
	Product Development/Processing of Plastics/ Machine Maintenance	IN_073
	Modular Term Programs	IN_075
	Entrepreneurship Development Programs	IN_076
Machine Operations	Design/Tooling/CAD/CAM/CNC Program	IN_072
Economies of Scale Additional Needs Covered: Quality Control	Testing and Quality Improvement	IN_074
Economies of Scale Machine Operations	Various Short Term Courses/ Long Term Courses	IN_077

#### **4.7Glass and Ceramics Industry**

Glass and Ceramics		
Industry Need	Training Program Name	Code
Efficient manufacturing processes	Training & demonstration programs (HRD)	IN_078
Supply chain management and distribution	Advanced Program In Supply Chain Management (APSCM)	IN_080
Lack of adequate knowledge to source from international destinations	Indian Ceramics 2014	IN_082
Technology Efficient manufacturing processes	Ceramics Processing Technology	IN_079
	Fundamentals of Glass Technology	IN_081
	4th International Exhibition for Glass: Production, Processing and Products	IN_083
	e-Learning Modules	IN_084

#### **4.8 Biotechnology Industry**

Biotechnology		
Industry Need	Training Program Name	Code
Multiple scientific disciplines	Bioinformatics	IN_085
	Basic Bioinformatics For Biological Data Analysis	IN_086
	Basic Biotech Training	IN_087
	Biofertilizers&Biopesticides Production	IN_089
	Other Biotechnology Training Programs	IN_090
	MATLAB Language Operations and Its Applications in Bioinformatics	IN_094
	Advanced Biotech Training	IN_096
	Industrial Biotech Training	IN_097
Industry Overview	Receptor Based Drug Modeling	IN_095
Quality Control Additional Needs Covered: Good Manufacturing Practices (GMPs) Good Laboratory Practices (GLPs)	Microbial QC & Testing	IN_088
Quality Control Additional Needs Covered: Good Manufacturing Practices (GMPs)	Certificate Course in Pharma Regulatory Affairs	IN_091
Multiple scientific disciplines Product innovation and research in the biotech sector	Awareness Program	IN_092
	Industrial Microbiology	IN_093

#### **4.9 Agro and Food Processing Industry**

Agro and Food Processing		
Industry Need	Training Program Name	Code
Packaging (in Cans, Poly-packs)	Consumer Packaging: Challenges & Opportunities	IN_106
	In-Laboratory Hands-On Training For Testing and Evaluation Of Packages	IN_099
Equipment Good Manufacturing Practices	Dairy Technology for Non Dairy Technologists	IN_098
Equipment Additional Needs Covered: Technology	Technology Business Incubator (TBI)	IN_100

Good Manufacturing Practices Knowledge of quality standards	Hazard Analysis Critical Control Point (HACCP) certification	IN_101
Good Manufacturing Practices Compliance to quality and safety	Executive Diploma in GMP	IN_102
Compliance to quality and safety Additional Needs Covered: Good Laboratory Practices (GLPs)	Laboratory practices in Dairy and Food Plant	IN_103
Knowledge of quality standards Compliance to quality and safety	Laboratory Quality Management System and Internal Audit	IN_104
Working in hygienic conditions Knowledge of quality standards	GMP/GHP- Schedule 4 of Food Safety & Standards Regulations.	IN_105

#### **4.10 Auto and Auto components Industry**

Auto and Auto Components		
Industry Need	Training Program Name	Code
Design to Manufacturing Capability	Proficiency Improvement Programs (PIP)	IN_108
Materials and processes	Basic Course on Automobile Technology	IN_107
	Advanced Course on Automobile Technology	IN_110
	Modular Courses	IN_111
Innovation	Nurturing Innovation Culture in Indian Industry	IN_112
Industry Overview	Auto Expo 2014 -Component Show	IN_113
Design to Manufacturing Capability Materials and processes	Domain Programs for Industry	IN_109

#### **4.11 Services Industry**

Services		
Industry Need	Training Program Name	Code
IT Skills	Basic Computer Programs	IN_114
IT Services	Custom Training	IN_115
	Technical Events and Conferences	IN_116
Retail Management	Retail Management Program	IN_117
	Retail Strategy and Resource Management Program	IN_118
Knowledge of Travel and Tourism	International Air Transport Association Foundation	IN_119
	International Air Transport Association Consultant	IN_120

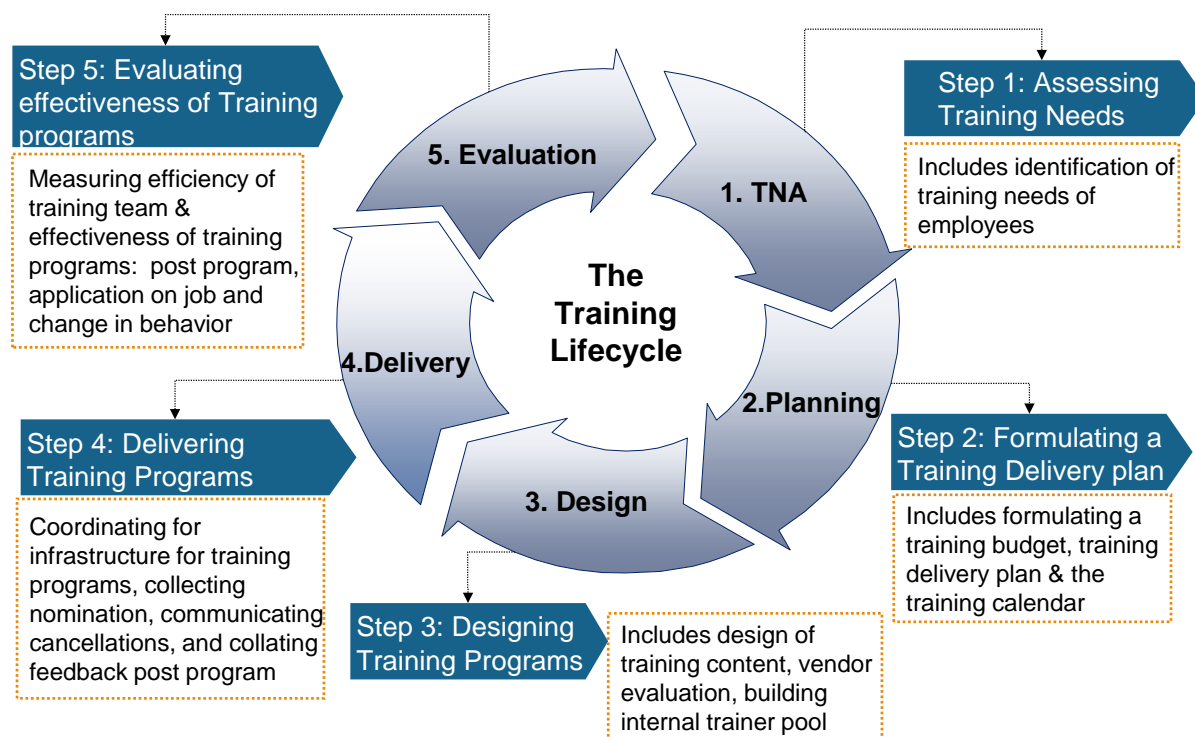


## 5. Training Roadmap

## 5. Training Roadmap

### 5.1 The Way Forward

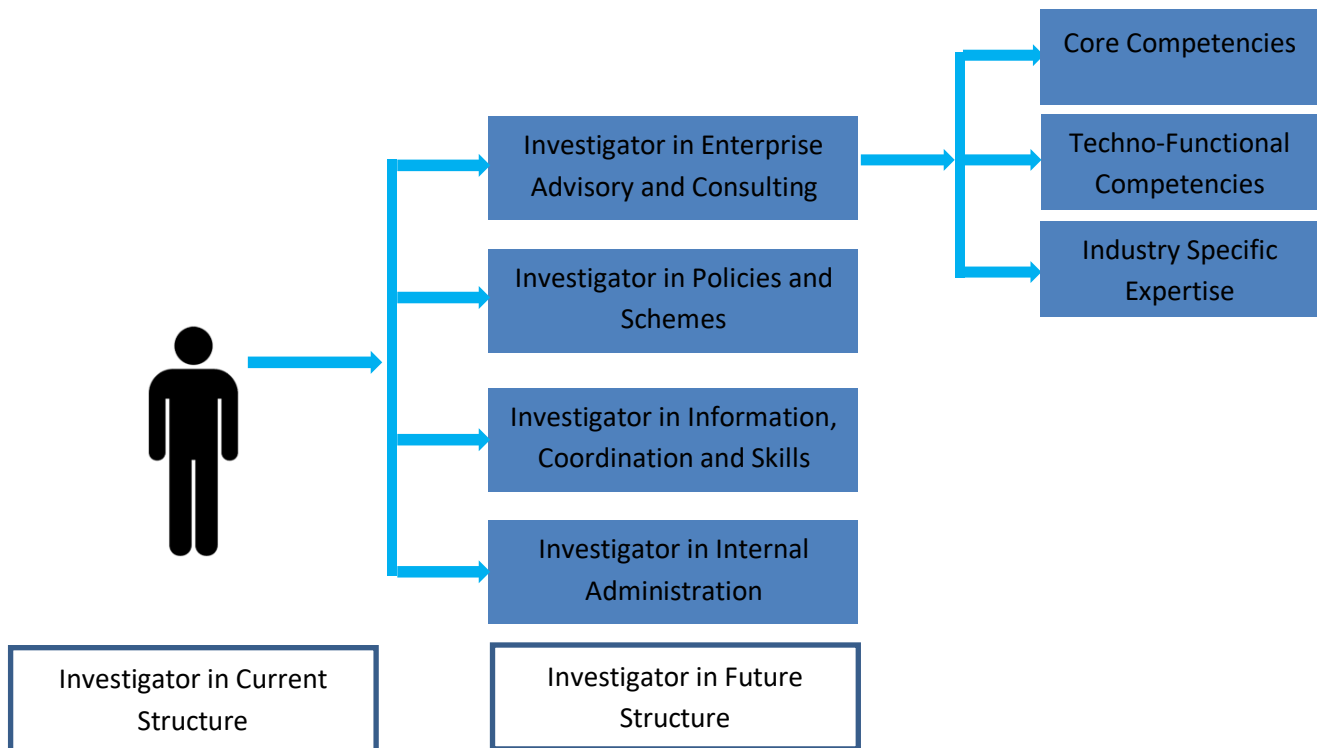
This report will be used by the Training Cell of the MoMSME to implement the required trainings. The image below shows the Training Lifecycle, and this report covers steps 1-3.



As employees make any change in role, the competencies required of them or the required levels of their existing competencies may change. This analysis is required for individuals making one of two possible moves, as discussed below.

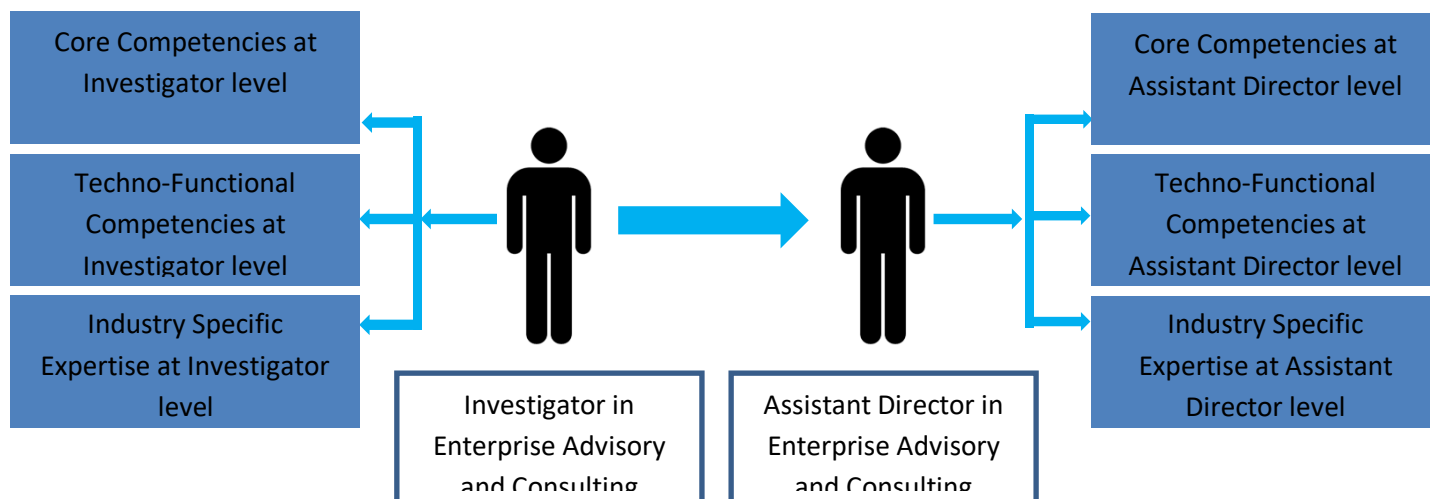


**1. From their existing role in the current structure into one of the new departments:**



In this situation, individuals will be staying at the same level in the organization but will be making a lateral movement into a new department. This is the movement that all employees will be making with the shift to the new structure. For this movement, the TNA survey report only needs to be considered role-by-role. For instance, in this situation, to determine the trainings to be given to an Investigator moving into the Enterprise Advisory and Consulting department, the training priorities for this position need to be considered, training programs should be selected from the options, and the individual can undergo the required training.

2. For a vertical movement within their department, once the new structure has been implemented.



In this situation, an employee is moving vertically within the same department. While the same competencies are required across different roles in the same department, the desired level (Basic, Intermediate, Advanced) of expertise in each competency may increase with the level. For this movement, the results of TNA survey needs to be considered across roles.

## 5.2 Implementation Roadmap

At this stage, further inputs are needed from the Office of DC-MSME to select the most suitable training programs/institutes and develop a sound training plan for MSME DIs/Branch DIs. However, sample training plans have been prepared basis Aon Hewitt's understanding of which competencies are key to each level (regardless of which department an employee is in) and other factors, including:

- Location: Given the additional costs associated with international programs (travel, stay etc.), when there is a domestic program available, this was the first option
- Duration: Shorter courses were given priority, as the time spent away from work would be reduced
- Cost: Some courses are less expensive than others, so these were preferable
- Customization: All else being equal, customized courses are the best option, as the contents will address the institute's specific requirements
- Training methodology: A combination of classroom, in-house and online courses have been chosen to provide some variety to the trainings that employees will undergo

The trainings have been divided into four buckets:

- I. *Induction*- Employees who are new to the MoMSME will need to go through an induction program to familiarize them with the Ministry and its work, structure and departments. This program has been outlined below:

Program	Purpose	Duration
Induction Program For New Joinees		
Introduction to MoMSME	Program introducing employees to the MoMSME, including topics such as the work, the structure etc.	1 Day
Rotation Program through all MoMSME departments	One day spent in each department to give employees exposure to all areas of MoMSME	4 Days
*Only for new employees, not for existing employees transitioning into a new role		

- II. *Immediate*- the core competencies that are required for each position. This training needs to be done immediately after an employee joins or changes level
- III. *Medium Term*- specialized techno-functional priority areas that are required more urgently for employees at a particular level. These trainings should be attended within the first 12-18 months of an employee joining or changing level
- IV. *Long Term*- specialized techno-functional priority areas that are required less urgently for employees at a particular level. These trainings should be attended within the first 2-3 years of an employee joining or changing level

The sample immediate, medium and long term training plans & roadmaps for following designation levels both within the MSME DIs and Office of DC-MSME have been outlined in next few sections.

- I. Development Institutes/ Branch Development Institutes:
  - a. Directors/ Deputy Directors
  - b. Assistant Directors Grades I/II
  - c. Investigators
- II. Head-Office DC-MSME:
  - a. Directors/ Deputy Directors
  - b. Assistant Directors Grades I/II
  - c. Investigators

## 5.2.1 Training Roadmap for Development Institutes/ Branch Development Institutes

DIs/ Branch DIs: Directors/ Deputy Directors					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Change Management	Edge: Leading with Creativity and Courage	Aon Hewitt	Client site	TBD	2 Days
Decision Making					
Integrated Thinking					
Presentation and Communication Skills					
Ownership & Accountability	High Impact Leadership	Indian Institute of Management, Bangalore	Bangalore	INR 60,000	3 days
Presentation and Communication Skills					
People Management					
Medium Term Trainings: To be implemented within the first 12-18 months					
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	Exit Planning Institute	Chicago, USA	INR 2,77,290	5 days
Awareness of business strategies	Innovation in Business Models and Strategies for High Profit Businesses	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	Not Specified
Awareness of financing for MSMEs	SME Banking & Financial Services	Entrepreneurship Development Institute of India	Gujarat, India	Not Specified	Not Specified
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Communication and awareness strategies	Intercultural Communication (Self-Study)	GC21 E-Academy	Online	Free	Not Specified
Financial planning, budgeting and accounting	Strategic Cost Management	Indian Institute of Management, Ahmedabad	Ahmedabad, India	INR 70,000	Not specified
HR Management	Advanced Human Resource Management	Indian Institute of Management, Ahmedabad	Ahmedabad, India	INR 80,000	Not specified
Knowledge of MSME related policies, schemes, support programs and services	Customized course	MoMSME	Client site	Free	1 day
Monitoring and impact assessment	Impact Assessment	RIPA International	London/ Kuala Lumpur	INR 2,21,694	1 week
Partner management	Outsourcing Management- Creating Value Through Collaboration	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
Project management	Project, Program and Portfolio Management	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days

### Long Term Trainings: To be implemented within the first 2-3 years

Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Frankfurt, Germany	Not specified	4 days
IPR related expertise	Management of intellectual Property Rights: Global Systems and National Opportunities	Indian Institute of Management, Bangalore	Bangalore, India	Not specified	Not specified
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	Indian Institute of Management, Bangalore	Bangalore, India	INR 42,000	Not specified
Operational expertise	Business Process Management Methodology	SAP	Not Specified	INR 33,000	2 days
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	Entrepreneurship Development Institute of India	Gujarat, India	Not specified	Not specified

DIs/ Branch DIs: Assistant Directors Grades I/II					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Collaborating and partnering	Envision : Leading with Purpose and Insight	Aon Hewitt	Client site	TBD	2 Days
Client orientation					
Change management					
Learnability and Self Leadership					
Collaborating and partnering	Execute: Leading through Focused Action	Aon Hewitt	Client site	TBD	2 Days
Ownership & accountability					
Client orientation					
Execution focus					
Learnability and Self Leadership					
IT Skills	IT Tools for Office	Indian Institute of Training & Development	Pune	Not Specified	Not Specified
Medium Term Trainings: To be implemented within the first 12-18 months					
Awareness of business strategies	Business Forecasting	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	Not Specified
Awareness of financing for MSMEs	Financial Analysis of Entrepreneurial Ideas	Babson Global Inc.	Online	Free	3-5 hours per week
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Communication and awareness strategies	Intercultural Communication (Self-Study)	GC21 E-Academy	Online	Free	Not Specified
Data collection, statistical analysis & reporting	Statistical Modeling For Data Analysis	Indian Institute of Technology, Kharagpur, India	Kharagpur, India	INR 30,000	Not specified
Knowledge of MSME related policies, schemes, support programs and services	Customized course	MoMSME	Client site	Free	1 day
Operational expertise	5S's Training and Certification	SSA Business Solutions	Mumbai/ Chennai, India	Not specified	1 day
Report writing	Technical Report Writing	TWB	Online	Free	Not specified
Technological expertise	Customized course	India SME Technology Services Ltd.	Not specified	Not specified	Not specified

### Long Term Trainings: To be implemented within the first 2-3 years

Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	In house training	In house	Free	Not Specified
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	In house training	In house	Free	Not specified
Event management	Basic Managerial Competence in Event Management	Government of Mizoram	India	Not Specified	2 days
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	Indian Institute of Management, Bangalore	Bangalore, India	INR 42,000	Not Specified
Monitoring and impact assessment	Impact Assessment	In house training	In house	Free	Not Specified
Partner management	Outsourcing Management- Creating Value Through Collaboration	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
Project management	Project Management	Indian Institute of Management, Calcutta	Kolkata, India	INR 50,000	Not Specified
Survey design and administration	Survey Design & Writing	E-Training for Social Science Research	Online	Free	Not Specified
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	Entrepreneurship Development Institute of India	Gujarat, India	Not specified	Not specified

DIs/ Branch DIs: Investigators					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Execution Focus	Execute: Leading through Focused Action	Aon Hewitt	Client site	TBD	2 Days
Learnability & Self Leadership					
Ownership & Accountability					
IT Skills	MS Office Jumpstart	Learner's Desk	Pune	Not Specified	Not Specified
Medium Term Trainings: To be implemented within the first 12-18 months					
Data collection, statistical analysis & reporting	Statistical Modeling For Data Analysis	Indian Institute of Technology, Kharagpur, India	Kharagpur, India	INR 30,000	Not specified
Event management	Basic Managerial Competence in Event Management	Government of Mizoram	India	Not Specified	2 days
ICT Maintenance and Support	ICT Training	National Informatics Center	Multiple- India	Not specified	Not specified
Knowledge of MSME related policies, schemes, support programs and services	Customized course	MoMSME	Client site	Free	1 day
Operational expertise	5S's Training and Certification	SSA Business Solutions	Mumbai/ Chennai, India	Not specified	1 day
Report writing	Technical Report Writing	TWB	Online	Free	Not specified
Survey design and administration	Survey Design & Writing	E-Training for Social Science Research	Online	Free	Not Specified
Technological expertise	Customized course	India SME Technology Services Ltd.	Not specified	Not specified	Not specified



### Long Term Trainings: To be implemented within the first 2-3 years

Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	In house training	In house	Free	Not Specified
Awareness of business strategies	Business Forecasting	In house training	In house	Free	Not Specified
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	In house training	In house	Free	Not specified
Monitoring and impact assessment	Impact Assessment	In house training	In house	Free	Not Specified
Partner management	Outsourcing Management- Creating Value Through Collaboration	In house training	In house	Free	Not Specified
Technological expertise	Customized course	In house training	In house	Free	Not Specified

## 5.2.2 Training Roadmap of Head-Office of the Development Commissioner

Office of DC: Directors/ Deputy Directors					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Change management	High Impact Leadership	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
People management					
IT Skills	IT Tools for Office	Indian Institute of Training & Development	Pune	Not Specified	Not Specified
Medium Term Trainings: To be implemented within the first 12-18 months					
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	Exit Planning Institute	Chicago, USA	INR 2,77,290	5 days
Awareness of business strategies	Innovation in Business Models and Strategies for High Profit Businesses	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	Not Specified
Awareness of financing for MSMEs	SME Banking & Financial Services	Entrepreneurship Development Institute of India	Gujarat, India	Not Specified	Not Specified
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Communication and awareness strategies	Intercultural Communication (Self-Study)	GC21 E-Academy	Online	Free	Not Specified
Financial planning, budgeting and accounting	Strategic Cost Management	Indian Institute of Management, Ahmedabad	Ahmedabad, India	INR 70,000	Not specified
HR Management	Advanced Human Resource Management	Indian Institute of Management, Ahmedabad	Ahmedabad, India	INR 80,000	Not specified
Monitoring and impact assessment	Impact Assessment	RIPA International	London/ Kuala Lumpur	INR 2,21,694	1 week
Partner management	Outsourcing Management- Creating Value Through Collaboration	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
Project management	Project, Program and Portfolio Management	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
Strategy Planning	Strategic Planning and Nonprofit Leadership	Indiana University Lilly Family School of Philanthropy	Online or Indiana	INR 60,080 (online) or INR 50,530 (classroom)	3 weeks (online) or 2 days (classroom)

### Long Term Trainings: To be implemented within the first 2-3 years

Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Frankfurt, Germany	Not specified	4 days
IPR related expertise	Management of intellectual Property Rights: Global Systems and National Opportunities	Indian Institute of Management, Bangalore	Bangalore, India	Not specified	Not specified
Marketing and branding expertise	Marketing and Branding - A Three Pronged Approach	Indian Institute of Management, Bangalore	Bangalore, India	INR 42,000	Not specified
Operational expertise	Business Process Management Methodology	SAP	Not Specified	INR 33,000	2 days
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	Entrepreneurship Development Institute of India	Gujarat, India	Not specified	Not specified

Office of DC: Assistant Directors					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Collaborating and partnering	Execute: Leading through Focused Action	Aon Hewitt	Client site	TBD	2 Days
Ownership & accountability					
Client orientation					
Execution focus					
Learnability and Self Leadership					
IT Skills	IT Tools for Office	Indian Institute of Training & Development	Pune	Not Specified	Not Specified
Change Management	Edge: Leading with Creativity and Courage	Aon Hewitt	Client site	TBD	2 Days
Decision Making					
Presentation & Communication Skills					
Data collection, statistical analysis & reporting	Statistical Analysis using SPSS Course	PACE	Online	INR 4,500	Not Specified
IT Skills	IT Tools for Office	Indian Institute of Training & Development	Pune	Not Specified	Not Specified
Medium Term Trainings: To be implemented within the first 12-18 months					
Awareness of business strategies	Business Forecasting	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	Not Specified
Awareness of financing for MSMEs	Financial Analysis of Entrepreneurial Ideas	Babson Global Inc.	Online	Free	3-5 hours per week
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Communication and awareness strategies	Intercultural Communication (Self-Study)	GC21 E-Academy	Online	Free	Not Specified
Data collection, statistical analysis & reporting	Statistical Modeling For Data Analysis	Indian Institute of Technology, Kharagpur, India	Kharagpur, India	INR 30,000	Not specified
Event management	Basic Managerial Competence in Event Management	Government of Mizoram	India	Not Specified	2 days
Knowledge of Administrative rules and regulations	Training Package on Administrative Law	Independent Reading	Independent Reading	Free	Not specified
Knowledge of financial rules and regulations	Customized course	Ministry of Finance	Not specified	Not specified	Not specified
Knowledge of MSME related policies, schemes, support programs and services	Customized course	MoMSME	Client site	Free	1 day
Operational expertise	5S's Training and Certification	SSA Business Solutions	Mumbai/ Chennai, India	Not specified	1 day

Report writing	Technical Report Writing	TWB	Online	Free	Not specified
Strategy implementation	Setting Strategic Objectives and Cascading Goals Training	My Strategic Plan	Online	Free	45 minutes
Technological expertise	Customized course	India SME Technology Services Ltd.	Not specified	Not specified	Not specified

### Long Term Trainings: To be implemented within the first 2-3 years

Accounting	Training in Accounting Fundamentals	International Academy for Certification and Training (iACT)	Multiple, India	Not Specified	Not Specified
Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	In house training	In house	Free	Not Specified
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	In house training	In house	Free	Not specified
ICT maintenance and support	Microsoft SQL Server 2008 Database Administrative Solution-Design, Optimization & Maintenance	Aptech computer Education	Multiple, India	Not Specified	40 hours
Marketing and branding expertise	Web Application Development using Open Source Technologies	Aptech computer Education	Multiple, India	Not Specified	40 hours
	Marketing and Branding - A Three Pronged Approach	Indian Institute of Management, Bangalore	Bangalore, India	INR 42,000	Not Specified
Monitoring and impact assessment	Impact Assessment	In house training	In house	Free	Not Specified
Partner management	Outsourcing Management- Creating Value Through Collaboration	Indian Institute of Management, Bangalore	Bangalore, India	INR 60,000	3 days
Project management	Project Management	Indian Institute of Management, Calcutta	Kolkata, India	INR 50,000	Not Specified
Survey design and administration	Survey Design & Writing	E-Training for Social Science Research	Online	Free	Not Specified
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	Entrepreneurship Development Institute of India	Gujarat, India	Not specified	Not specified

Office of DC: Investigators					
Competency	Training Program	Institute	Location	Fee	Duration
Immediate Term Trainings: To be implemented immediately upon joining or changing levels					
Change management	Edge: Leading with Creativity and Courage	Aon Hewitt	Client site	TBD	2 Days
Integrated thinking					
Decision making					
Learnability and self-leadership					
Collaborating and partnering	Execute: Leading through Focused Action	Aon Hewitt	Client site	TBD	2 Days
Ownership & accountability					
Execution focus					
Data collection, statistical analysis & reporting	Statistical Analysis using SPSS Course	PACE	Online	INR 4,500	Not Specified
IT Skills	MS Office Jumpstart	Learner's Desk	Pune	Not Specified	Not Specified
Medium Term Trainings: To be implemented within the first 12-18 months					
Awareness of financing for MSMEs	Financial Analysis of Entrepreneurial Ideas	Babson Global Inc.	Online	Free	3-5 hours per week
	Financial Management for Startups	Entrepreneur Academy	Online	Not specified	Not specified
ICT Maintenance and Support	ICT Training	National Informatics Center	Multiple- India	Not specified	Not specified
Knowledge of Administrative rules and regulations	Training Package on Administrative Law	Not Applicable	Independent Reading	Free	Not Specified
Knowledge of financial rules and regulations	Customized course	Ministry of Finance	Not specified	Not specified	Not specified
Knowledge of MSME related policies, schemes, support programs and services	Customized course	MoMSME	Client site	Free	1 day
Operational expertise	5S's Training and Certification	SSA Business Solutions	Mumbai/ Chennai, India	Not specified	1 day
Report writing	Technical Report Writing	TWB	Online	Free	Not specified
Survey design and administration	Survey Design & Writing	E-Training for Social Science Research	Online	Free	Not specified
Technological expertise	Customized course	India SME Technology Services Ltd.	Not specified	Not specified	Not specified
Vigilance	Customized course	The Central Vigilance Commission (India)	Not specified	Not specified	Not specified

### Long Term Trainings: To be implemented within the first 2-3 years

Awareness of business exit plans	Certified Exit Planning Advisor (CEPA) Program	In house training	Online	Free	Not Specified
Awareness of business strategies	Business Forecasting	In house training	In house	Not specified	Not Specified
Awareness of SED	Sustainable Development	GIZ	Online	Free	Not Specified
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	In house training	In house	Free	Not specified
Event management	Basic Managerial Competence in Event Management	Government of Mizoram	India	Not Specified	2 days
Monitoring and impact assessment	Impact Assessment	In house training	In house	Free	Not Specified
Partner management	Outsourcing Management- Creating Value Through Collaboration	In house training	In house	Free	Not Specified
Planning and design of public support programs, schemes & policies	Customized course	National Institute of Public Finance and Policy	Not specified	Not specified	Not specified
Strategy implementation	Setting Strategic Objectives and Cascading Goals Training	My Strategic Plan	Online	Free	45 minutes
Trade (import/ export) related expertise	Country/ Product Specific Export Program For SSEs	Entrepreneurship Development Institute of India	Gujarat, India	Not specified	Not specified



## 6. Annexure



## 6. Annexure

### 6.1. Detailed Definition of Competencies identified for DIs and Branch DIs

#### 6.1.1. Core Competencies

1	<b>Collaborating and partnering</b>	Drives teamwork and cooperation within the team and also between teams and functions. Builds networks with internal and external partners from both the public and private sectors and leverages them effectively to ensure a win-win situation. Treats co-workers with dignity and respect.
2	<b>Ownership &amp; accountability</b>	Takes complete responsibility for results and proactively takes necessary steps to achieve desired goals. Monitors and manages performance of both self and team.
3	<b>Client orientation</b>	Awareness and understanding of client needs, provides quality services, strives towards client delight, endeavors to address their needs/queries and provides one-stop solutions. Builds trust with clients and establishes long term client relationships.
4	<b>Presentation and communication skills</b>	Communicates effectively, both through writing and orally. Is confident and clear when presenting to a group and is able to moderate a group discussion. Effectively negotiates and manages conflict situations by identifying a mutually beneficial solution.
5	<b>Change management</b>	Is open and willing to accept change. Leads change initiatives and drives motivation amongst colleagues to adapt. Thinks 'outside the box' to improve processes and people through a new perspective.
6	<b>Execution focus</b>	Ensures efficient execution by effectively managing time and resources. Strives for high quality standards.
7	<b>Integrated thinking</b>	Analyzes facts, patterns and trends. Thinks strategically and is aware of the big picture when developing solutions.
8	<b>Decision making</b>	Applies sound judgment in making decisions and effectively manages all the stakeholders. Creates mutually beneficial solutions when solving problems. Takes intelligent risks in the interest of the organization
9	<b>Learnability and self-leadership</b>	Continuously learns and upgrades self-knowledge to ensure alignment with the changing business environment. Develops personal credibility amongst coworkers by consistently meeting or exceeding expectations.
10	<b>People management</b>	Mentors, empowers and motivates subordinates to perform their duties well. Provides constructive feedback and coaching to help improve performance of subordinates. Manages performance of subordinates, including setting KPIs, identifying development plans, evaluating performance, and giving feedback on performance. Delegates work appropriately and clearly.
11	<b>IT Skills</b>	Knowledge of MS Office (Word, Excel, PowerPoint) and other customized IT tools (e.g. match-making databases, online application & tracking tools, performance reporting tools, survey tools etc.) used in the respective roles. Ability to apply this knowledge for online management of documents and records, processing scheme applications, updating databases, match-making and using other features of national portal etc.

## 6.1.2. Specialized Competencies

### 6.1.2.1. Enterprise Advisory & Consulting Division

1	<b>Awareness of business strategies</b>	Knowledge of business strategy and its implementation related aspects, such as existing and future state evaluations, transition plans etc. Ability to apply this knowledge to advise new and existing entrepreneurs on implementation of appropriate strategies and business plans to setup, grow and sustain their businesses.
2	<b>Awareness of regulatory frameworks</b>	Knowledge of regulatory laws, legal frameworks, licenses and permits across industry sectors relevant for MSMEs. Ability to apply this knowledge to advise entrepreneurs at several stages of setting-up, registering and running an enterprise. Also, advise both individual and cluster based MSMEs on gaps in compliance and corrective actions that need to be taken.
3	<b>Awareness of financing for MSMEs</b>	Knowledge of various sources of funds for MSMEs (angel investors, bank loans, venture capitalists, vendor development programs by PSUs etc.) and procedures to access and apply for the same. Ability to use this knowledge to advise new and existing entrepreneurs on appropriate financing routes that they could use to setup, grow and sustain their businesses.
4	<b>Technological expertise</b>	Knowledge of the existing technology gaps, barriers to adoption of technology among MSMEs and latest and most innovative technologies used by MSEs across industry sectors. Ability to apply this knowledge to conduct diagnostics, identify gaps, disseminate technology related information, accelerate the pace of technology adoption as well as nurture R&D and drive innovative culture among both individual and cluster based MSMEs.
5	<b>Operational expertise</b>	Knowledge of business process management systems and best practices for productivity improvement such as automation of existing manual processes, realignment of plant layout, capacity de-bottlenecking etc. Ability to apply this knowledge to conduct diagnostics of existing processes and suggest operational improvement opportunities to both cluster-based and individual enterprises.
6	<b>Marketing and branding expertise</b>	Knowledge of marketing (research, advertising, promotion, identification of target customers) and branding (brand identity, brand experience, message) strategies. Ability to apply this knowledge to conduct diagnostics, identify gaps and advise both individual and cluster based MSMEs on effective marketing and branding strategies and how to implement them. Also, encourage MSMEs to use match-making databases to identify target PSU customers.
7	<b>Trade (import/export) related expertise</b>	Knowledge of trade specific policies (e.g. the EXIM [Export/ Import] Policy and the Foreign Trade Policy) and practices. Ability to use this knowledge to consult and advise both individual and cluster based MSMEs on how to tackle cross-border regulations and issues, identify appropriate partners, establish linkages and improve business practices to make use of cross-border opportunities.
8	<b>IPR related expertise</b>	Knowledge of the Intellectual Property Rights and laws and how to apply for patents. Ability to apply this knowledge to advise enterprises on risks and protecting their intellectual property rights.

9	<b>Industry specific expertise</b>	Knowledge of specific industry sectors relevant for MSMEs, including key indicators & statistics, policies & regulations, competitive landscape & key players at all points of the supply chain, products & technology, latest trends & developments, challenges, requirements and prospects. Ability to apply this knowledge to conduct diagnostics, identify gaps and advise both individual and cluster-based enterprises.
10	<b>Awareness of SED</b>	Knowledge of sustainable economic development standards and practices. Ability to apply this knowledge to foster responsible competitiveness among MSMEs and advise them on adopting resource efficient practices, green technologies and social standards.
11	<b>Capacity assessment of MSMEs</b>	Knowledge of the methodologies to evaluate technical, financial and operational capacities of MSMEs. Ability to apply this knowledge to do a relative assessment of MSMEs under the single point registration scheme for NSIC.
12	<b>Awareness of business exit plans</b>	Knowledge of exit planning due to bankruptcy, to some disaster causing the business to stop operating or a planned exit, such as retirement or sale of the business. Ability to apply this knowledge to advise MSMEs and facilitate their exit in such a way that it maximizes their gains and minimizes their losses.
13	<b>Report writing</b>	Knowledge of how to structure a technical report, areas to be covered and language to be used. Ability to apply this knowledge to write and review business (e.g. DI Progress reports) and technical reports (e.g. DPRs (Detailed Project Reports), Feasibility Studies, District Profile Reports, Census Reports, State Profile Reports, Diagnostic Reports etc).
14	<b>Data collection, statistical analysis &amp; reporting</b>	Knowledge of data gathering, statistical analysis and reporting methodologies. Ability to apply this knowledge for data collection and seeing underlying principles, patterns, or themes in an array of related information to create insights and reports.
15	<b>Project management</b>	Knowledge of developing a project plan and managing it effectively and efficiently within desired resources, time and budget. Ability to apply this knowledge to develop a comprehensive project plan with goals, objectives, milestones and resource allocation. Also, ability to monitor the same to ensure that desired objectives are met.
16	<b>Event management</b>	Knowledge of the different requirements for organizing events, such as planning the event, identifying a target audience, advertising the event, planning the logistics, coordinating the technical aspects, and launching and running the event. Ability to apply this knowledge to organize marketing events.

#### 6.1.2.2. Policies & Schemes Division

1	<b>Knowledge of MSME related policies, schemes, support programs and services</b>	Knowledge of various policies, schemes, support programs and services for MSMEs in areas related to technology, marketing, skills and finance as provided by various public and private sector entities such as Office of DC-MSME, MoMSME, other central and state ministries, banks, financial institutions, industry associations, cluster level bodies, training institutes, R&D institutes, incubators and other private sector expert agencies. Ability to apply this knowledge for vetting of information and processing of applications for the several schemes and support programs implemented by the Office of DC-MSME.
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2	<b>Planning and design of public support programs, schemes &amp; policies</b>	Knowledge of the methodology, criteria and factors to be taken into account when designing a public policy, scheme or support program. Ability to apply this knowledge for doing root cause analysis, understanding inter-linkages and analyzing existing policies, schemes and support programs and providing inputs for formulating new or improving existing policies, schemes or support programs.
3	<b>Communication and awareness strategies</b>	Knowledge of developing and executing brand awareness and communication strategies for public sector support programs, schemes and policies. Ability to apply this knowledge to devise and implement communication & media plans for increasing outreach to target beneficiaries and other stakeholders such as MSMEs, new entrepreneurs, PSUs (in relation to public procurement policy), industry associations, and private sector players.
4	<b>Monitoring and impact assessment</b>	Knowledge of methodologies for monitoring and doing impact assessment of public sector support programs, schemes and policies. Ability to apply this knowledge for monitoring and assessing impact of schemes and policies (including Public Procurement Policy) being implemented by Office of DC- MoMSME.
5	<b>Industry specific expertise</b>	Knowledge of specific industry sectors for MSMEs, including key indicators & statistics, policies & regulations, competitive landscape & key players at all points of the supply chain, products & technology, latest trends & developments, challenges, requirements and prospects. Ability to apply this knowledge to identify areas for government intervention, policy-making, design of schemes & support programs, match making between PSUs and MSEs etc.
6	<b>Conducting public private dialogue</b>	Knowledge of effectively conducting structured dialogue with multiple stakeholders from both the public and private sectors. Ability to apply this knowledge for moderating or conducting stakeholder discussions and collecting feedback from targeted beneficiaries and intermediaries on the proposed policy interventions in order to ensure that their specific requirements are being addressed.
7	<b>Accounting basics</b>	Knowledge of accounting principles and standards. Ability to apply this knowledge to understand annual reports/other disclosures of PSUs and analyze procurement related data.
8	<b>Survey design and administration</b>	Knowledge of survey design principles and administration. Ability to apply this knowledge for data collection on policies and schemes.
9	<b>Data collection, statistical analysis &amp; reporting:</b>	Knowledge of data gathering, statistical analysis and reporting methodologies. Ability to apply this knowledge for data collection and seeing underlying principles, patterns, or themes in an array of related information to create insights and reports.
10	<b>Report writing</b>	Knowledge of how to structure a technical report, areas to be covered and language to be used. Ability to apply this knowledge to write and review business (e.g. DI Progress reports) and technical reports (e.g. DPRs (Detailed Project Reports), Feasibility Studies, District Profile Reports, Census Reports, State Profile Reports, Diagnostic Reports etc.)

### 6.1.2.3. Information, Coordination & Skills Division

1	<b>Knowledge of MSME related policies, schemes, support programs and services</b>	Knowledge of the various policies, schemes, support programs and services for MSMEs in areas related to technology, marketing, skills and finance as provided by various public and private sector entities such as Office of DC-MSME, MoMSME, other central and state ministries, banks, financial institutions, industry associations, cluster level bodies, training institutes, R&D institutes, incubators and other private sector expert agencies. Ability to apply this knowledge for vetting of information and processing of applications for the several schemes and support programs implemented by the Office of DC-MSME.
2	<b>Partner management</b>	Knowledge of formal and informal mechanisms to establish effective linkages with external support entities from both the private and public sectors. Ability to apply this knowledge to identify opportunities for collaboration; coordinate with relevant entities; prepare procurement documents; bid process management; manage contracts, monitor partner performance and analyze feedback from stakeholders.
3	<b>Communication and awareness strategies</b>	Knowledge of developing and executing brand awareness and communication strategies for public sector support programs, schemes and policies. Ability to apply this knowledge to devise and implement communication & media plans for increasing outreach to target beneficiaries and other stakeholders such as MSMEs, new entrepreneurs, PSUs (in relation to public procurement policy), industry associations, and private sector players.
4	<b>Monitoring and impact assessment</b>	Knowledge of methodologies for monitoring and doing impact assessment of public sector support programs, schemes and policies. Ability to apply this knowledge for monitoring and assessing impact of schemes and policies (including Public Procurement Policy) being implemented by Office of DC- MoMSME.
5	<b>Event management</b>	Knowledge of the different requirements for organizing events, such as planning the event, identifying a target audience, advertising the event, planning the logistics, coordinating the technical aspects, and launching and running the event. Ability to apply this knowledge to organize skill development, technology and marketing events.
6	<b>Industry specific expertise</b>	Knowledge of specific industry sectors relevant for MSMEs, including key indicators & statistics, policies & regulations, competitive landscape & key players at all points of the supply chain, products & technology, latest trends & developments, challenges, requirements and prospects. Ability to apply this knowledge to identify locations & training requirements in line with MSMEs' profiles/ local demand, finalize course curriculum in coordination with training partners and monitor service quality of the training partners.
7	<b>Survey design and administration</b>	Knowledge of survey design principles and administration. Ability to apply this knowledge for data collection on credit flow and gaps and other specific MSME financing issues.
8	<b>Data collection, statistical analysis &amp; reporting</b>	Knowledge of data gathering, statistical analysis and reporting methodologies. Ability to apply this knowledge for data collection and seeing underlying principles, patterns, or themes in an array of related information to create insights and reports

#### 6.1.2.4. Internal Administration

<b>1</b>	<b>HR Management</b>	Knowledge of the Human Resources policies in place, such as compensation policies, training, recruitment and performance management, and ability to follow up and ensure that they are being implemented correctly and routinely across the DI/ Branch DI. Ability to develop and implement new policies to address any HR issues facing the DI/ Branch DI.
<b>2</b>	<b>Financial planning, budgeting and accounting</b>	Knowledge of financial planning, budgeting and accounting principles and standards. Ability to apply this knowledge to prepare annual budgets, administer and monitor the financial system in order to ensure that the DI finances (accounts payable/ receivable) are maintained in an accurate and timely manner and also administer the payroll of DI employees.
<b>3</b>	<b>ICT Maintenance and Support</b>	Knowledge of ICT infrastructure, network and software systems. Ability to apply this knowledge for installing and configuring computer hardware operating systems and applications, providing technical and troubleshooting support to DI officers, and monitoring and maintenance of ICT systems and networks



## 6.2. Detailed Definition of Competencies identified for HeadOffice of DC-MSME

### 6.2.1. Core Competencies

1	<b>Collaborating and partnering</b>	Drives teamwork and cooperation within the team and also between teams and functions. Builds networks with internal and external partners from both the public and private sectors and leverages them effectively to ensure a win-win situation. Treats co-workers with dignity and respect.
2	<b>Ownership &amp; accountability</b>	Takes complete responsibility for results and proactively takes necessary steps to achieve desired goals. Monitors and manages performance of both self and team.
3	<b>Client orientation</b>	Awareness and understanding of client needs, provides quality services, strives towards client delight, endeavors to address their needs/queries and provides one-stop solutions. Builds trust with clients and establishes long term client relationships.
4	<b>Presentation and communication skills</b>	Communicates effectively, both through writing and orally. Is confident and clear when presenting to a group and is able to moderate a group discussion. Effectively negotiates and manages conflict situations by identifying a mutually beneficial solution.
5	<b>Change management</b>	Is open and willing to accept change. Leads change initiatives and drives motivation amongst colleagues to adapt. Thinks 'outside the box' to improve processes and people through a new perspective.
6	<b>Execution focus</b>	Ensures efficient execution by effectively managing time and resources. Strives for high quality standards.
7	<b>Integrated thinking</b>	Analyzes facts, patterns and trends. Thinks strategically and is aware of the big picture when developing solutions.
8	<b>Decision making</b>	Applies sound judgment in making decisions and effectively manages all the stakeholders. Creates mutually beneficial solutions when solving problems. Takes intelligent risks in the interest of the organization
9	<b>Learnability and self-leadership</b>	Continuously learns and upgrades self-knowledge to ensure alignment with the changing business environment. Develops personal credibility amongst coworkers by consistently meeting or exceeding expectations.
10	<b>People management</b>	Mentors, empowers and motivates subordinates to perform their duties well. Provides constructive feedback and coaching to help improve performance of subordinates. Manages performance of subordinates, including setting KPIs, identifying development plans, evaluating performance, and giving feedback on performance. Delegates work appropriately and clearly.
11	<b>IT Skills</b>	Knowledge of MS Office (Word, Excel, PowerPoint) and other customized IT tools (e.g. match-making databases, online application & tracking tools, performance reporting tools, survey tools etc.) used in the respective roles. Ability to apply this knowledge for online management of documents and records, processing scheme applications, updating databases, match-making and using other features of national portal etc.
12	<b>Data collection, statistical analysis &amp; reporting</b>	Knowledge of data gathering, statistical analysis and reporting methodologies. Ability to apply this knowledge for data collection and seeing underlying principles, patterns, or themes in an array of related information to create insights and reports.

## 6.2.2. Specialized Competencies

### 6.2.2.1. Policies and Schemes

1	<b>Knowledge of MSME related policies, schemes, support programs and services</b>	Knowledge of various policies, schemes, support programs and services for MSMEs in areas related to technology, marketing, skills and finance as provided by various public and private sector entities such as Office of DC-MSME, MoMSME, other central and state ministries, banks, financial institutions, industry associations, cluster level bodies, training institutes, R&D institutes, incubators and other private sector expert agencies. Ability to apply this knowledge to analyze existing and formulate new policies and schemes. Also, apply this knowledge to effectively implement and monitor the policies and schemes by leveraging the field institutions of Office of DC-MSME, autonomous bodies and other intermediaries.
2	<b>Planning and design of public support programs, schemes &amp; policies</b>	Knowledge of the methodology, criteria and factors to be taken into account when designing a public policy, scheme or support program. Ability to apply this knowledge to do root cause analysis, understand inter-linkages etc and formulate new or improve existing policies, schemes and support programs to bridge gaps and promote MSMEs.
3	<b>Communication and awareness strategies</b>	Knowledge of developing and executing brand awareness and communication strategies for public sector support programs, schemes and policies. Ability to apply this knowledge to devise and implement communication & media plans for increasing outreach to target beneficiaries and other stakeholders such as MSMEs, new entrepreneurs, PSUs (in relation to public procurement policy), industry associations, and private sector players by leveraging the field institutions and other offices attached with DC- MoMSME.
4	<b>Monitoring and impact assessment</b>	Knowledge of methodologies for monitoring and doing impact assessment of public sector support programs, schemes and policies. Ability to apply this knowledge for monitoring and assessing impact of schemes and policies (including Public Procurement Policy) being implemented by Office of DC- MoMSME.
5	<b>Industry specific expertise</b>	Knowledge of specific industry sectors for MSMEs, including key indicators & statistics, policies & regulations, competitive landscape & key players at all points of the supply chain, products & technology, latest trends & developments, challenges, requirements and prospects. Ability to apply this knowledge to identify areas for government intervention, define the functions of Office of DC-MSME and its field institutions, design policies, schemes & support programs, and ensure their effective implementation
6	<b>Conducting public private dialogue</b>	Knowledge of effectively conducting structured dialogue with multiple stakeholders from both the public and private sectors. Ability to apply this knowledge for moderating or conducting stakeholder discussions and collecting feedback from targeted beneficiaries and intermediaries on the proposed policy interventions in order to ensure that their specific requirements are being addressed
7	<b>Survey design and administration</b>	Knowledge of survey design principles and administration. Ability to apply this knowledge for data collection on policies and schemes.



### 6.2.2.2. Technical and Functional

1	<b>Awareness of business strategies</b>	Knowledge of business strategy and its implementation related aspects, such as existing and future state evaluations, transition plans etc. Ability to apply this knowledge to assess support areas for MSMEs and design new and relevant schemes/support programs for their development
2	<b>Awareness of regulatory frameworks</b>	Knowledge of regulatory laws, legal frameworks, licenses and permits across industry sectors relevant for MSMEs. Ability to apply this knowledge to provide conducive growth environment to MSMEs by designing appropriate policy interventions and legal framework.
3	<b>Awareness of financing for MSMEs</b>	Knowledge of various sources of funds for MSMEs (angel investors, bank loans, venture capitalists, vendor development programs by PSUs etc.) and procedures to access and apply for the same. Ability to apply this knowledge to understand financing needs and thereby facilitate credit support to MSEs through various government schemes support institutions and intermediaries (banks, financial institutions, associations etc).
4	<b>Technological expertise</b>	Knowledge of the existing technology gaps, barriers to adoption of technology among MSMEs and latest and most innovative technologies used by MSMEs across industry sectors. Ability to apply this knowledge to understand technology-related needs of MSME and accordingly design and implement support programs which can accelerate the pace of technology adoption, promote R&D and innovative culture among MSMEs.
5	<b>Operational expertise</b>	Knowledge of business process management systems and best practices for productivity improvement such as automation of existing manual processes, realignment of plant layout, capacity de-bottlenecking etc. Ability to apply this knowledge to understand operational improvement gaps and opportunities and accordingly design and implement new schemes and support programs for MSMEs.
6	<b>Marketing and branding expertise</b>	Knowledge of marketing (research, advertising, promotion, identification of target customers) and branding (brand identity, brand experience, message) strategies. Ability to apply this knowledge to assess marketing and branding related gaps, needs and accordingly design and implement new schemes and support programs which can promote market linkages, matchmaking and business development opportunities for MSMEs.
7	<b>Trade (import/export) related expertise</b>	Knowledge of trade specific policies (e.g. the EXIM [Export/ Import] Policy and the Foreign Trade Policy) and practices. Ability to apply this knowledge to understand gaps, assess trade related support areas for MSMEs and accordingly design and implement schemes and support programs for MSMEs to provide a more conducive environment for international trade to MSMEs.
8	<b>IPR related expertise</b>	Knowledge of the Intellectual Property Rights, laws and related procedures. Ability to apply this knowledge to assess IPR related support areas for MSMEs and accordingly design schemes and support programs for MSMEs.
9	<b>Industry specific expertise</b>	Knowledge of specific industry sectors for MSMEs, including key indicators & statistics, policies & regulations, competitive landscape & key players at all points of the supply chain, products & technology,

		latest trends & developments, challenges, requirements and prospects. Ability to apply this knowledge to identify areas for government intervention, define the functions of Office of DC-MSME and its field institutions, design policies, schemes & support programs, and ensure their effective implementation.
10	<b>Awareness of SED:</b>	Knowledge of sustainable economic development standards and practices. Ability to apply this knowledge to understand gaps, and accordingly design schemes and support programs to promote environment friendly and resource efficient technologies and practices, and social standards among both individual and cluster based MSMEs.
11	<b>Awareness of business exit plans</b>	Knowledge of regulatory framework and procedures related to the business exit due to bankruptcy, to some disaster causing the business to stop operating or a planned exit, such as retirement or sale of the business. Ability to apply this knowledge to design new and relevant schemes for facilitating conducive exit procedures and opportunities for MSMEs.

### 6.2.2.3. Management

1	<b>Strategy Planning</b>	Knowledge of strategic planning techniques, creating stakeholder buy-in and goal cascade methodologies. Ability to apply this knowledge to articulate DC-MoMSME strategy, define its strategic goals/ targets and cascade the same to the field institutions and autonomous bodies under DC-MoMSME. Also, constantly monitor the same and analyze factors that will contribute to or impede the ability to obtain those goals and accordingly give feedback and suggest recommendations.
2	<b>Strategy Implementation</b>	Knowledge of strategy implementation techniques. Ability to apply this knowledge to define role and build capacities, address gaps, provide advisory and leverage the strength of the field institutions, intermediaries (industry associations, banks etc ) to reach out to MSMEs, implement support programs for the growth and development of MSMEs.
3	<b>Project management</b>	Knowledge of developing a project plan and managing it effectively and efficiently within desired resources, time and budget. Ability to apply this knowledge to develop a comprehensive project plan with goals, objectives, milestones and resource allocation. Also, ability to monitor the same to ensure that desired objectives are met.
4	<b>Report writing</b>	Knowledge of how to structure business or technical reports, areas to be covered and language to be used. Ability to apply this knowledge to write and review business (e.g. Annual reports) and technical reports (e.g. DPRs (Detailed Project Reports), Diagnostic Reports etc).
5	<b>Financial planning and budgeting</b>	Knowledge of basic financial planning and budgeting techniques. Ability to apply this knowledge to prepare annual budgets for schemes and support programs; also monitor the expenditure.
6	<b>HR Management</b>	Knowledge of the regulatory framework (e.g. National Training Policy), managing Human Resources , and related processes such as compensation, training, recruitment and performance management, . Ability to develop and implement new policies to address any HR issues facing the Office of DC and ensure that they are being implemented correctly and routinely across the Head-office and field institutions of Office of DC-MSME .

#### 6.2.2.4. Administration

1	<b>Knowledge of Administrative rules and regulations</b>	Knowledge of rules and regulations that govern activities of administrative agencies of the government of India which comprise of rule-making or legislation, adjudication and implementation/enforcement of public policy. Ability to apply this knowledge to perform own duties effectively and efficiently within the laid guidelines.
2	<b>Knowledge of Financial rules and regulations</b>	Knowledge of General Financial Rules (GFRs) by Ministry of Finance and other relevant regulations/guidelines which act as a compendium of general provisions to be followed by all offices of Government of India while dealing with matters of a financial nature. Ability to apply this knowledge to perform own duties effectively and efficiently within the laid guidelines.
3	<b>Partner management</b>	Knowledge of formal and informal mechanisms to establish effective linkages with external support entities from both the private and public sectors. Ability to apply this knowledge to identify opportunities for collaboration; coordinate with relevant entities; prepare procurement documents; bid process management; manage contracts, monitor partner performance and analyze feedback from stakeholders.
4	<b>Event management</b>	Knowledge of the different requirements for organizing events, such as planning the event, identifying a target audience, advertising the event, planning the logistics, coordinating the technical aspects, and launching and running the event. Ability to apply this knowledge to organize skill development, technology and marketing events.
5	<b>Accounting</b>	Knowledge of accounting principles and standards. Ability to apply this knowledge to ensure that the Office of DC-MSME finances including accounts payable/ receivable) are maintained in an accurate and timely manner, administer checks and internal control and prepare annual reports.
6	<b>ICT maintenance and support</b>	Knowledge of ICT infrastructure, network and software systems. Ability to apply this knowledge for installing and configuring computer hardware operating systems and applications, providing technical and troubleshooting support to, and monitoring and maintenance of ICT systems and networks.
7	<b>Vigilance</b>	Knowledge of ethics and duties and responsibilities laid down for government of India officers. Ability to apply this knowledge to ensure purity, integrity and efficiency in office of DC- MoMSME by overseeing conduct of its officers, investigating allegations of the complaints received from Central Vigilance Commission, Anti-corruption Cell of PMO, Investigating Agencies or any other sources, preparing charge sheets and ensuring timely appointment of inquiring authority if necessary etc.

## Contact Details

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# Training Needs Analysis Report

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GIZ | April, 2014

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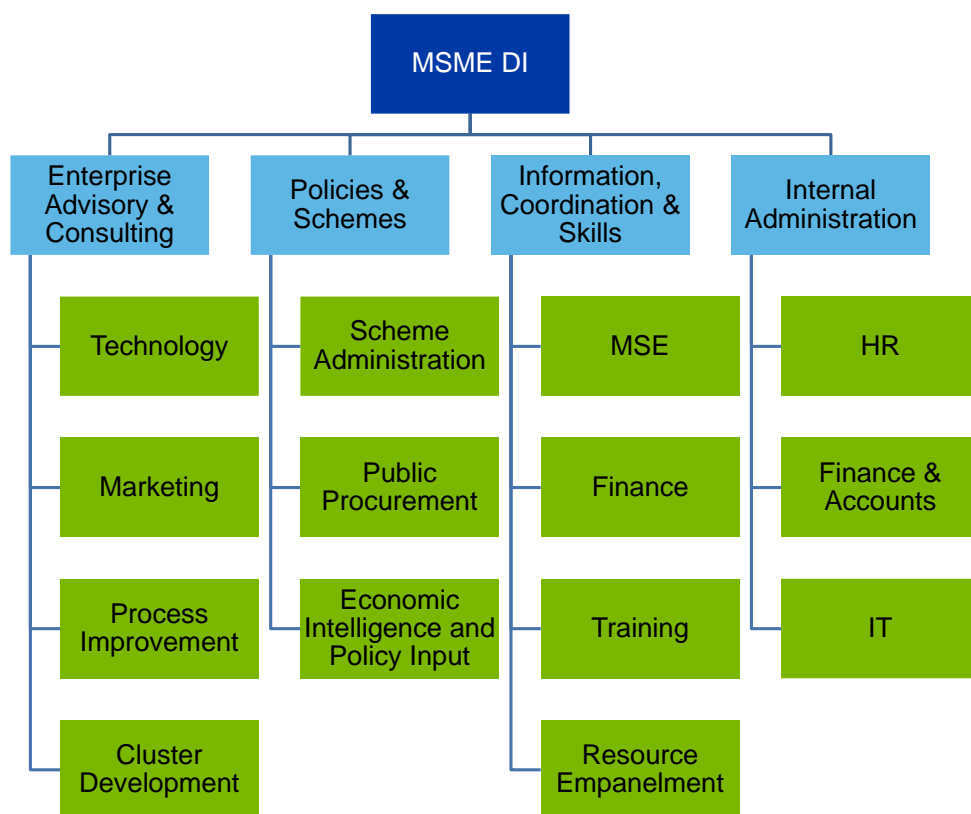
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## Introduction

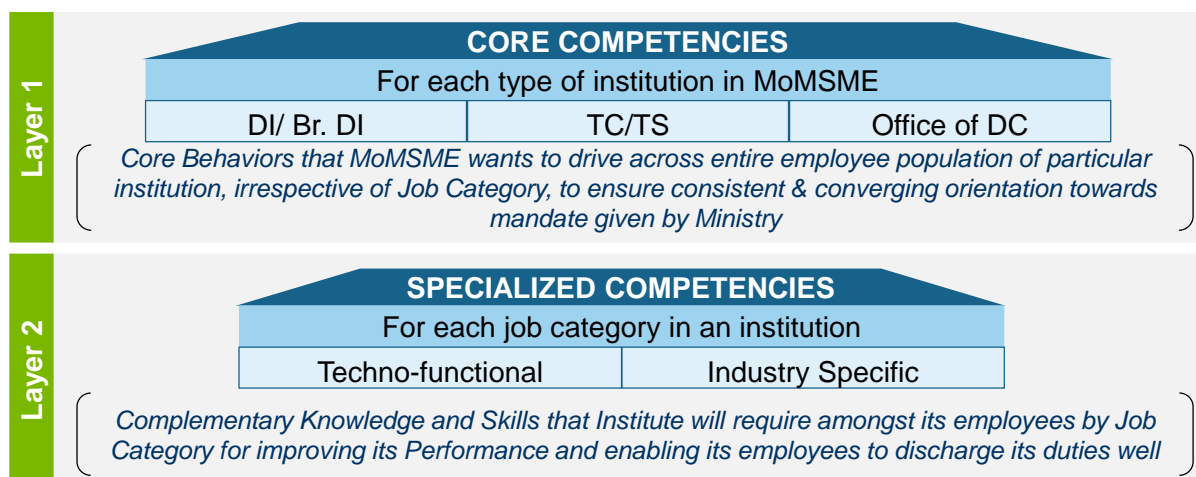
The Office of DC MSME, Ministry of Micro, Small and Medium Enterprises (MoMSME), Government of India and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) have launched the 'Capacity Building' initiative in partnership with Aon Hewitt under the "MSME Policies and Programs" component of the MSME Umbrella Program.

Development Institutes (DIs) are beginning a transition journey, moving to a new organizational structure as recommended by Deloitte. The image below is the organizational structure into which they will be transitioning.



As the DIs move to this structure, the competencies required by employees will change. Competencies are the behaviors and skills that are required for a particular role or department and have been grouped into 'Core Competencies' and 'Specialized Competencies'. Specialized competencies have been further divided into 'Techno-functional Competencies', which are the technical skills required for different roles and departments and 'Industry Specific competencies', which are those that are required at institutes working within specific industries. Please refer to the diagram below.





**Identification of key competencies:** The desired competencies for Development Institutes and Branch Development Institutes, Testing Centers/ Testing Stations and the Office of the Development Commissioner have been identified based on Deloitte's definitions of the departments within the future structure as well as input from GIZ and from the Human Resources Profiling Survey. In order to identify the existing and desired levels of these competencies, a Training Needs Analysis (TNA) survey was launched.

**Determining training priorities:** In order to ensure that employees will have the desired level of expertise in all of the required competencies once the ministry is restructured, the gap—if any—between the existing and the desired levels of each competency needs to be identified. In order to do this, a Training Needs Analysis (TNA) survey was launched. While only Directors and Deputy Directors completed the survey, they were asked about the existing and desired levels of three groups of employees: Investigators, Assistant Directors Grades I and II, and Directors and Deputy Directors. Respondents were limited to Directors and Deputy Directors as they have the greatest line of sight of both the existing and the desired levels of each competency at each level within the organization.

**Industry-Wise Training:** Industry-wise training programs are addressed separately, as each industry in which DIs and Branch DIs operate will have different training requirements. Industry needs have been identified based on research into each industry, and appropriate training programs have been proposed.

#### Development Institutes and Branch Development Institutes Response Rate:

Survey Dates: 30 <sup>th</sup> September-14 <sup>th</sup> October 2013			
Number of competencies: 42			
	Invitees	Respondents	Response Rate
Directors	22	19	86%
Deputy Directors	58	40	69%
Total	80	59	74%

# Office of the Development Commissioner Response Rate:

Survey Dates: 31 <sup>st</sup> October-11 <sup>th</sup> November 2013			
Number of competencies: 42			
	Invitees	Respondents	Response Rate
Industrial Advisor	1	1	100%
Directors	11	2	18%
Deputy Directors	18	3	17%
Total	30	6	20%

**Testing Centers/ Testing Stations:**For Testing Centers and Testing Stations, training requirements have been identified by using the information from the Human Resources Profiling Survey that was launched between 5<sup>th</sup> June-24<sup>th</sup> July 2013 . Participants were asked what their training requirements are, and these were analyzed and the trends were identified.

## Acronyms and Abbreviations

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AH	Aon Hewitt
AD Grade I	Assistant Director Grade I
AD Grade II	Assistant Director Grade II
DI	Development Institute
Branch DI	Branch Development Institute
GIZ	Gesellschaft für Internationale Zusammenarbeit
IA	Industrial Advisor
MSME	Micro Small and Medium Enterprises
MoMSME	Ministry of Micro Small and Medium Enterprises
Office of DC	Office of the Development Commissioner
TC	Testing Center
TS	Testing Station
TNA	Training Needs Analysis
SED	Sustainable Economic Development
HR	Human Resources
IPR	Intellectual Property Rights
ICT	Information and Communication Technology

## How to Read this Report

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The report has been divided into five sections: one for each institute type, one for industry-specific competencies, and the annexures.

### Departments and Designations Covered:

- **Development Institutes/ Branch Development Institutes:** Within each department, the competencies required for each designation are evaluated individually. The departments used are not those of the existing state but are those of the future state of DIs and Branch DIs as defined by Deloitte, i.e. Enterprise Advisory and Consulting, Policies and Schemes, Information, Coordination and Skills, and Administration. There is also a section on Core Competencies that are required across all departments. The designations within DIs and Branch DIs have been divided into three groups: Directors and Deputy Directors, Assistant Directors Grades I and II, and Investigators.
- **Office of DC:** Within each department, the competencies required for each designation are evaluated individually. The departments for which the competencies have been identified include i.e. Management, Policies and Schemes, Technical and Functional, and administration. There is also a section on Core Competencies that are required across all departments. The designations within the Office of DC have been divided into three groups: Directors and Deputy Directors, Assistant Directors Grades I and II, and Investigators.
- **Testing Centers and Testing Stations:** Within this section, the competencies required for each specialization (i.e. Mechanical Testing, Electrical Calibration etc.) are addressed individually. There is also a section for Behavioral Competencies that are required across all departments. Competencies are not identified for each designation, as the requirements for Testing Centers and Testing Stations would be consistent across designations.

### Respondents for the Survey:

- **Development Institutes/ Branch Development Institutes/ Office of DC:** In the Training Needs Analysis survey, Directors and Deputy Directors identified the existing and desired levels for each competency for each designation group within each department.
- **Testing Centers and Testing Stations:** The training needs for Testing Centers and Testing Stations were identified from the Human Resources Profiling Survey. In the HR Profiling Survey, all respondents were asked for the training needs for Testing Centers and Testing Stations, so respondents were not limited to Directors and Deputy Directors.

### Industry-Wise Training Programs

One competency, Industry-Specific Expertise, has been addressed in a separate section of this report (Section 4). This is because unlike other training programs, these programs are industry specific and not department or designation specific. The industries, and therefore the relevant training programs, will depend on the location of DI/ Branch DI and its local areas of expertise. Therefore, when Industry Specific Expertise has been identified as a priority area, one should refer to Section 4 for the relevant training programs.

## Calculation of 'Existing Level' of Competencies

To determine the existing levels of each competency, the level that was selected most frequently (i.e. the mode) was used. In situations where the results for the existing level were bimodal (i.e. the difference in the frequency with which two levels were selected was 5 instances or less), the average of these modes was taken. The modes of the data were used rather than the means because while the range of expertise levels from Non Existent to Basic to Intermediate to Advanced is a continuous scale, for the desired level, the survey also included the option 'Not Applicable', which does not fall on the continuum, making averages for the desired levels misleading. For the sake of consistency, averages were therefore not used for either the existing or desired levels.

## Calculation of 'Desired Level' of Competencies

To determine the desired levels of each competency, the mode was used as the primary input and was adjusted according to Aon Hewitt's understanding of the requirements of each role within each department. Wherever the desired levels from the survey results have been adjusted, they have been highlighted and explained.

As the Office of DC survey only had 6 respondents, the desired levels of each competency have been recommended by Aon Hewitt. However, inputs by all the 6 survey respondents have been thoroughly reviewed and considered while proposing the desired level.

Several aspects were taken into consideration when determining the desired levels of each competency including:

- The managerial skills required (e.g. project management)— these competencies are desired at a higher level for more senior employees
- The strategic nature of the competencies (e.g. planning and design of public support programs, schemes & policies)— these competencies are desired at a higher level for more senior employees
- The expertise required (e.g. operational expertise)—these competencies are desired at a higher level for more senior employees, as the skills would develop with experience
- Whether only awareness is required (e.g. awareness of regulatory frameworks)—these competencies are also required at a high level for junior employees
- The tactical or day-to-day nature of the competencies (e.g. survey design and administration)— these competencies are desired at higher level for junior employees and are not required at all for more senior employees

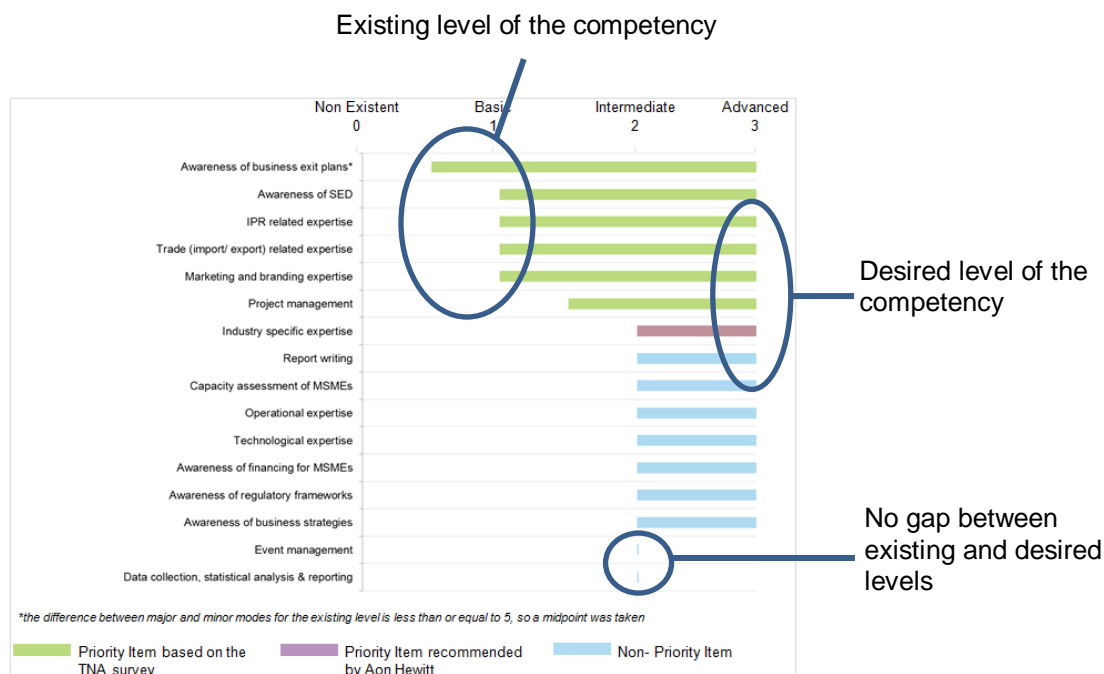
## Identifying gaps and priorities

- **Development Institutes/ Branch Development Institutes/ Office of DC:** Any competency that had a gap of more than 1 level (i.e. basic to intermediate or intermediate to advanced) between the existing and desired levels was identified as a priority area. In addition, any areas that did not have a large gap but was still an important part of the role were identified as additional priority areas by Aon Hewitt.
- **Testing Centers and Testing Stations:** Respondents were asked to identify their training needs within each department, and any training needs that were mentioned more than twice have been identified as priority areas (marked with a black tick mark), and relevant training programs have been suggested. In addition to these areas, other priority areas have been

identified by Aon Hewitt, based on the industry trends and feedback from visits to Testing Centers and Testing Stations (marked with a red tick mark).

### How to Interpret Graph/Table in DIs/ Branch DIs and Office of DC Section:

Each department and each designation group has a graph indicating the gap between the existing level and desired level of that competency for the relevant population. The starting point of the bar (i.e. the left-most end) is the existing level, and the end point of the bar (i.e. the right-most end) is the desired level, which means that the longer the bar is, the larger the gap between the existing and desired levels. Please see the example below:



Priority areas identified by the gap between the existing and desired levels (as discussed above) have been shaded in green. Additionally, some competencies, though they were not identified as priority areas by the survey results, have been marked as priority areas, as determined by the most important aspects that each role would require. These additional priority areas have been shaded in purple. Please see the example below:

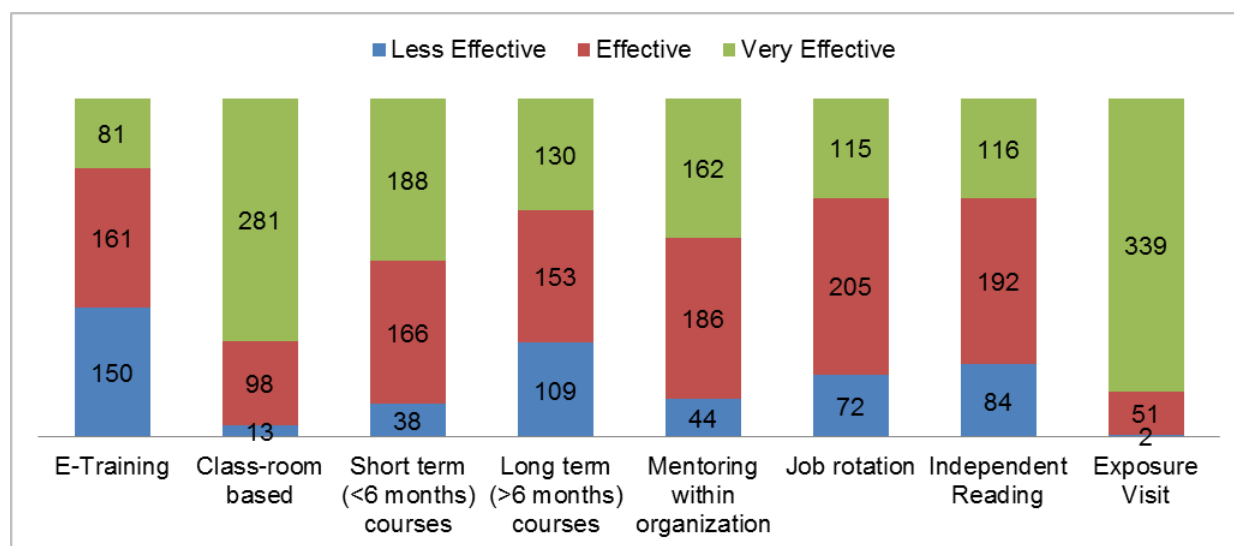


## Identification of Training Programs

Training programs have then been identified for each of the priority areas. In some cases, suggested training programs may also cover competencies that have not been identified as priority items. As mentioned in the Introduction, training programs cover a variety of training modes and also cover both domestic and international programs.

## Choice of Training Methodologies

When proposing training programs, the insights from the HR Profiling Report were also taken into account, in which respondents rated different training methods on their effectiveness. The graph below shows the responses from the survey.



The trainings suggested in this report come from a variety of these modes, with a focus on classroom based learning, short term courses and e-training. Even though e-training is not seen as being very effective as per survey results, it has been chosen as one of the learning methodologies as it is the most cost-effective. Also, as far as possible, e-trainings were suggested in conjunction with other training methods and are not the only suggested training mode for the competencies. In addition to formal trainings, exposure visits, conferences, and independent reading materials have also been proposed, amongst other methodologies.

It is extremely critical to note that while selecting participants for training programs, only relevant employees should be sent for relevant training programs as per their respective roles. This will allow the organization to get maximum return on training investment, as employees will be able to utilize and imbibe their learnings from training programs in their daily activities and role.

## Choice of training institutes:

When identifying training institutes, several factors were taken into account. The classroom trainings have been proposed from leading institutions to ensure that the training received is of a high caliber, and the institute's reputation along with the relevance of the course were the two most important criteria. Alongside these, the length of the course and the cost of the course were also considered, as well as the location of the institute.

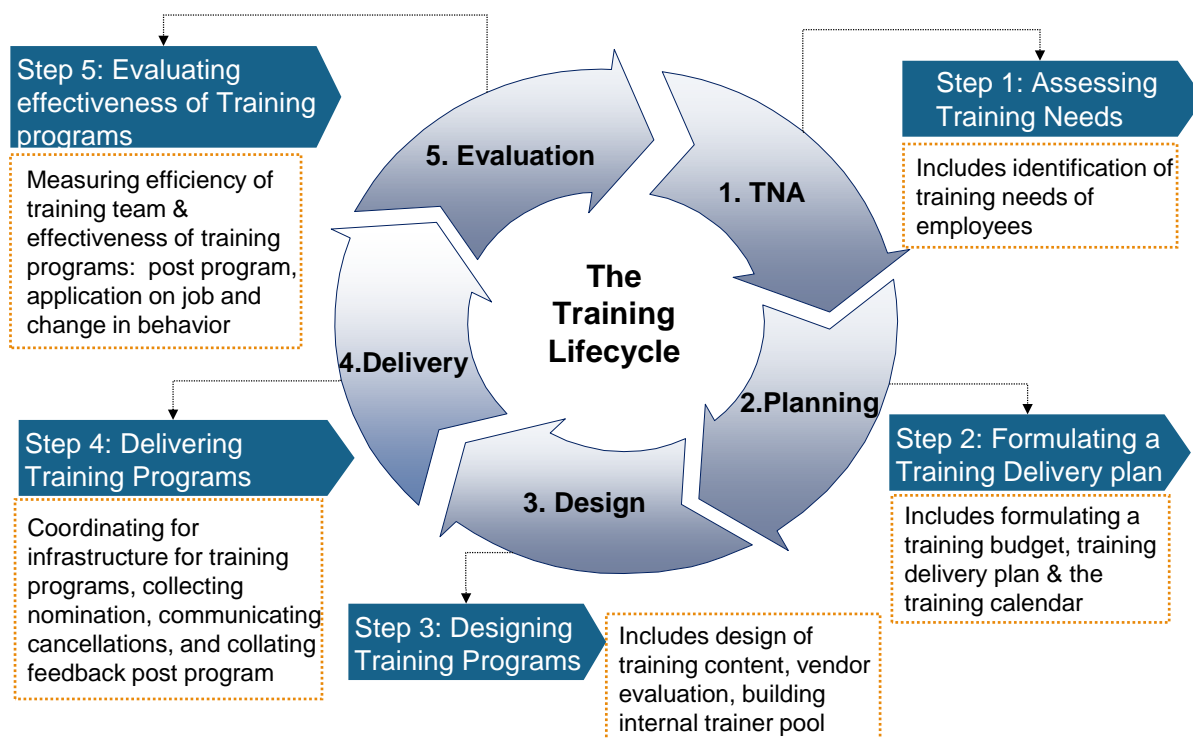
In cases where the required programs were either not offered in India or were not of a sufficiently high caliber, only international institutes have been proposed. However, because of the cost involved with an international training, a balance of domestic and international courses and conferences has been maintained as far as possible.

In some cases, where the training programs are expensive but the training is required by many employees, it has been recommended that Directors and Deputy Directors should attend the courses and then hold in-house trainings to disseminate what they have learnt. This will allow latest and cutting edge knowledge to spread through the organization while still remaining cost-efficient. Additionally, some competencies are very specific to MoMSME, so the training could be held by an internal expert.



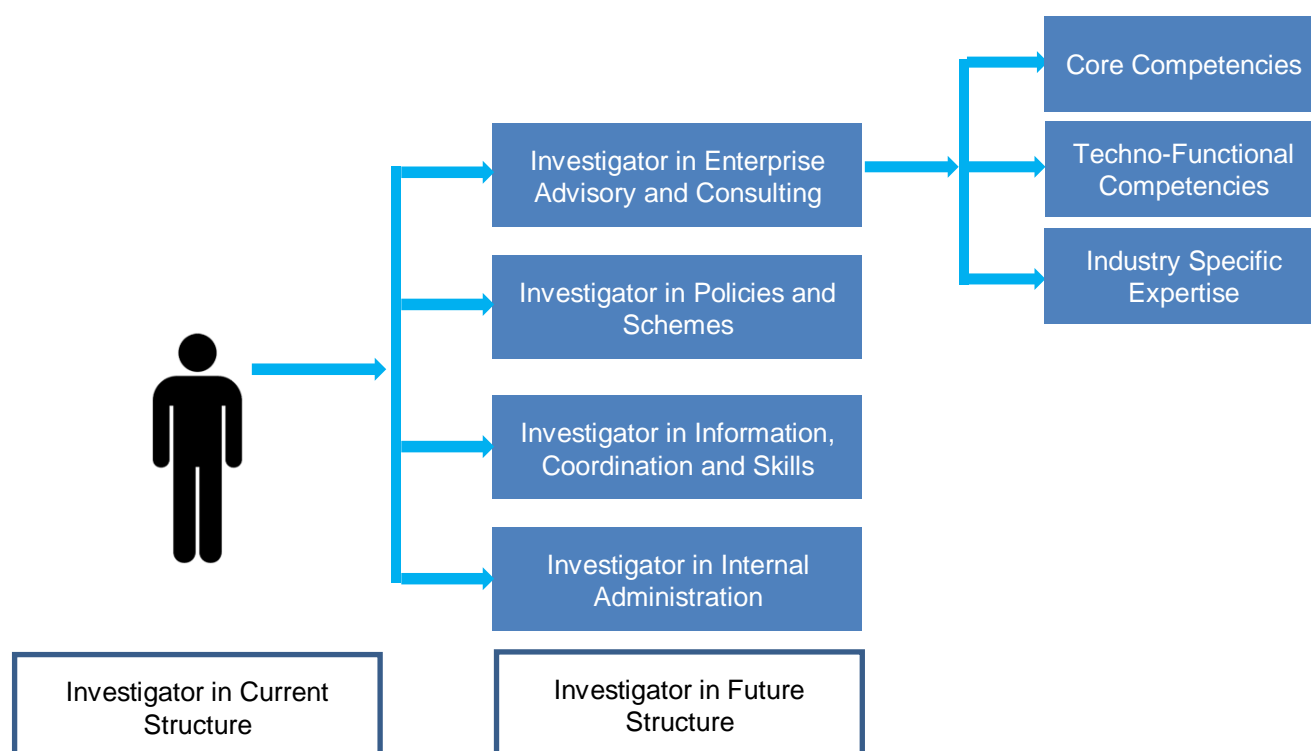
## Implementing this Document

This report will be used by the Training Cell of the MoMSME to implement the required trainings. The image below shows the Training Lifecycle, and this report covers steps 1-3.



As employees make any change in role, the competencies required of them or the required levels of their existing competencies may change. This analysis is required for individuals making one of two possible moves, as discussed below.

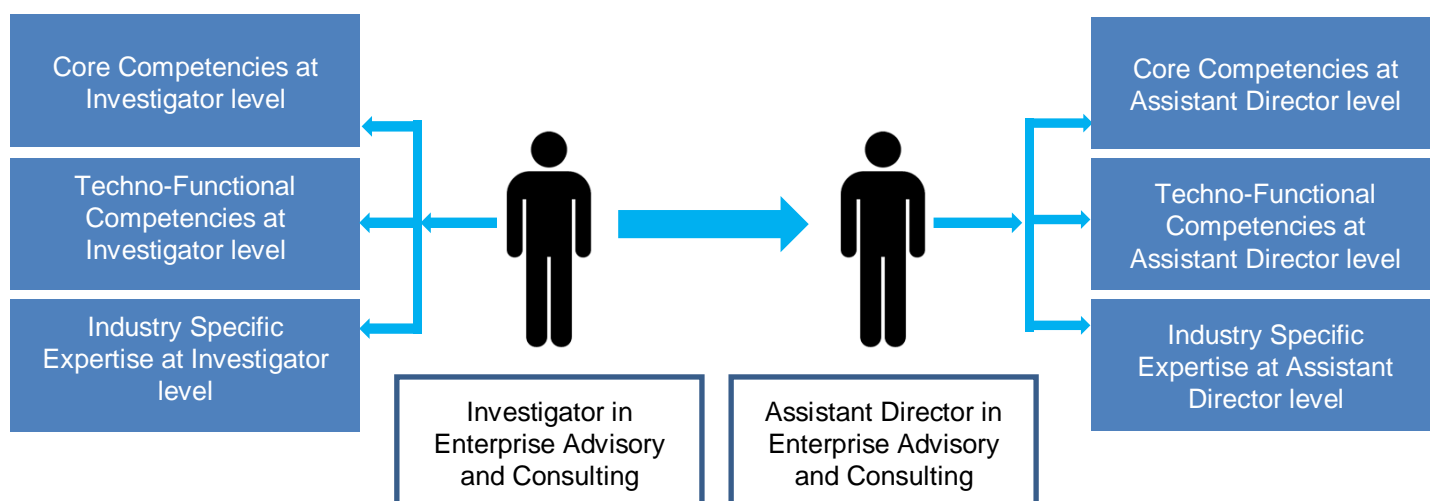
### 1. From their existing role in the current structure into one of the new departments:



In this situation, individuals will be staying at the same level in the organization but will be making a lateral movement into a new department. This is the movement that all employees will be making with the shift to the new structure. As the image above shows, an Investigator within a Development Institute, for example, could be placed in any one of the four departments as an Investigator. Depending on the department, there would be certain required competencies. For illustrative purposes, one department, Enterprise Advisory and Consulting, has been expanded in the image above to show that within this department, Core Competencies, Techno-Functional Competencies and Industry Specific competencies will be required. While the Core Competencies will be required across all departments, the other competencies are department or location specific.

For this movement, the TNA survey report only needs to be considered role-by-role. For instance, in this situation, to determine the trainings to be given to an Investigator moving into the Enterprise Advisory and Consulting department, the training priorities for this position need to be considered, training programs should be selected from the options, and the individual can undergo the required training.

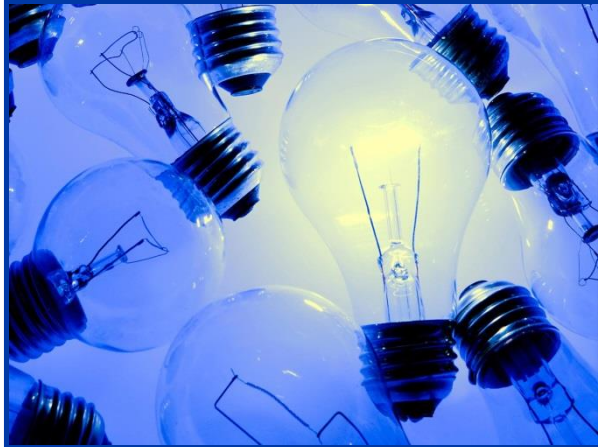
## 2. For a vertical movement within their department, once the new structure has been implemented.



In this situation, an employee is moving vertically within the same department. While the same competencies are required across different roles in the same department, the desired level of expertise in each competency may increase with the level.

For this movement, the results of TNA survey needs to be considered across roles. In the example above, for instance, an Investigator within the Enterprise Advisory and Consulting department is becoming an Assistant Director within the same department. While the desired levels of certain core competencies, such as Execution Focus and Integrated Thinking, remain consistent across both roles, some competencies, such as Client Orientation and Change Management, are desired at an Advanced level for Assistant Directors but at an Intermediate level for Investigators. For the competencies where the level of expertise increases with the role, the individual will need to go through the relevant training programs. These should be selected from the programs suggested for the future role—in this example, the training programs suggested for Assistant Directors.

However, as the competencies required in different departments do not necessarily overlap, this analysis does not address the training requirements for someone moving between two departments in the future structure. These situations will have to be handled on a case-by-case basis, with the individual being evaluated on the desired competencies and undergoing training programs where required.



# 1. Insights from Training Needs Analysis Survey for Development Institutes/ Branch Development Institutes

# 1. Insights from TNA Survey for Development Institutes/ Branch Development Institutes

## 1.1 Executive Summary

The response rate for the survey is below:

	Invitees	Respondents	Response Rate
Directors	22	19	86%
Deputy Directors	58	40	69%
Total	80	59	74%

Below are the key trends, after which each department and designation is examined individually.

- Across all designation groups within each of the departments, the existing levels of the competencies are always either lower than or equal to the desired levels, which means that in no cases are employees more experienced than what is desired of their role. Are there any competencies for which junior level employees have an higher existing level than a senior level employee
- As the seniority in the DIs and Branch DIs increases, the number of competencies in which the existing level of expertise is Non Existent or between Non Existent and Basic decreases. Directors and Deputy Directors do not have any competencies in which the existing level is Non Existent and only one in which it is between Non Existent and Basic. Assistant Directors also only have one competency between Non Existent and Basic and one competency in which the existing level is Non Existent. However at Investigator level, there are eight competencies for which the existing level is between Non Existent and Basic and seven competencies for which the existing level is Non Existent.

### Training Priorities:

Enterprise Advisory and Consulting			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Awareness of business exit plans	✓	✓	✓
Awareness of business strategies		✓	✓
Awareness of financing for MSMEs		✓	
Awareness of regulatory frameworks		✓	
Awareness of SED	✓	✓	✓
Capacity assessment of MSMEs			
Data collection, statistical analysis & reporting			
Event management		✓	✓
Industry specific expertise		✓	
IPR related expertise	✓		
Marketing and branding expertise	✓	✓	
Operational expertise		✓	
Project management	✓	✓	
Report writing		✓	✓
Technological expertise			✓
Trade (import/ export) related expertise	✓		✓

Policies and Schemes			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Accounting basics			
Communication and awareness strategies		✓	
Conducting public private dialogue	✓		✓
Data collection, statistical analysis & reporting		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Planning and design of public support programs, schemes & policies			
Report writing		✓	✓
Survey design and administration		✓	✓

Information, Coordination and Skills			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Communication and awareness strategies			
Data collection, statistical analysis & reporting		✓	
Event management		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Partner management	✓	✓	✓
Survey design and administration		✓	

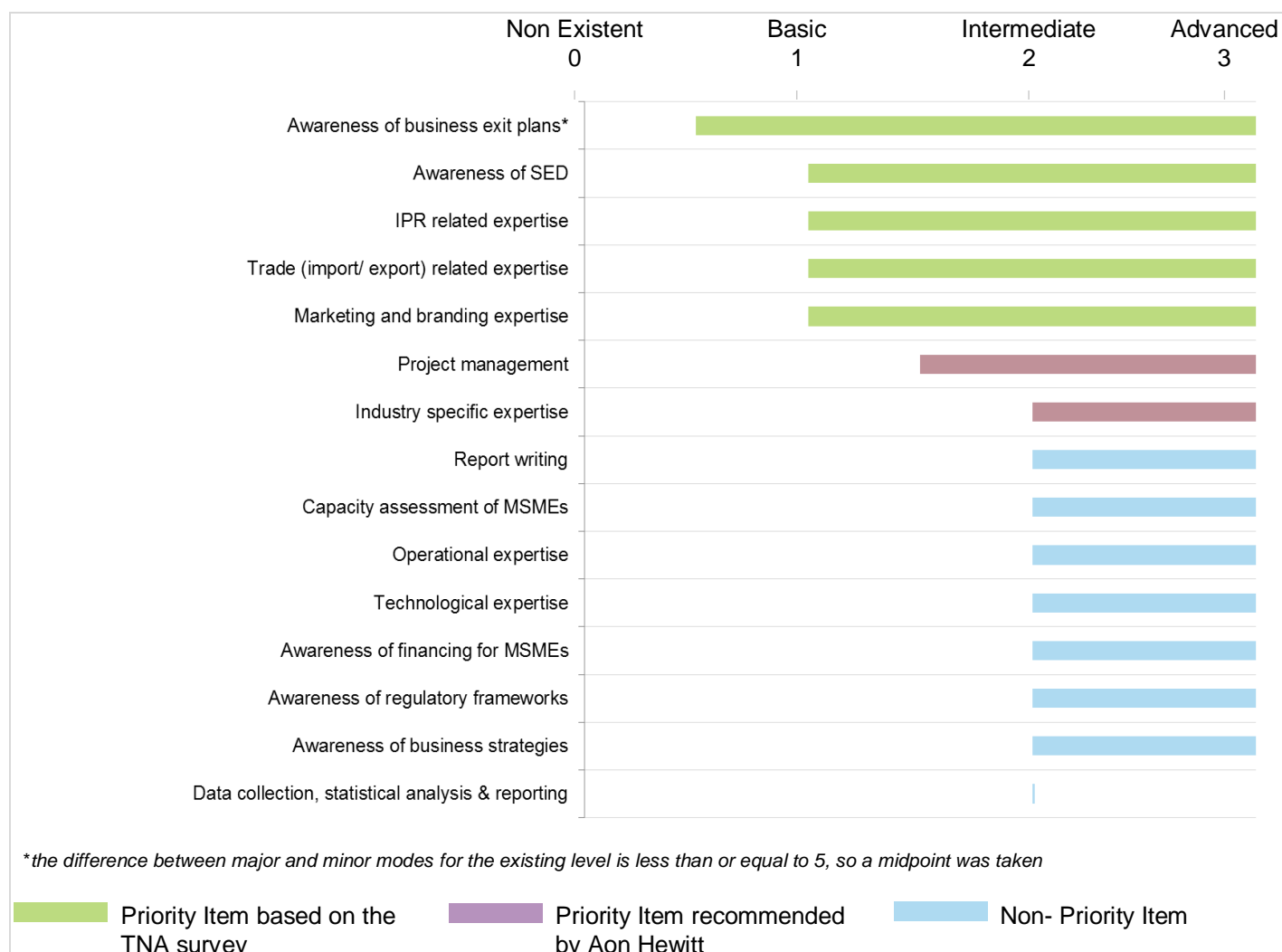
Internal Administration			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Financial planning, budgeting and accounting	✓	✓	✓
HR Management	✓		
ICT Maintenance and Support			✓

Core Competencies			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Change management*	✓	✓	
Client orientation*		✓	
Collaborating and partnering*		✓	
Decision making*	✓		
Execution focus*		✓	✓
Integrated thinking*	✓		
IT Skills*		✓	✓
Learnability and Self-leadership*		✓	✓
Ownership & accountability	✓	✓	✓
People management*	✓		
Presentation and communication skills	✓		

## 1.2 Enterprise Advisory and Consulting

The Enterprise Advisory and Consulting department provides a first level of expert advice and inputs to new and existing entrepreneurs, both individuals and clusters. This department also carries out all activities related with support schemes, such as VDPs, Trade Fairs, and DSRs, amongst others.

### 1.2.1 Directors and Deputy Directors



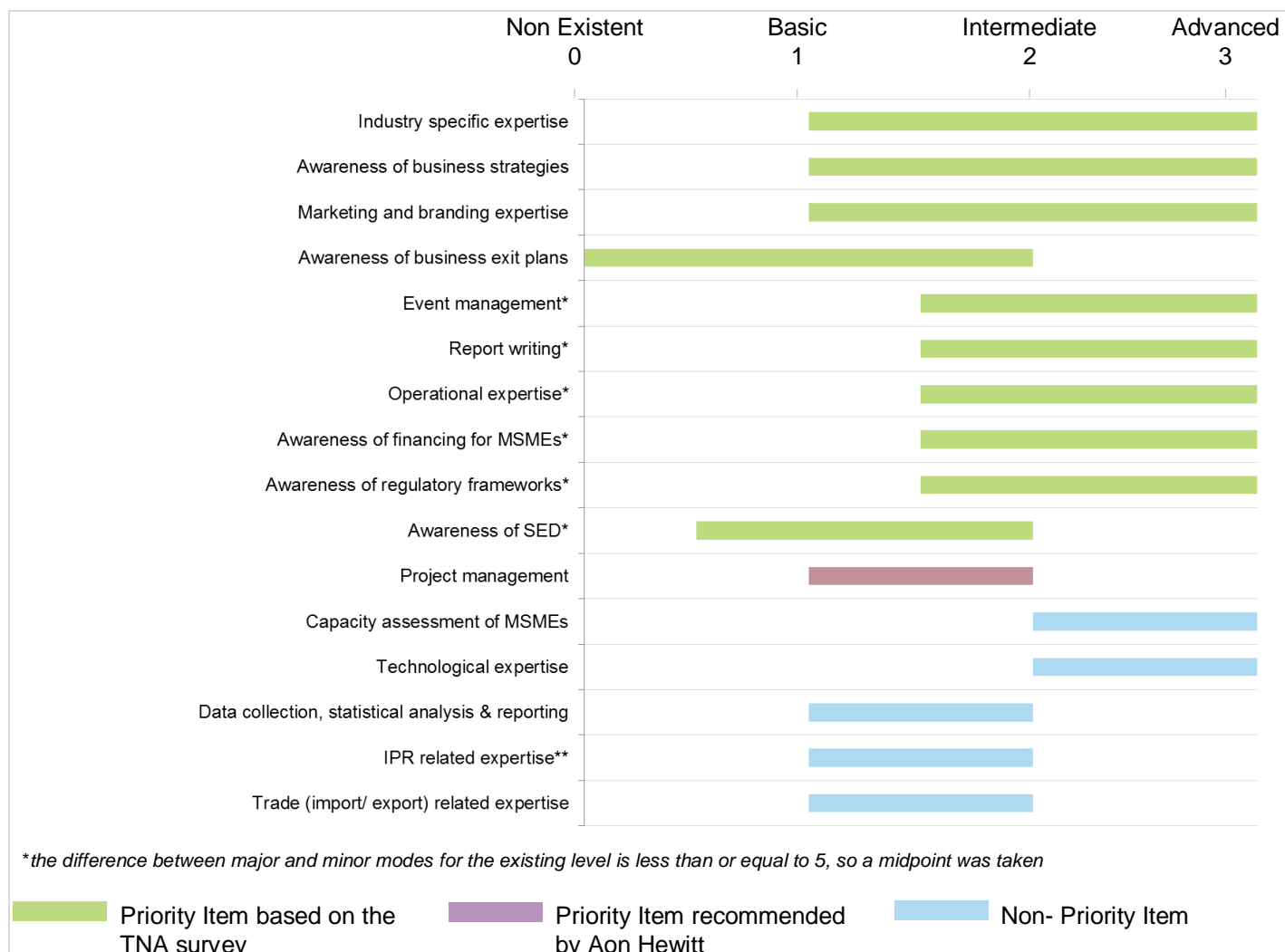
The desired levels for 'Data collection, statistical analysis & reporting' was 3 in the TNA survey but has been changed to 2, because this competency is more transactional and therefore would be carried out by more junior employees.



## Suggested Training Programs

Competency	Training Program Name	Code
<b>Awareness of business exit plans</b>	Certified Exit Planning Advisor (CEPA) Program	DI_001
	Certified Business Exit Consultant™	DI_002
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	TFE Exit-Smart Online Mentoring Program	DI_005
<b>Awareness of SED</b>	India: Sustainable Development and Social Change	DI_006
	Sustainable Product Development	DI_007
<b>IPR related expertise</b>	Management of intellectual Property Rights: Global Systems and National Opportunities	DI_008
	Diploma in Entrepreneurship Administration and Business Laws	DI_009
<b>Trade (import/ export) related expertise</b>	Country/ Product Specific Export Program For SSEs	DI_010
<b>Marketing and branding expertise</b>	Marketing and Branding - A Three Pronged Approach	DI_011
<b>Project Management</b>	Project, Program and Portfolio Management	DI_012
	Project Management Professional (PMP)®	DI_013
	Project Management	DI_014

## 1.2.2 Assistant Directors Grades I and II



The desired levels for 'IPR related expertise'\*\*, and 'Data collection, statistical analysis & reporting' were 3 in the TNA survey but have been changed to 2.

- For 'IPR related expertise'\*\*, the desired levels have been changed to 2, because these tasks will be taken on by Directors and Deputy Directors, who should be experts in these areas.
- For 'Data collection, statistical analysis & reporting', the desired levels have been changed to 2 because within Enterprise Advisory & Consulting, data collection and statistical analysis will be minimal

'Project Management' has been identified by AH as an additional priority area, because Assistant Directors will be executing large projects and managing small projects.

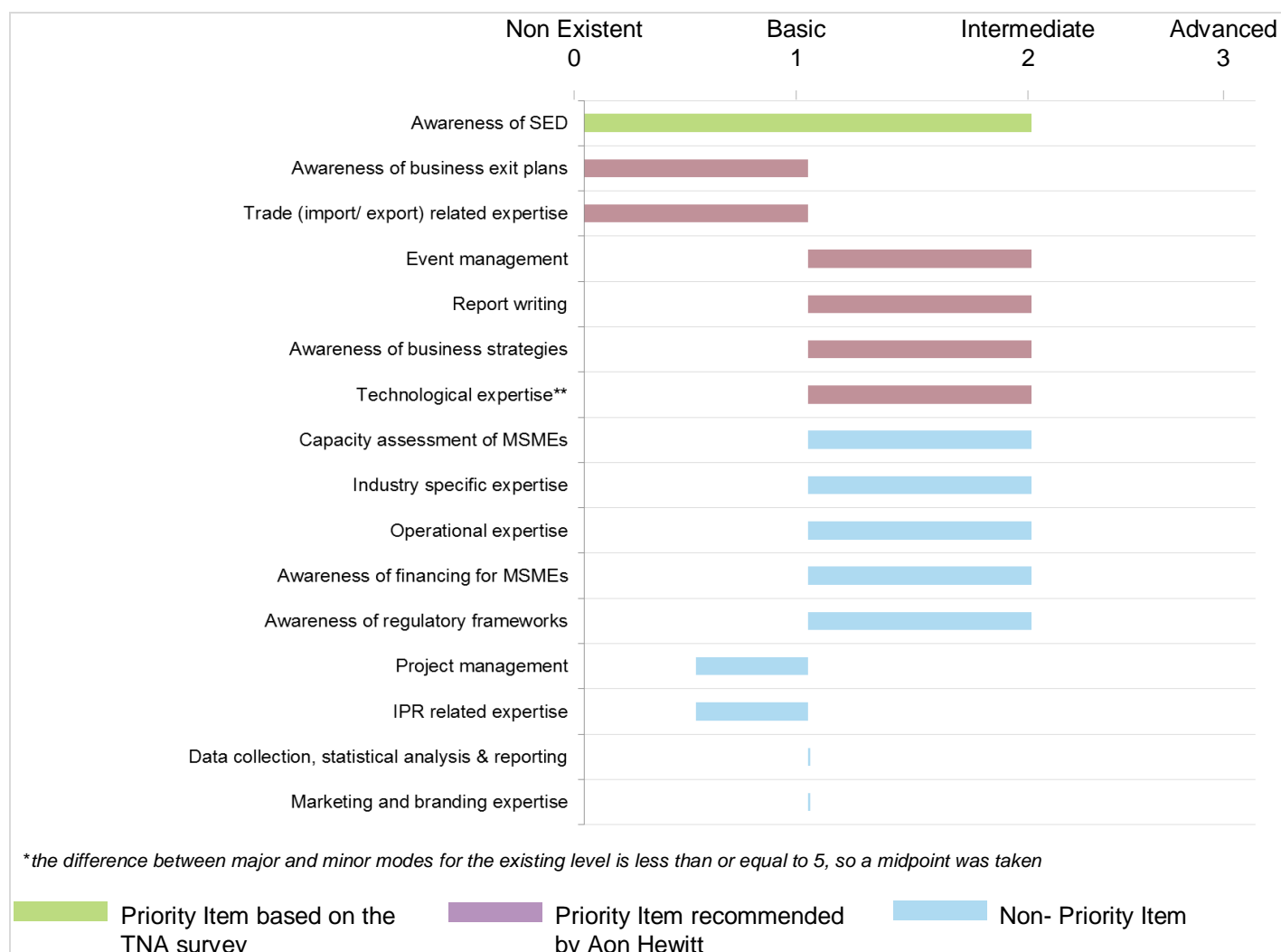
\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Awareness of Business Strategies</b>	Innovation in Business Models and Strategies for High Profit Businesses	DI_015
	Business Forecasting	DI_016
	Start a Business	DI_017
	Business Expansion	DI_018
	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
<b>Marketing and branding expertise</b>	Marketing and Branding - A Three Pronged Approach	*DI_011
<b>Awareness of business exit plans</b>	Certified Exit Planning Advisor (CEPA) Program	*DI_001
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	Sell My Business	DI_020
<b>Event Management</b>	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
<b>Report Writing</b>	Report Writing Skills	DI_024
	Technical Report Writing	DI_025
<b>Operational expertise</b>	Business Process Reengineering (BPR)	DI_026
	Business Process Improvement	DI_027
	Business Process Management Methodology	DI_028
	Project Management Training & Certification	DI_029
	5S's Training and Certification	DI_030
<b>Awareness of financing for MSMEs</b>	Financial Analysis of Entrepreneurial Ideas	DI_031
	E-Learning Modules for SMEs	DI_032
	Financial Management for Startups	DI_033
	SME Banking & Financial Services	DI_034
<b>Awareness of regulatory frameworks</b>	Diploma in Entrepreneurship Administration and Business Laws	DI_009

Competency	Training Program Name	Code
<b>Awareness of SED</b>	Business and Climate Change (Self-Study)	DI_035
	Sustainable Product Development	DI_007
	Diploma in Social Entrepreneurship	DI_036
<b>Project management</b>	Project management	DI_037
	Introduction to Project Management (Self-Study)	DI_038
	Project Management	*DI_014
<i>*This course has been recommended for Directors and Deputy Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 1.2.3 Investigators



The desired levels for 'IPR related expertise', 'Trade (import/ export) related expertise' and 'Data collection, statistical analysis & reporting' were 2 in the TNA survey but have been changed to 1.

- For 'IPR related expertise' and 'Trade (import/ export) related expertise', the desired levels have been changed to 1, because Investigators will not be playing a role in these areas.
- For 'Data collection, statistical analysis & reporting', the desired levels have been changed to 1 because within Enterprise Advisory & Consulting, data collection and statistical analysis will be minimal.

The desired level for 'Technological expertise\*\*' was 3 in the TNA survey but has been changed to 2, because it would unfair to expect that employees would be experts right at the entry level. Also, seniors above this level would be experts and would give directions to Investigators. Nevertheless, it has been identified as a priority area for Investigators.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

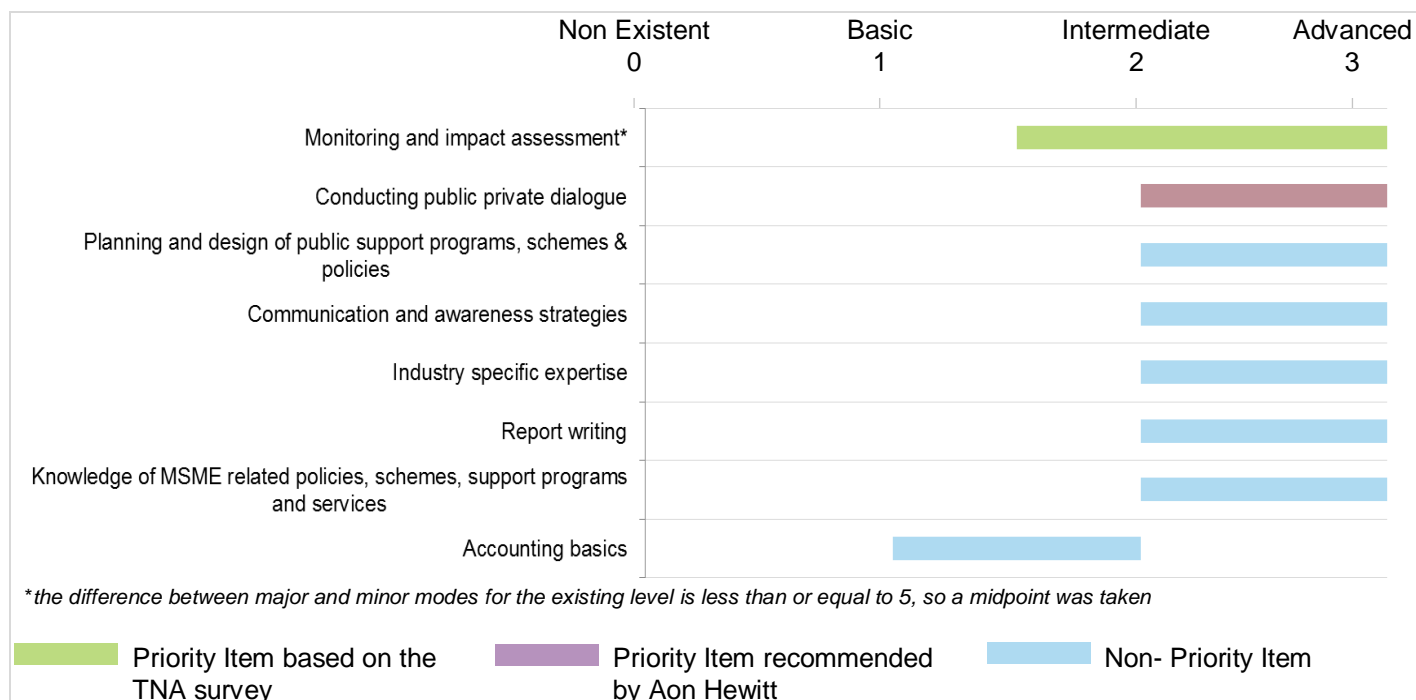
## Suggested Training Programs

Competency	Training Program Name	Code
<b>Awareness of SED</b>	Diploma in Social Entrepreneurship	DI_036
	Introduction to Sustainability	DI_039
<b>Awareness of business exit plans</b>	Certified Exit Planning Advisor (CEPA) Program	*DI_001
	Exit Strategy Planning & Preparation Webinars	DI_004
	Sell My Business	DI_020
<b>Trade (import/ export) related expertise</b>	Country/ Product Specific Export Program For SSEs	*DI_010
<b>Event Management</b>	Basic Managerial Competence in Event Management (DOPT)	**DI_021
	Certificate in Event Management	**DI_022
<b>Report Writing</b>	Technical Report Writing	DI_025
<b>Awareness of Business Strategies</b>	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
	Innovation in Business Models and Strategies for High Profit Businesses	**DI_015
	Business Forecasting	**DI_016
<b>Technological Expertise</b>	Training Programs	DI_040
	Seminars	DI_041
<p><i>*This course has been recommended for Directors/ Deputy Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in Enterprise Advisory and Consulting; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 1.3 Policies and Schemes

The Policies and Schemes department carries out research, prepares reports, provides inputs for policy and scheme formulation on specific industry requirements and administers the schemes.

### 1.3.1 Directors and Deputy Directors



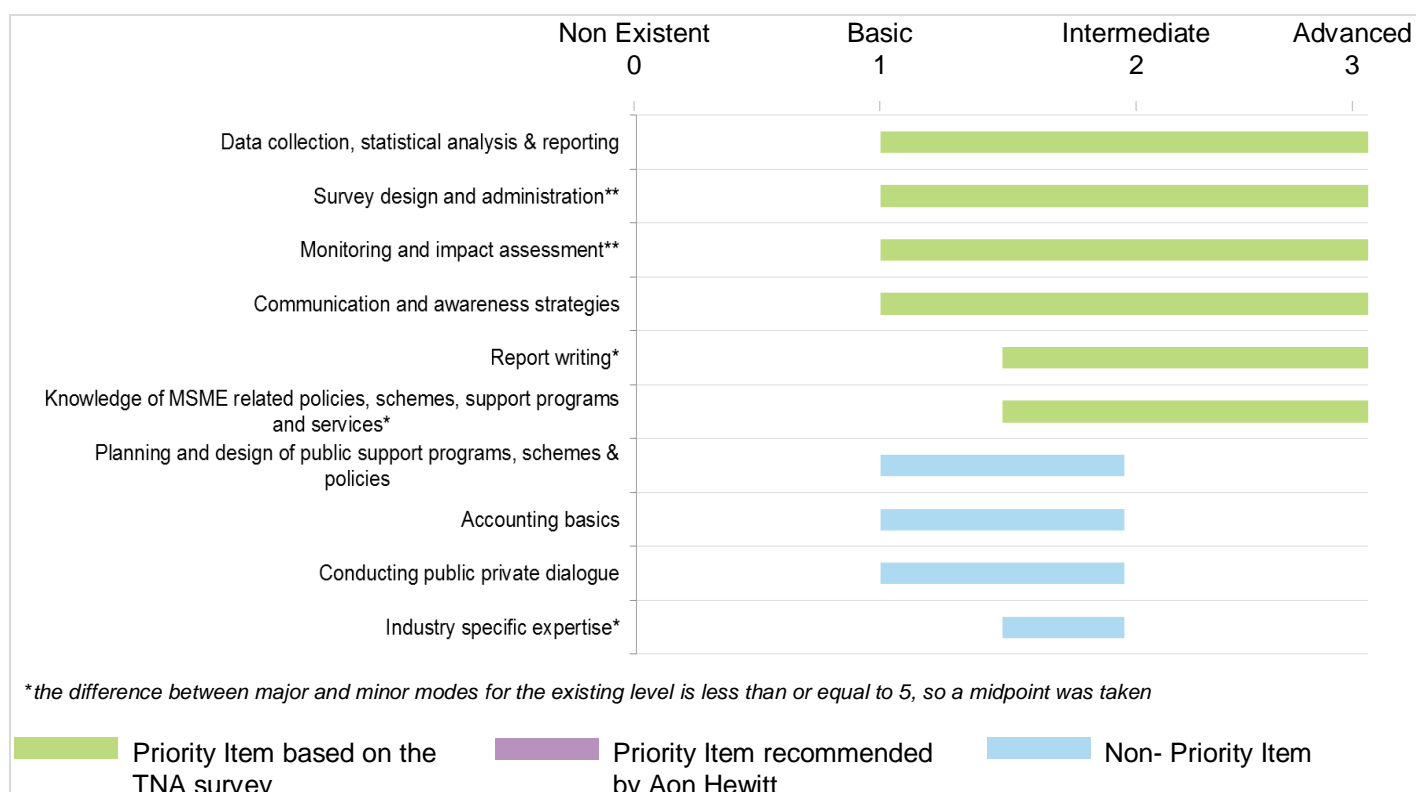
The desired levels for 'Accounting basics' was 3 in the TNA survey but has been changed to 2, because this competency is more transactional and therefore would be carried out by more junior employees.

## Suggesting Training Programs

Competency	Training Program Name	Code
Monitoring and impact assessment	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	DI_044



### 1.3.2 Assistant Directors Grades I and II



The desired levels for 'Monitoring and impact assessment'\*\*, 'Survey design and administration\*\*' and 'Data collection, statistical analysis & reporting' were 2 in the TNA survey but have been changed to 3, because these activities will be done mainly by Assistant Directors.

The desired level for 'Industry specific expertise' was 3 in the TNA survey but has been changed to 2, because while Directors and Deputy Directors should be experts in the relevant industries, an intermediate level of knowledge is sufficient for Assistant Directors.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Data collection, statistical analysis &amp; reporting</b>	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Modeling For Data Analysis	DI_047
<b>Survey design and administration</b>	Survey Design & Writing	DI_048
	Survey Basics	DI_049
<b>Monitoring and impact assessment</b>	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
<b>Communication and Awareness Strategies</b>	Intercultural Communication (Self-Study)	DI_045
<b>Report Writing</b>	Technical Report Writing	DI_025
	Technical Writing Training Course	DI_050
<b>Knowledge of MSME Related Policies, Schemes, Support Programs and Services</b>	In House Training	DI_051
<i>*This workshop has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 1.3.3 Investigators



The desired level for 'Data collection, statistical analysis & reporting' was 1 in the TNA survey but has been changed to 2, because this activity will be done mainly by Investigators.

The desired levels for 'Planning and design of public support programs, schemes & policies', 'Industry specific expertise' and 'Accounting basics' were 2 in the TNA survey but have been changed to 1, because these activities will be done mainly by more senior employees.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Monitoring and impact assessment</b>	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
<b>Survey design and administration</b>	Survey Design & Writing	DI_048
<b>Conducting public private dialogue</b>	7th international Workshop on Public-Private Dialogue	*DI_044
<b>Report Writing</b>	Technical Report Writing	DI_025
	Technical Writing Training Course	DI_050
<b>Data collection, statistical analysis &amp; reporting</b>	Statistical Modeling For Data Analysis	**DI_047
	Statistical Analysis using SPSS Course	DI_052
<b>Knowledge of MSME Related Policies, Schemes, Support Programs and Services</b>	In House Training	DI_051
<p><i>*This course has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 1.4 Information, Coordination and Skills

The Information, Coordination and Skills department acts as the first point of contact to clients, including new entrepreneurs, MSMEs, large enterprises, BMOs or other external stakeholders. This department conducts awareness workshops and coordinates all skill development training. Finally, it also establishes linkages with nodal expert agencies and empanels service providers.

### 1.4.1 Directors and Deputy Directors

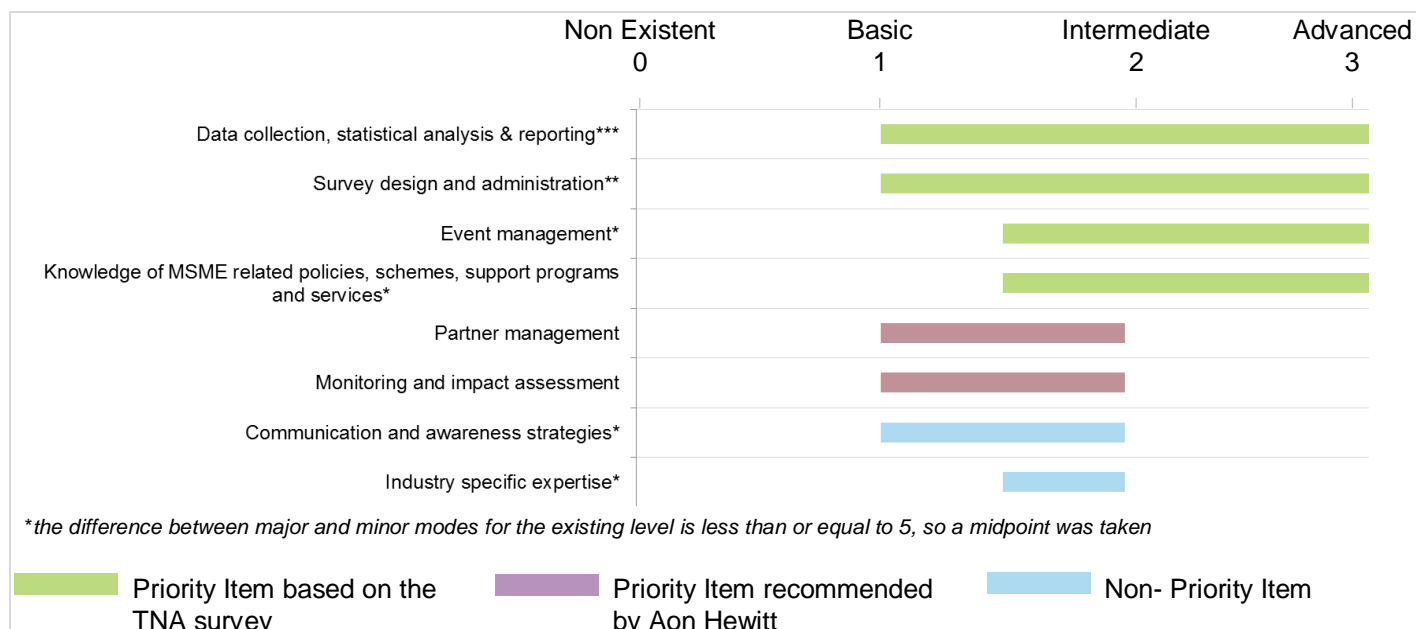


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Partner Management</b>	Outsourcing Management- Creating Value Through Collaboration	DI_053
	Cross sector partnership	DI_054
	Basic Course for National PPP Capacity Building Program	DI_055
	Advance Course for National PPP Capacity Building Program	DI_057
	Supply Chain Management	DI_056
<b>Monitoring and impact assessment</b>	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043

## 1.4.2 Assistant Directors Grades I and II



The desired levels for 'Survey design and administration\*\*', 'Data collection, statistical analysis & reporting\*\*', and 'Knowledge of MSME related policies, schemes, support programs and services' were 2 in the TNA survey but have been changed to 3, because these activities are important for Assistant Directors

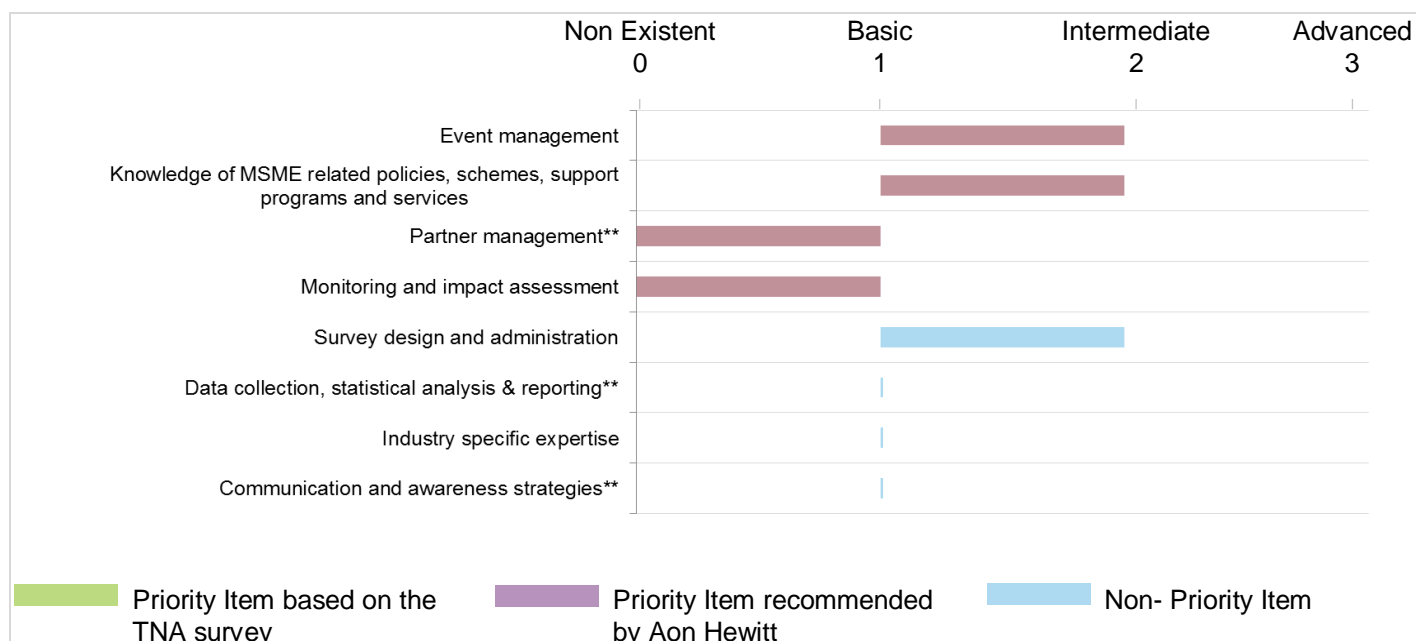
\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Data collection, statistical analysis &amp; reporting</b>	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Analysis using SPSS Course	DI_052
<b>Survey design and administration</b>	Survey Design & Writing	DI_048
	Survey Basics	DI_049
<b>Event Management</b>	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
<b>Knowledge of MSME Related Policies, Schemes, Support Programs and Services</b>	In House Training	DI_051
<b>Partner Management</b>	Outsourcing Management- Creating Value Through Collaboration	*DI_053
	Supply Chain Management	*DI_056
	Basic Course for National PPP Capacity Building Program	*DI_055
<b>Monitoring and impact assessment</b>	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
<i>*This course has been recommended for Directors/ Deputy Directors in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		



### 1.4.3 Investigators



The desired levels for 'Data collection, statistical analysis & reporting'\*\*, 'Industry specific expertise', 'Communication and awareness strategies'\*\*, and 'Partner management'\*\* were 2 in the TNA survey but have been changed to 1, because these activities will either be carried out more senior employees by or will be supervised by more senior employees.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

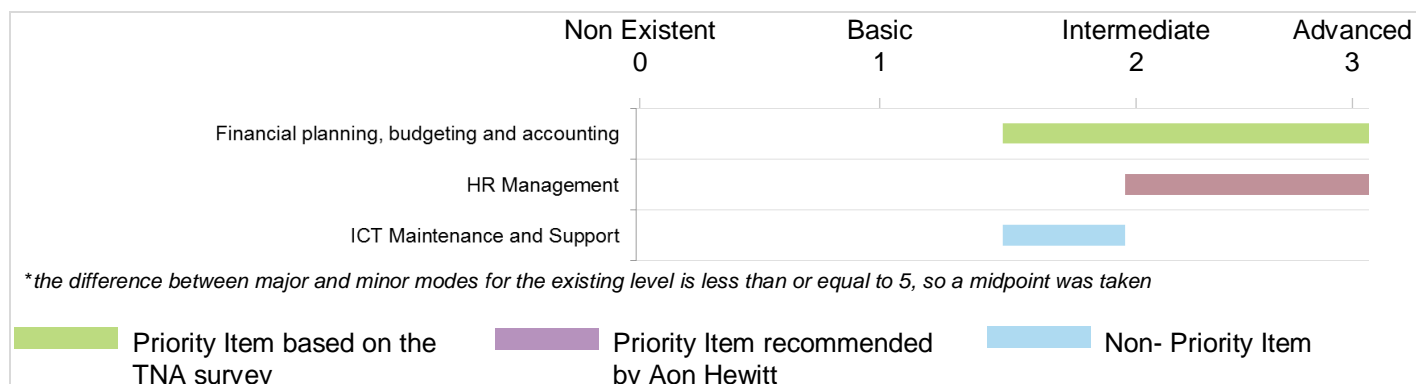
## Suggested Training Programs

Competency	Training Program Name	Code
<b>Event Management</b>	Basic Managerial Competence in Event Management (DOPT)	**DI_021
	Certificate in Event Management	**DI_022
<b>Knowledge of MSME Related Policies, Schemes, Support Programs and Services</b>	In House Training	DI_051
<b>Partner management</b>	Procurement & Contract Management	DI_058
	Sensitization Course for National PPP Capacity Building Program	DI_059
	Training Module on Contracting	DI_060
<b>Monitoring and impact assessment</b>	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
<p><i>*This course has been recommended for Directors/ Deputy Directors in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors Grades I &amp; II in Information, Coordination and Skills; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 1.5 Internal Administration

The Internal Administration department manages capacity development, performance management, promotions and services rules. In addition, this department manages financial planning and accounting systems and provides technical and troubleshooting support for IT related problems, including software, hardware and networks.

### 1.5.1 Directors and Deputy Directors



The desired level for 'ICT Maintenance and Support' was 3 in the TNA survey but has been changed to 2, because this activity will be done mainly by more junior employees.

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Financial planning, budgeting and accounting</b>	KPMG's course for accounting professional	DI_064
	Strategic Cost Management	DI_065
<b>HR Management</b>	Advanced Human Resource Management	DI_061
	Various HR Certifications	DI_062
	Certified Human Resource Professional	DI_063

### 1.5.2 Assistant Directors Grades I and II



The desired level for 'HR Management'\*\*\* was 3 in the TNA survey but has been changed to 2, because this will be mainly required by senior employees at Directors and Deputy Director level.

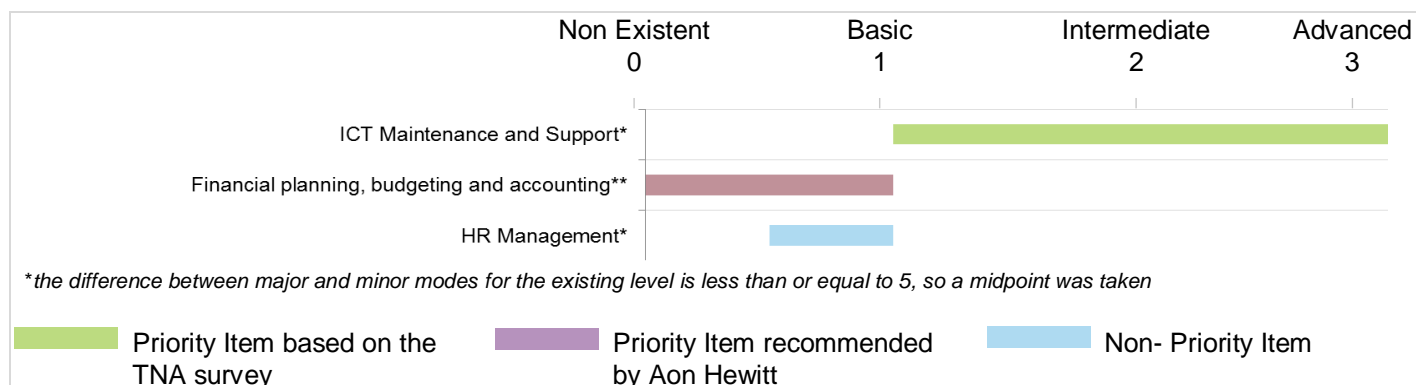
The desired level for 'Financial planning, budgeting and accounting' was 2 in the TNA survey but has been changed to 3, because it will be done mainly by Assistant Directors.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Financial planning, budgeting and accounting</b>	KPMG's course for accounting professional	*DI_064
	Strategic Cost Management	*DI_065
<i>*This course has been recommended for Directors/ Deputy Directors in Internal Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 1.5.3 Investigators



The desired levels for 'HR Management' and 'Financial planning, budgeting and accounting\*\*' were 2 in the TNA survey but have been changed to 1, because these will be done mainly by more senior employees.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
ICT Maintenance and Support	ICT Training	DI_066
	MCSE Certification	DI_067
	Hardware and Networks	DI_068
Financial planning, budgeting and accounting	KPMG's course for accounting professional	*DI_064
	Strategic Cost Management	*DI_065
<i>*This course has been recommended for Directors/ Deputy Directors in Internal Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		



## 1.6 Core Competencies

The Core Competencies covered in this section are core for all employees, regardless of their department.

### 1.6.1 Directors and Deputy Directors

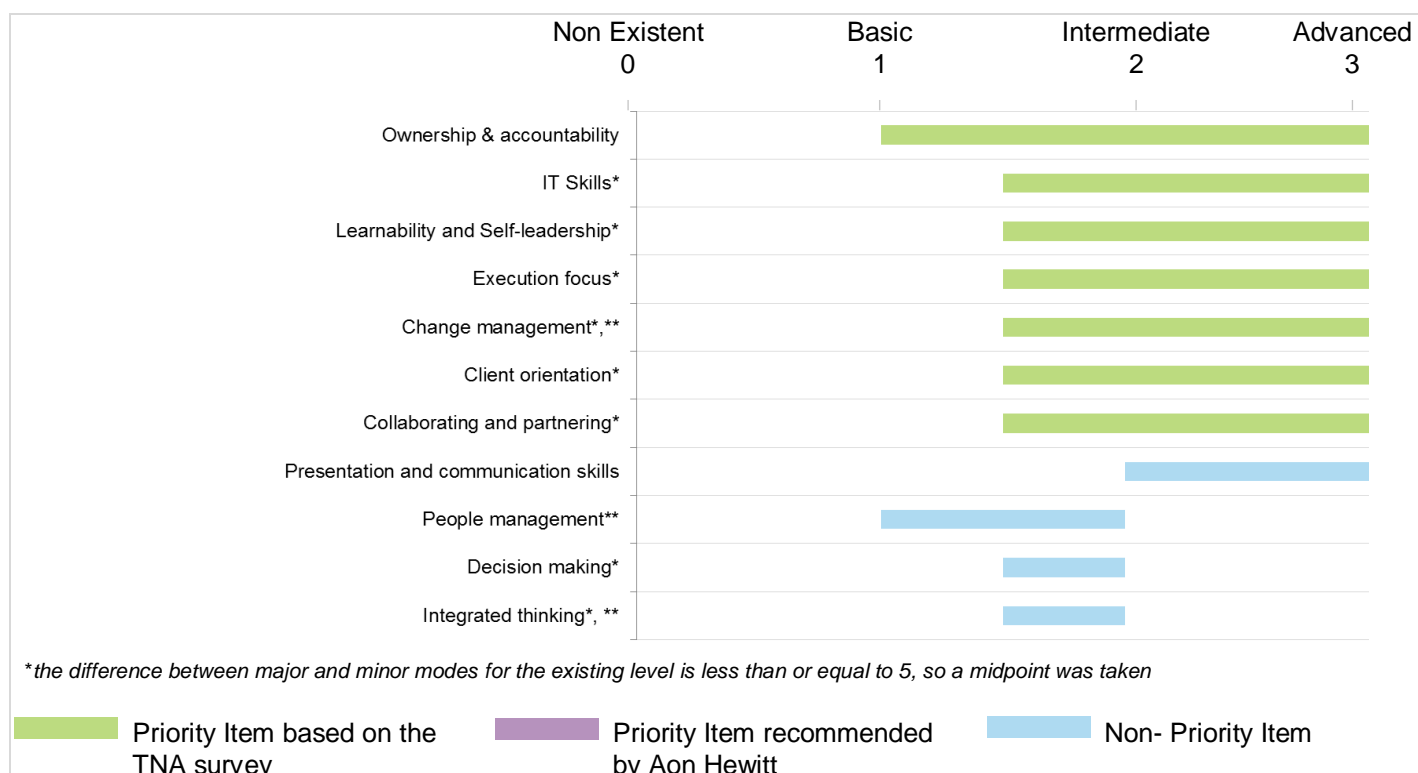


No changes were made to the desired levels

## Suggested Training Programs

Competency	Training Program Name	Code
<b>People Management</b>	Energize: Leading through Inspiration and Influence	DI_071
	High Impact Leadership	DI_073
<b>Decision Making</b>	Edge: Leading with Creativity and Courage	DI_070
	Decision Making in Teams	DI_074
	Decision Making for Managerial Effectiveness	DI_076
<b>Ownership &amp; accountability</b>	Energize: Leading through Inspiration and Influence	DI_071
<b>Change Management</b>	Edge: Leading with Creativity and Courage	DI_070
	Envision : Leading with Purpose and Insight	DI_072
	High Impact Leadership	DI_073
	Leadership and Change Management	DI_077
<b>Presentation and communication skills</b>	Presentation Skills - Basic	DI_069
	Presentation Skills – Advance	DI_079
	Edge: Leading with Creativity and Courage	DI_070
	Energize: Leading through Inspiration and Influence	DI_071
	Envision : Leading with Purpose and Insight	DI_072
<b>Integrated Thinking</b>	Edge: Leading with Creativity and Courage	DI_070
	Envision : Leading with Purpose and Insight	DI_072

## 1.6.2 Assistant Directors Grades I and II



The desired level for 'Change management'\*\* was 2 in the TNA survey but has been changed to 3, because it is important that Assistant Directors to appreciate the importance of change and act as change agents within DIs and Branch DIs.

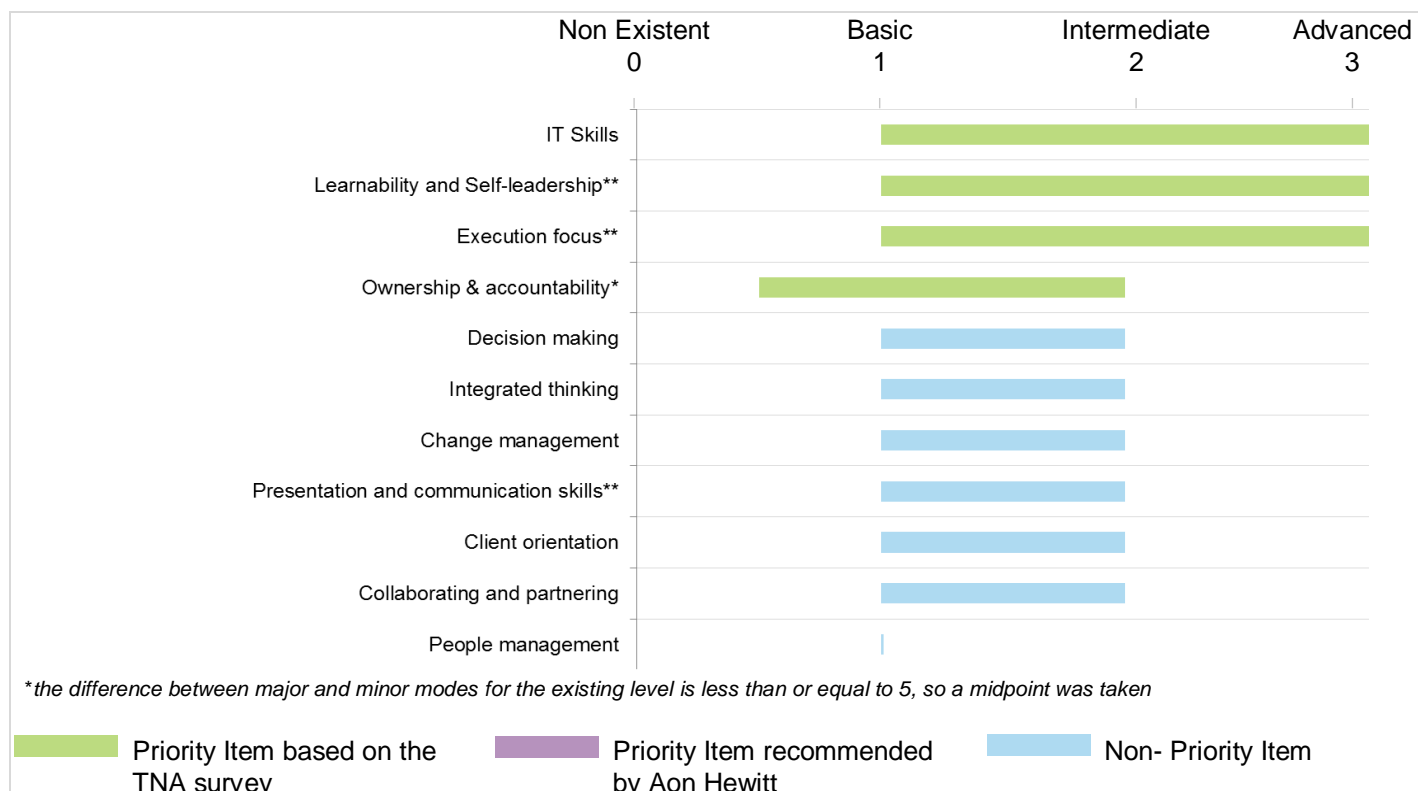
The desired levels of 'Integrated thinking'\*\*, 'Decision making' and 'People management'\*\* were 3 in the TNA survey but have been changed to 2, because while it is important for Directors and Deputy Directors to be advanced in these competencies, an intermediate level is sufficient for Assistant Directors.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Ownership &amp; accountability</b>	Execute: Leading through Focused Action	DI_078
	Accountability—Taking Ownership Of Your Responsibility	DI_080
<b>IT Skills</b>	IT Tools for Office	DI_081
	Advanced Excel	DI_082
	Effective PowerPoint	DI_083
<b>Learnability and Self-Leadership</b>	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	The Power of Self Leadership	DI_084
<b>Execution Focus</b>	Execute: Leading through Focused Action	DI_078
	The 4 Disciplines of Execution™: Skills Workshop®	DI_085
<b>Change Management</b>	Envision : Leading with Purpose and Insight	DI_072
	Leadership and Change Management	*DI_077
<b>Client orientation</b>	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	Soft Skills Training : Customer Orientation & Consumer Relationship	DI_075
<b>Collaborating and Partnering</b>	Execute: Leading through Focused Action	DI_078
	Envision : Leading with Purpose and Insight	DI_072
	Interpersonal Effectiveness and Team Building	DI_086
<i>*This course has been recommended for Directors/ Deputy Directors; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 1.6.3 Investigators



The desired level for 'People management' was 2 in the TNA survey but has been changed to 1, because a basic level of expertise would be sufficient for Investigators.

The desired level for 'Presentation and communication skills\*\*' was 3 in the TNA survey but has been changed to 2, because an intermediate level of expertise would be sufficient for Investigators.

The desired levels for 'Execution focus\*\*' and 'Learnability and Self-leadership\*\*' were 2 in the TNA survey but have been changed to 3, because as the ones the field, Investigators need to be very execution oriented, and all employees should be learning-focused.

\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>IT Skills</b>	IT for Beginners - Foundation Courses	DI_088
	IT Tools for Office	**DI_081
	MS Office Jumpstart	DI_087
<b>Learnability and self-leadership</b>	Execute: Leading through Focused Action	DI_078
	The Power of Self Leadership	**DI_084
<b>Execution focus</b>	Execute: Leading through Focused Action	DI_078
	The 4 Disciplines of Execution™: Skills Workshop®	**DI_085
<b>Ownership &amp; accountability</b>	Execute: Leading through Focused Action	DI_078
	Accountability—Taking Ownership Of Your Responsibility	DI_080
<b>**This course has been recommended for Assistant Directors; after they have attended it, they could do an in-house training to disseminate the knowledge</b>		



## 2. Insights from Training Needs Analysis Survey for Office of the Development Commissioner

## 2. Insights from Training Needs Analysis Survey for the Office of the Development Commissioner

### 2.1 Executive Summary

The response rate for the survey is below:

	Invitees	Respondents	Response Rate
Industrial Advisor	1	1	100%
Directors	11	2	18%
Deputy Directors	18	3	17%
Total	30	6	20%

Across all designation groups within each of the departments, the existing levels of the competencies are always either lower than or equal to the desired levels, which means that in no cases are employees more experienced than what is desired of their role.

As expected, as the seniority in the Office of DC increases, the number of competencies in which the desired level is Advanced increases. For Investigators, only 3 competencies (7%) are desired at an Advanced level, while for Assistant Directors, this increases to 28 competencies (67%) and for Directors and Deputy Directors, it is 38 competencies (90%).

While no competencies exist at an Advanced level, the number of competencies that currently exist at an Intermediate level increases with seniority in the Office of DC. For Investigators, no competencies exist at an Intermediate level, one competency exists at an Intermediate level for Assistant Directors (2%) and 24 exist at an Intermediate level for Directors or Deputy Directors (57%)



### Training Priorities:

Core Competencies			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Change management	✓	✓	✓
Client orientation		✓	
Collaborating and partnering		✓	✓
Data collection, statistical analysis & reporting		✓	✓
Decision making		✓	✓
Execution focus		✓	✓
Integrated thinking		✓	✓
IT Skills	✓	✓	✓
Learnability and self-leadership		✓	✓
Ownership & accountability		✓	✓
People management	✓		
Presentation and communication skills		✓	

Management			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Financial planning and budgeting	✓		✓
HR Management		✓	✓
Project management	✓		
Report writing		✓	✓
Strategy Implementation		✓	✓
Strategy Planning	✓		✓

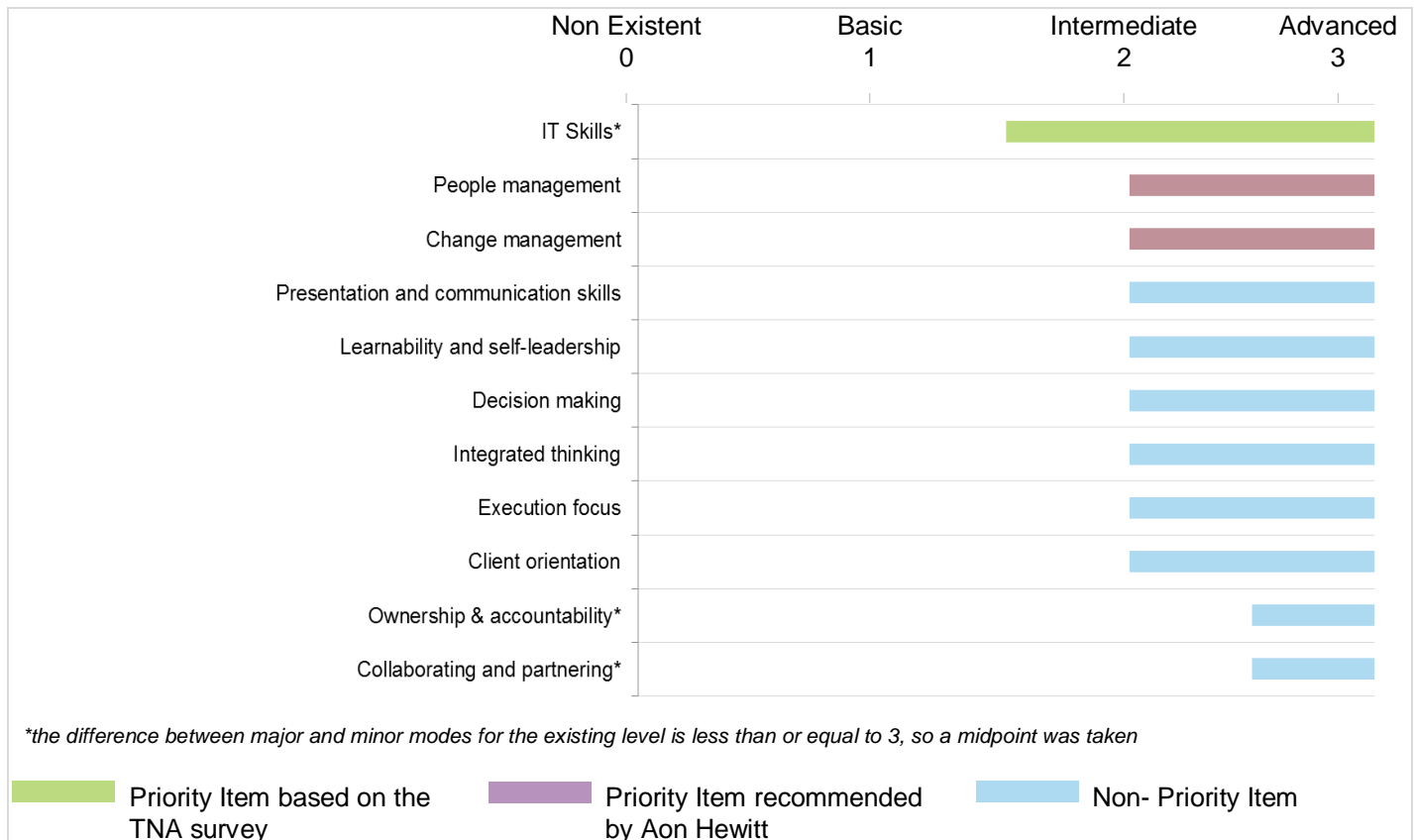
Policies and Schemes			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Communication and awareness strategies		✓	
Conducting public private dialogue		✓	✓
Industry specific expertise			
Knowledge of MSME related policies, schemes, support programs and services		✓	✓
Monitoring and impact assessment	✓	✓	✓
Planning and design of public support programs, schemes & policies			✓
Survey design and administration		✓	✓

Technical & Functional			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Awareness of business exit plans	✓		✓
Awareness of business strategies			✓
Awareness of financing for MSMEs			✓
Awareness of regulatory frameworks	✓		✓
Awareness of SED,	✓	✓	✓
Industry specific expertise		✓	
IPR related expertise,	✓		
Marketing and branding expertise	✓	✓	✓
Operational expertise	✓	✓	✓
Technological expertise		✓	
Trade (import/ export) related expertise	✓	✓	✓

Administration			
	Directors/ Deputy Directors	Assistant Directors Grades I/ II	Investigators
Accounting		✓	✓
Event management		✓	
ICT maintenance and support		✓	
Knowledge of Administrative rules and regulations		✓	✓
Knowledge of Financial rules and regulations		✓	✓
Partner management	✓	✓	✓
Vigilance		✓	✓

## 2.2 Core Competencies

### 2.2.1 Directors and Deputy Directors

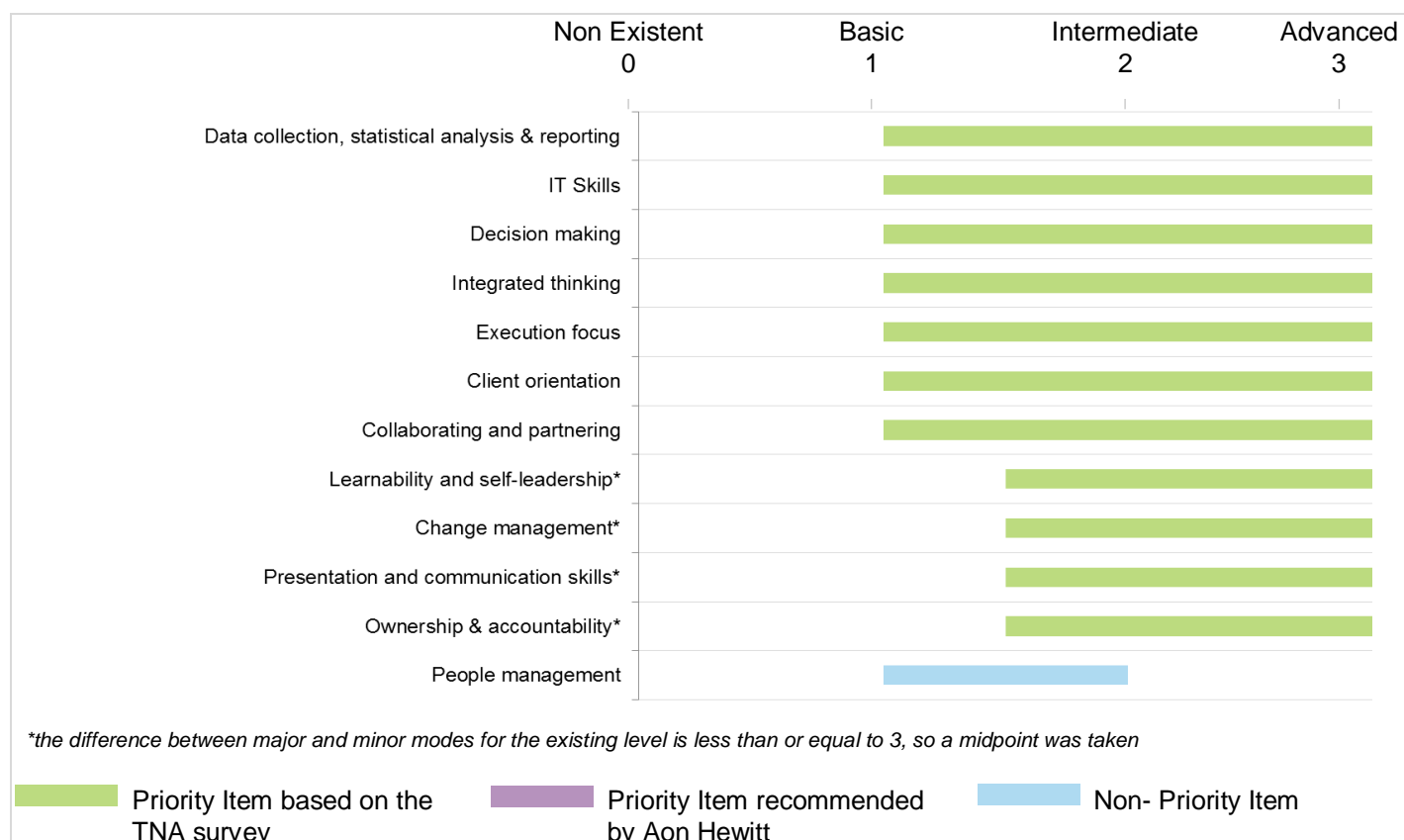


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
IT Skills	IT Tools for Office	DI_081
	Advanced Excel	DI_082
People Management	High Impact Leadership	DI_073
	Leading People and Managing Change	ODC_001
Change Management	Leadership and Change Management	DI_077
	High Impact Leadership	DI_073
	Leading People and Managing Change	ODC_001

## 2.2.2 Assistant Directors Grades I and II

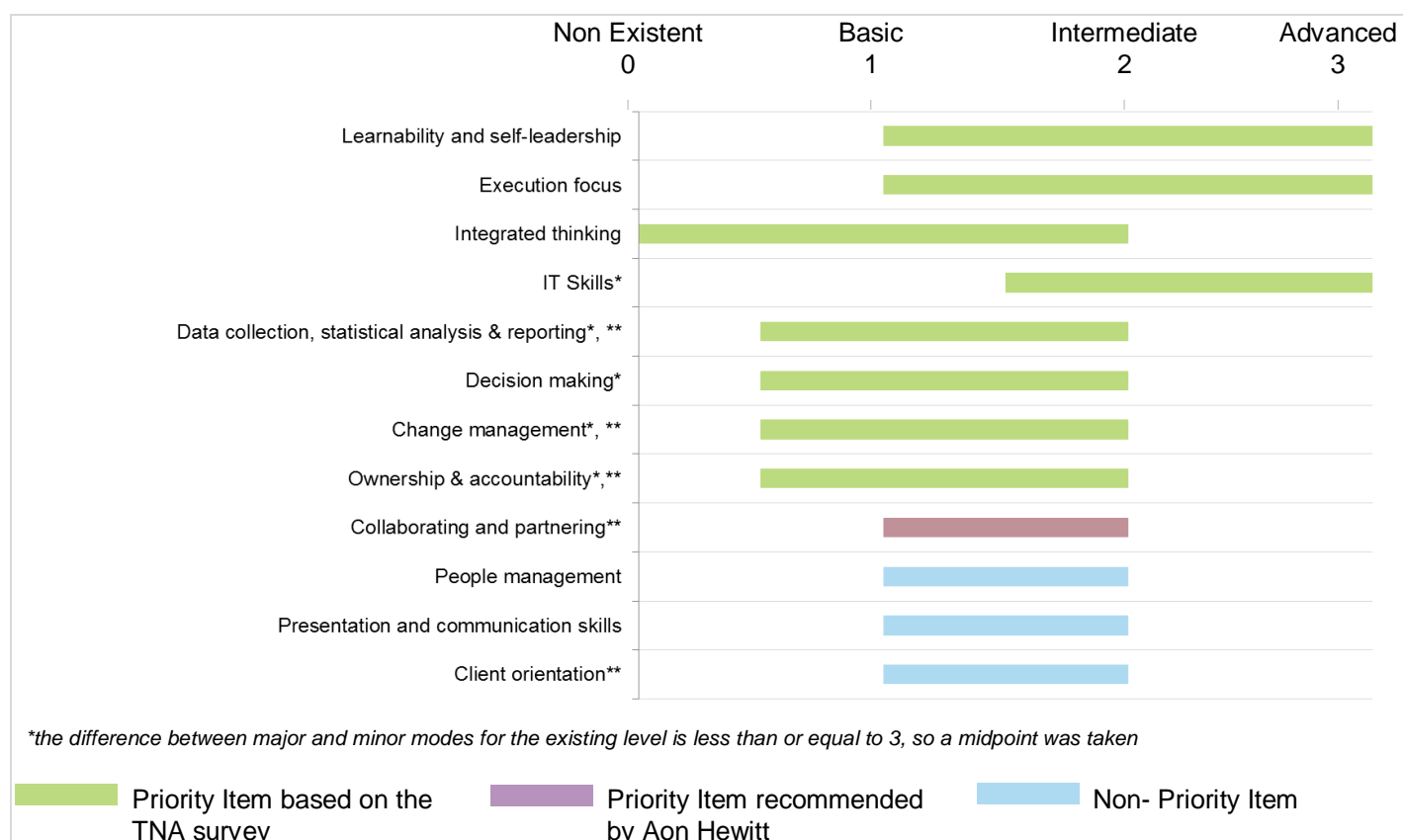


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Data collection, statistical analysis &amp; reporting</b>	ISS Probationers Course in Statistical Methodology	DI_046
	Statistical Analysis using SPSS Course	DI_052
	Statistical Modeling For Data Analysis	DI_047
<b>IT Skills</b>	IT Tools for Office	DI_081
	Advanced Excel	DI_082
<b>Decision Making</b>	Edge: Leading with Creativity and Courage	DI_070
<b>Integrated thinking</b>	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
<b>Execution Focus</b>	Execute: Leading through Focused Action	DI_078
<b>Client Orientation</b>	Execute: Leading through Focused Action	DI_078
<b>Collaborating and Partnering</b>	Execute: Leading through Focused Action	DI_078
	Essential Skills for Effective Partnering	ODC_002
<b>Learnability and self-leadership</b>	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
<b>Change management*</b>	Edge: Leading with Creativity and Courage	DI_070
	High Impact Leadership	*DI_073
<b>Presentation and communication skills</b>	Presentation Skills - Basic	DI_069
	Presentation Skills – Advance	DI_079
	Edge: Leading with Creativity and Courage	DI_070
	High Impact Presentations	ODC_003
<b>Ownership &amp; accountability</b>	Execute: Leading through Focused Action	DI_078
<i>*This course has been recommended for Directors/ Deputy Directors; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 2.2.3 Investigators



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

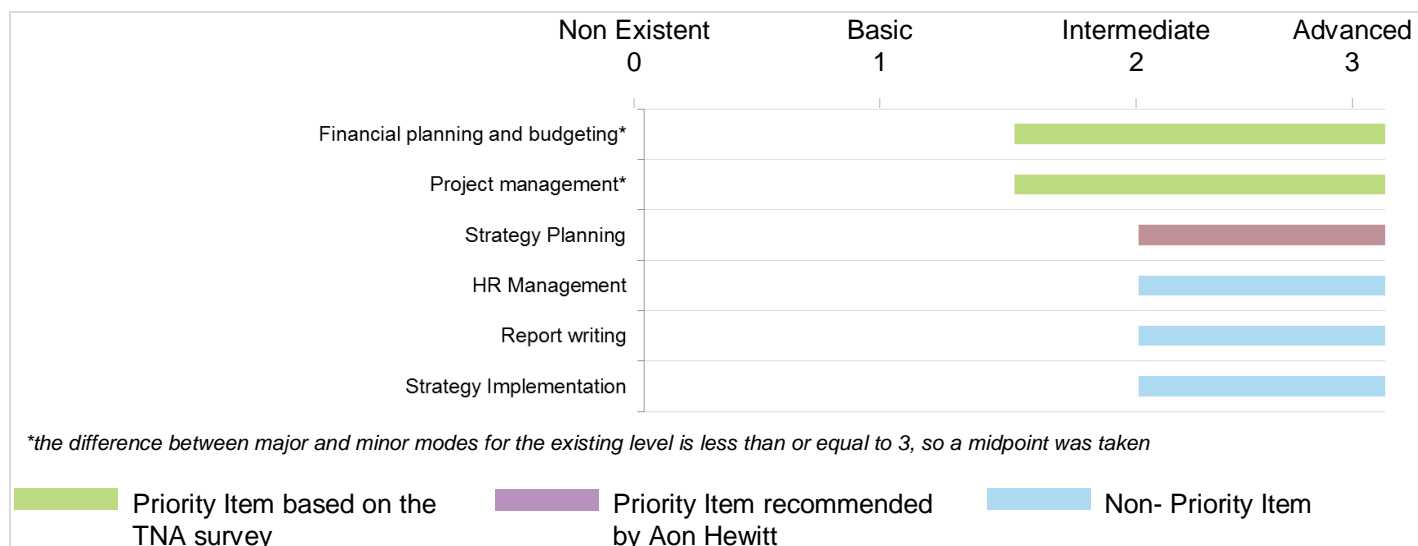


## Suggested Training Programs

Competency	Training Program Name	Code
<b>Learnability and self-leadership</b>	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
<b>Execution Focus</b>	Execute: Leading through Focused Action	DI_078
<b>Integrated thinking</b>	Edge: Leading with Creativity and Courage	DI_070
	Execute: Leading through Focused Action	DI_078
<b>IT Skills</b>	IT for Beginners - Foundation Courses	DI_088
	IT Tools for Office	*DI_081
	MS Office Jumpstart	DI_087
<b>Data collection, statistical analysis &amp; reporting</b>	Statistical Modeling For Data Analysis	*DI_047
	Statistical Analysis using SPSS Course	DI_052
<b>Decision making</b>	Edge: Leading with Creativity and Courage	DI_070
<b>Change management</b>	Edge: Leading with Creativity and Courage	DI_070
<b>Ownership &amp; accountability</b>	Execute: Leading through Focused Action	DI_078
<b>Collaborating and Partnering</b>	Execute: Leading through Focused Action	DI_078
<i>*This course has been recommended for Assistant Directors; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

## 2.3 Management

### 2.3.1 Directors and Deputy Directors



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Financial planning and budgeting</b>	Financial Statement Analysis	ODC_004
	Budget & Accounting Procedure (GOI)	ODC_005
<b>Project Management</b>	Project, Program and Portfolio Management	DI_012
	Project Management Professional (PMP)®	DI_013
	Project Management	DI_014
<b>Strategy Planning</b>	MSc Strategic Planning	ODC_006
	Strategic Planning and Nonprofit Leadership	ODC_007

### 2.3.2 Assistant Directors Grades I and II



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
Report Writing	Technical Writing Training Course	DI_050
	Technical Report Writing	DI_025
Strategy Planning	Setting Strategic Objectives and Cascading Goals Training	ODC_008
HR Management	Various HR Certifications	DI_062
	Certified Human Resource Professional	DI_063

### 2.3.3 Investigators



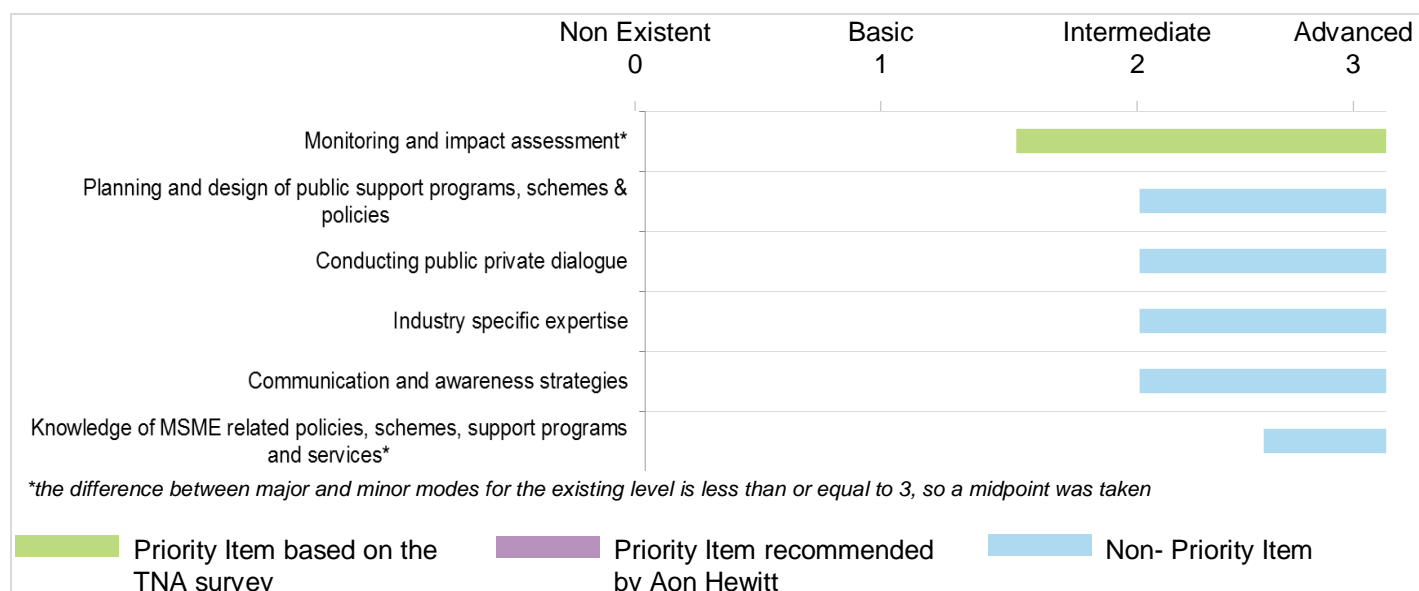
\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
HR Management	Various HR Certifications	**DI_062
	Certified Human Resource Professional	**DI_063
Strategy Implementation	Setting Strategic Objectives and Cascading Goals Training	ODC_008
Report Writing	Technical Report Writing	DI_025
Financial planning and budgeting	Financial Statement Analysis	*ODC_004
	Budget & Accounting Procedure (GOI)	*ODC_005
Strategy Planning	Setting Strategic Objectives and Cascading Goals Training	ODC_008
<p><i>*This course has been recommended for Directors/ Deputy Directors in Management; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in the Management Department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 2.4 Policies and Schemes

### 2.4.1 Directors and Deputy Directors



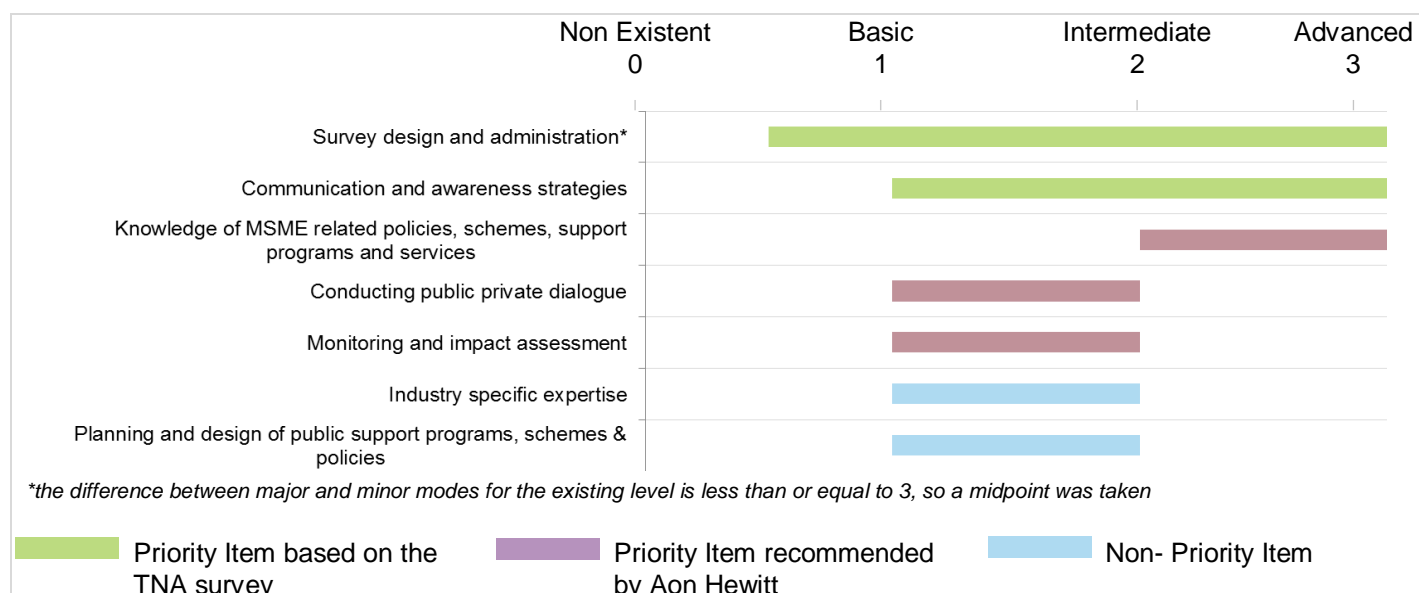
\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken



## Suggested Training Programs

Competency	Training Program Name	Code
Monitoring and impact assessment	Impact Assessment	DI_042
	Graduate Certificate in Public Policy Analysis	DI_043

## 2.4.2 Assistant Directors Grades I and II

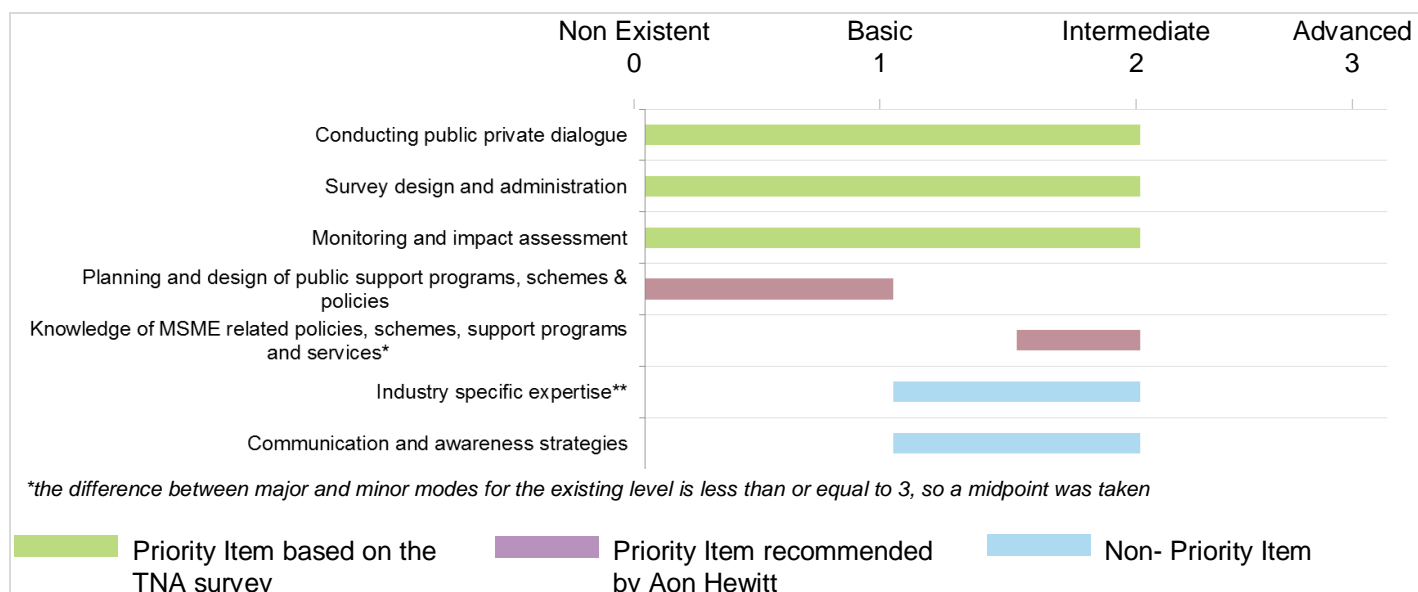


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
Survey design and administration	Survey Design & Writing	DI_048
	Survey Basics	DI_049
Communication and Awareness Strategies	Intercultural Communication (Self-Study)	DI_045
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	DI_044
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
<i>*This workshop has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

## 2.4.3 Investigators



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
Conducting public private dialogue	7th international Workshop on Public-Private Dialogue	**DI_044
Survey design and administration	Survey Design & Writing	DI_048
Monitoring and impact assessment	Impact Assessment	*DI_042
	Graduate Certificate in Public Policy Analysis	*DI_043
Planning and design of public support programs, schemes & policies	Tailored Training Program	*ODC_009
Knowledge of MSME Related Policies, Schemes, Support Programs and Services	In House Training	DI_051
<p><i>*This course has been recommended for Directors/ Deputy Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in Policies and Schemes; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 2.5 Technical and Functional

### 2.5.1 Directors and Deputy Directors

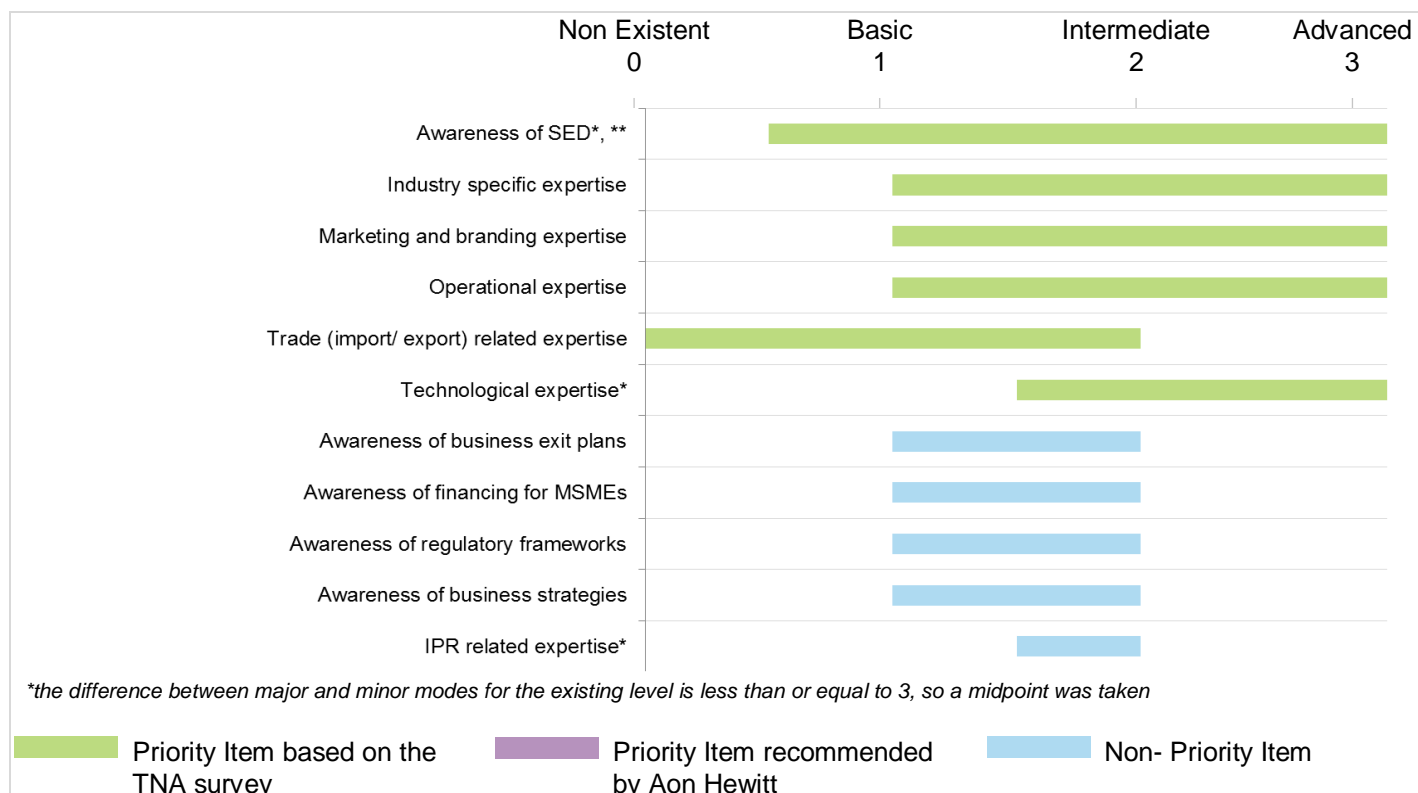


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Trade (import/ export) related expertise</b>	Country/ Product Specific Export Program For SSEs	DI_010
	Advanced Certificate Course in Export - Import	ODC_010
<b>Awareness of business exit plans</b>	Certified Exit Planning Advisor (CEPA) Program	DI_001
	Seven Myths About Selling Your Business	DI_003
	Exit Strategy Planning & Preparation Webinars	DI_004
	TFE Exit-Smart Online Mentoring Program	DI_005
<b>Awareness of SED</b>	India: Sustainable Development and Social Change	DI_006
	Sustainable Product Development	DI_007
	Introduction to Sustainability	DI_039
<b>IPR related expertise</b>	Management of intellectual Property Rights: Global Systems and National Opportunities	DI_008
	Diploma in Entrepreneurship Administration and Business Laws	DI_009
<b>Marketing and branding expertise</b>	Strategic Brand Management	ODC_011
	Marketing and Branding - A Three Pronged Approach	DI_011
<b>Awareness of regulatory frameworks</b>	Diploma in Entrepreneurship Administration and Business Laws	DI_009
<b>Operational Expertise</b>	Business Process Improvement	DI_027
	Business Process Reengineering (BPR)	DI_026
	Business Process Management Methodology	DI_028
	5S's Training and Certification	DI_030
	Plant Layout and Design	ODC_012

## 2.5.2 Assistant Directors Grades I and II



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken



## Suggested Training Programs

Competency	Training Program Name	Code
<b>Awareness of SED</b>	Business and Climate Change (Self-Study)	DI_035
	Sustainable Product Development	DI_007
	Diploma in Social Entrepreneurship	DI_036
<b>Marketing and branding expertise</b>	Marketing and Branding - A Three Pronged Approach	*DI_011
<b>Operational expertise</b>	Business Process Management Methodology	DI_028
	Business Process Reengineering (BPR)	*DI_026
	Project Management Training & Certification	DI_029
	5S's Training and Certification	DI_030
<b>Trade (import/ export) related expertise</b>	Country/ Product Specific Export Program For SSEs	*DI_010
	Workshop on Export Management (WOEM)	ODC_013
<b>Technological Expertise</b>	Training Programs	DI_040
	Seminars	DI_041
<i>*This course has been recommended for Directors/ Deputy Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge</i>		

### 2.5.3 Investigators



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Awareness of SED</b>	Diploma in Social Entrepreneurship	DI_036
<b>Awareness of financing for MSMEs</b>	Financial Analysis of Entrepreneurial Ideas	DI_031
	E-Learning Modules for SMEs	DI_032
	Financial Management for Startups	DI_033
	SME Banking & Financial Services	DI_034
<b>Marketing and branding expertise</b>	Marketing and Branding - A Three Pronged Approach	*DI_011
<b>Operational Expertise</b>	Business Process Improvement	*DI_027
	Business Process Reengineering (BPR)	*DI_026
	5S's Training and Certification	**DI_030
<b>Awareness of Business Strategies</b>	Start a Business	DI_017
	Business Expansion	DI_018
	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries	DI_019
<b>Awareness of regulatory frameworks</b>	Diploma in Entrepreneurship Administration and Business Laws	*DI_009
<b>Awareness of business exit plans</b>	Certified Exit Planning Advisor (CEPA) Program	*DI_001
<b>Trade (import/ export) related expertise</b>	Advanced Certificate Course in Export - Import	*ODC_010
<p><i>*This course has been recommended for Directors/ Deputy Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors in the Technical and Functional department; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		

## 2.6 Administration

### 2.6.1 Directors and Deputy Directors



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
Partner Management	Outsourcing Management- Creating Value Through Collaboration	DI_053
	Cross sector partnership	DI_054
	Basic Course for National PPP Capacity Building Program	DI_055
	Advance Course for National PPP Capacity Building Program	DI_057
	Training Module on Contracting	DI_060

## 2.6.2 Assistant Directors Grades I and II

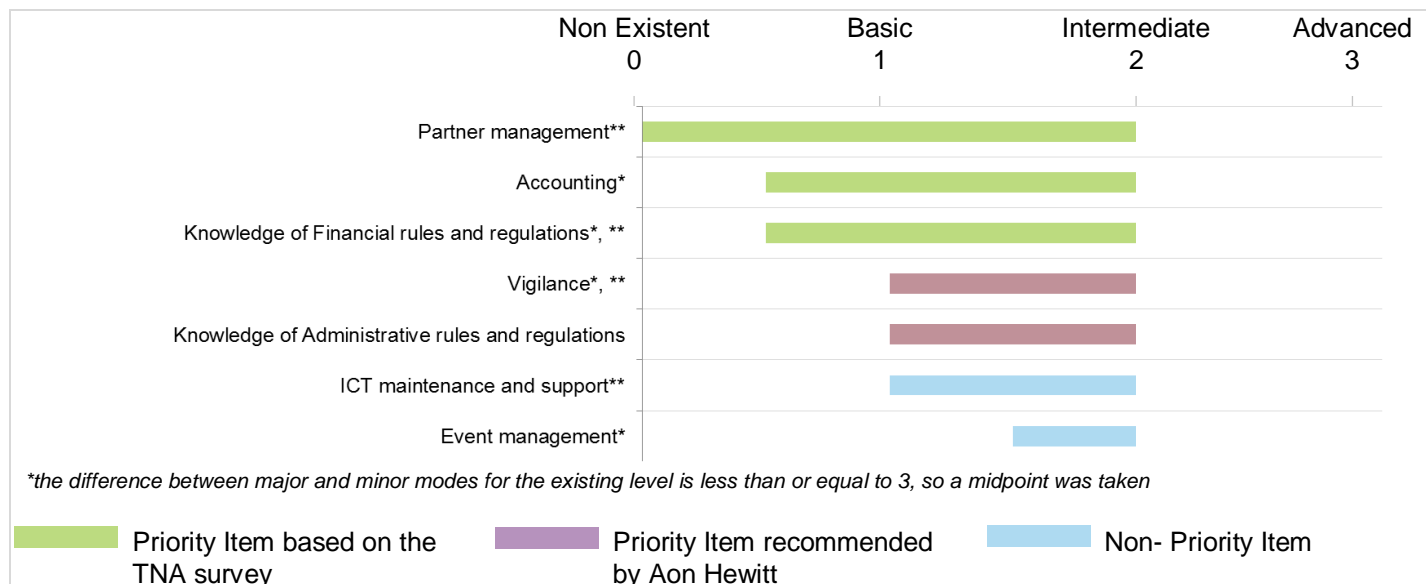


\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken

## Suggested Training Programs

Competency	Training Program Name	Code
<b>Vigilance</b>	Vigilance Course for Vigilance Officers	ODC_014
	Training Module on Combating Corruption	ODC_015
	In House Training	ODC_016
<b>ICT Maintenance and Support</b>	ICT Training	DI_066
	MCSE Certification	DI_067
	Hardware and Networks	DI_068
	Microsoft SQL Server 2008 Database Administrative Solution-Design, Optimization & Maintenance	ODC_017
	Web Application Development using Open Source Technologies	ODC_018
<b>Accounting</b>	Introduction to Accounting Principles	ODC_022
	Training in Accounting Fundamentals	ODC_023
<b>Event Management</b>	Basic Managerial Competence in Event Management (DOPT)	DI_021
	Certificate in Event Management	DI_022
	Certificate In Event Management	DI_023
<b>Partner Management</b>	Outsourcing Management- Creating Value Through Collaboration	*DI_053
	Basic Course for National PPP Capacity Building Program	DI_055
<b>Knowledge of Administrative rules and regulations</b>	40th Advanced Professional Program in Public Administration (APPPA)	*ODC_020
	Training Package on Administrative Law	ODC_021
<b>Knowledge of Financial rules and regulations</b>	International Financial Reporting Standards	ODC_024
*This course has been recommended for Directors/ Deputy Directors in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge		

### 2.6.3 Investigators



\*\*The difference between the major and minor mode is less than or equal to 5, and the minor mode has been taken



## Suggested Training Programs

Competency	Training Program Name	Code
<b>Partner management</b>	Procurement & Contract Management	DI_058
	Sensitization Course for National PPP Capacity Building Program	DI_059
	Cross sector partnership	*DI_054
<b>Accounting</b>	Introduction to Accounting Principles	ODC_022
	Training in Accounting Fundamentals	ODC_023
<b>Knowledge of Financial rules and regulations</b>	International Financial Reporting Standards	**ODC_024
	In House Training	ODC_019
<b>Vigilance</b>	Vigilance Course for Vigilance Officers	ODC_014
	Training Module on Combating Corruption	ODC_015
	In House Training	ODC_016
<b>Knowledge of Administrative rules and regulations</b>	40th Advanced Professional Program in Public Administration (APPPA)	*ODC_020
	Training Package on Administrative Law	ODC_021
<p><i>*This course has been recommended for Directors/ Deputy Directors in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p> <p><i>**This course has been recommended for Assistant Directors Grades I &amp; II in Administration; after they have attended it, they could do an in-house training to disseminate the knowledge</i></p>		



### 3. Insights from HR Profiling Survey for Testing Centers and Testing Stations

### 3. Insights from HR Profiling Survey for Testing Centers and Testing Stations

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#### **3.1 Executive Summary**

The training needs for Testing Centers and Testing Stations were identified from the HR Profiling Survey. A total of 11 Testing Centers or Testing Stations were covered in the survey, with 51 employees responding.

The most pressing training area is 'NABL Assessor for ISO 17025', which was mentioned a total of 26 times across all departments. 'Uncertainty Measurement' is the next most urgent training area, with 9 mentions, followed by 'Cable Testing', 'Management Techniques' and 'Thermal Calibration', each mentioned 6 times.

For each of these areas, as well as the other priority areas, training programs have been identified and suggested. In addition to these, certain exhibitions and conferences have been identified, as well as laboratories that TC/ TS employees can visit for exposure to best practices and how other laboratories run. In the HR Profiling Survey, exposure visits were identified as the most effective mode of training, and given that the skills used in the Testing Centers and Testing Stations are specific and specialized, observing others could be very beneficial.

On the next page is a table that lists the training priorities in each department.

Training Priorities		
	Department	Training Priorities
Testing	BIS Product Testing	Domestic appliance testing
		Lamps and luminaire testing
		Pressure Testing
	Chemical Testing	Metal testing
		*Nano Technology
	Electrical Testing	Cable testing
		*High voltage testing
	Mechanical Testing	Destructive testing
		Pumps & motors testing
	Metallurgy Testing	Non Destructive Testing
		Metallurgy
		*Radiography testing
		*Ultrasonic testing
		*Metallographic test
	Testing: Any Other	*Multi-disciplinary fields including microbiology, virology & pharmacology
Calibration	Electrical Calibration	Instrument calibration
	Mechanical Calibration	Dimension calibration
	Thermal Calibration	Thermal calibration
		*Thermocouple
Other	Other	NABL Assessor for ISO 17025
		Management techniques
		Laboratory Quality Management Systems
		Uncertainty Measurements
*Priority item based on Aon Hewitt recommendation		

### **3.2 Testing: Overall**

#### **Suggested Training Programs**

*Please note: suggested items cover the concepts of various items at a broader level.*

Technical Area	Training Program Name	Code
<b>Testing</b>	NETA World Journal	TC_001
	Manufacturing Technology Today	TC_002
	Exposure Visit: National Testing Laboratory	TC_003
	Exposure Visit: Sigma Test and Research Center	TC_004
	Exposure Visit: Delhi Test House	TC_005

### 3.3 BIS Product Testing

Area identified	Frequency Mentioned	Priority Area
Domestic appliance testing	5 <sup>1</sup>	✓
Lamps and luminaire testing	4 <sup>2</sup>	✓
Pressure testing	3 <sup>3</sup>	✓
Chemical product items	1	
Plywood and boards testing	1	
Ceramic tiles testing	1	
System documentation	1	
Tire testing	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

<sup>1</sup>- 'Domestic appliance testing' was also mentioned as a priority area within the Electrical Testing section

<sup>2</sup>- 'Lamps and luminaire testing' was also mentioned as a priority area within the Electrical Testing section

<sup>3</sup>- 'Pressure testing' was also mentioned as a priority area within the Mechanical Calibration section

### Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Domestic appliance testing</b>	Portable Appliance Testing (PAT)	TC_006
	Portable Appliance Testing (PAT)	TC_007
<b>Lamps and Luminaire</b>	Portable Appliance Testing (PAT)	TC_006
	Portable Appliance Testing (PAT)	TC_007
<b>Pressure testing</b>	Practical Pressure Calibration	TC_008
	Principles of Pressure Calibration	TC_009
	Pressure Test Courses	TC_010

### 3.4 Chemical Testing

Area identified	Frequency Mentioned	Priority Area
Metal testing	5 <sup>4</sup>	✓
Nano technology	1	✓
Instrumental analysis	1	
Cement testing	1	
Chemical testing	1	
Corrosion resistance testing	1	
Plating thickness on ferrous & non-ferrous electrical items	1	
Zinc coating- mass and uniformity	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

<sup>4</sup>- 'Metal testing' was also mentioned as a priority area within the BIS Product Testing section

### Suggesting Training Programs

Technical Area	Training Program Name	Code
<b>Metal testing</b>	Metallurgical Course	TC_011
	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
	Destructive Testing	TC_013
<b>Nano Technology</b>	Introductory Program in Nanotechnology	TC_014
	Industry Program in Nanotechnology	TC_015

### 3.5 Electrical Testing

Area identified	Frequency Mentioned	Priority Area
Cable testing	6 <sup>5</sup>	✓
High voltage testing	2	✓
Resistance measurements for conductors and insulators	1	
Electro mechanical testing	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

<sup>5</sup>- 'Cable testing' was also mentioned as a priority area within the BIS Product Testing section

#### Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Cable Testing</b>	Cable Systems Acceptance Testing Course	TC_016
	Certified Cabling Test Technician (CCTT) Basic Course	TC_017
	Cable Testing and Fault Location	TC_018
<b>High voltage testing</b>	The IET course on high voltage engineering and testing	TC_019
<b>Electrical Testing</b>	PowerTest- Premier Electrical Maintenance and Safety Event	TC_020
	Elecrama	TC_021



### 3.6 Mechanical Testing

Area identified	Frequency Mentioned	Priority Area
Destructive testing	3 <sup>6</sup>	✓
Pumps & motors testing	3	✓
Agrobased products	1	
Alternative energy equipment	1	
CMM	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

<sup>6</sup>- 'Destructive testing' was also mentioned as a priority area within the Metallurgy Testing section

#### Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Destructive Testing</b>	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
	Destructive Testing	TC_013
<b>Pumps &amp; motor testing</b>	Pump Testing	TC_022
<b>Mechanical Testing</b>	National Fluid Power Association Fluid Power Systems Conference	TC_023

### **3.7 Metallurgy Testing**

Area identified	Frequency Mentioned	Priority Area
Non Destructive Testing	4 <sup>7</sup>	✓
Metallurgical testing	3	✓
Radiography testing	1	✓
Ultrasonic testing	1	✓
Metallographic test	1	✓
Metal hardness testing	1	
Universal testing	1	
Impact testing	1	
Spark erosion testing	1	

✓ - Priority item based on frequency count in HR Profiling Survey

✓ - Priority Item based on Aon Hewitt recommendation

<sup>7</sup>- 'Non destructive testing' was also mentioned as a priority area within the Testing: Any Other section

## Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Non Destructive Testing</b>	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses	TC_012
	Destructive Testing	TC_013
	Basic NDT Course	TC_024
	Non-Destructive Testing	TC_025
<b>Metallurgy</b>	23rd International Conference on Metallurgy and Materials	TC_026
	MAPAN Journal Metrology Society of India	TC_027
<b>Radiography Testing</b>	Radio Graphic Testing and Radiographic Interpretation	TC_028
	Radiographic Testing (RT) Level-I	TC_029
	Radiographic Testing (RT) Level-II	TC_030
	NDT Radiography Testing Level II Certification Training	TC_031
<b>Ultrasonic Testing</b>	NDT Ultrasonic Testing Level II Certification Training	TC_032
	Ultrasonic Testing	TC_033
<b>Metallographic Test</b>	Introduction to Metallography	TC_034

### 3.8 Testing: Any Other

Area identified	Frequency Mentioned	Priority Area
Multi-disciplinary fields including microbiology, virology & pharmacology	1	✓
Design, Evaluation and Compliance of Energy Meters, EMI/ EMC and CE Marking	1	
Radiological testing	1	
Safety Equipment	1	
Fire extinguishers	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

### Suggested Training Programs

Technical Area	Training Program Name	Code
Microbiology	Microbiology	TC_035
	Microbiology Training	TC_036
	Microbiology Training	TC_037
Virology	Training & Workshop on Virology	TC_040
	Indian Journal of Virology	TC_041
Pharmacology	46th Annual Conference of Pharmacological Society of India	TC_038
	Clinical pharmacology	TC_039

### **3.9 Calibration: Overall**

#### **Suggested Training Programs**

Technical Area	Training Program Name	Code
<b>Calibration</b>	Online Webinars	TC_042
	Cafmet 2014	TC_043
	Measurement Science and the Environment- Workshop & Symposium	TC_044
	Joint IMEKO International TC3, TC5 and TC22 Conference 2014	TC_045
	Technical Exchange	TC_046
	Exposure Visit: Sigma Test and Research Center	TC_047
	Exposure Visit: CSIR National Physical Laboratory	TC_048
	Exposure Visit: Universal Instruments	TC_049
	Exposure Visit: North Lab	TC_050
	Exposure Visit: R&D Instrument Services	TC_051

### 3.10 Electrical Calibration

Area identified	Frequency Mentioned	Priority Area
Instrument calibration	3 <sup>8</sup>	✓
High voltage calibration	1	
Inter-laboratory and Z-Score	1	
Lumens, Wattage	1	
Transmission line	1	
Calibration of CRO	1	

✓ - Priority item based on frequency count in HR Profiling Survey

✓ - Priority Item based on Aon Hewitt recommendation

<sup>8</sup>- 'Instrument calibration' was also mentioned as a priority area within the Mechanical Calibration section

#### Suggested Training Programs

Technical Area	Training Program Name	Code
Instrument calibration	Testing & Calibration of Industrial Instruments (Pressure & Temperature)	TC_052
	Calibration Training Services	TC_053

### 3.11 Mechanical Calibration

Area identified	Frequency Mentioned	Priority Area
Dimension calibration	4 <sup>9</sup>	✓
Using Laser Interferometer	2	
UTM calibration	1	
Torque calibration	1	
Automobile emission calibration	1	
Mass calibration	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

<sup>9</sup>- 'Dimension calibration' was also mentioned as a priority area within the Overall Other section

#### Suggested Training Programs

Technical Area	Training Program Name	Code
Dimension calibration	Calibration of Dimensional Measuring Instruments & Gauges	TC_054
	Practical Dimensional Calibration	TC_055

### 3.12 Thermal Calibration

Area identified	Frequency Mentioned	Priority Area
Thermal calibration	6	✓
Thermocouple	2	✓
Calibration principles and approach	1	
Oven calibration	1	
Photometry	1	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

The area 'Calibration principles and approach' has been covered within the training programs listed below.

#### Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Thermal calibration</b>	Industrial Temperature Measurement Course	TC_056
	Practical Temperature Measurement and Calibration	TC_057
	Principles of Temperature Metrology	TC_058
	Advanced Topics in Temperature Metrology	TC_059
<b>Thermocouple</b>	Industrial Temperature Measurement Course	TC_056
	Practical Temperature Measurement and Calibration	TC_057



### 3.13 Other

Area identified	Frequency Mentioned	Is this a training priority?	Priority Area
NABL Assessor for ISO 17025	26 <sup>10</sup>	86% said yes	✓
Laboratory Quality Management Systems	N/A	71% said yes	✓
Uncertainty measurement	9 <sup>11</sup>		✓
Management techniques	6 <sup>12</sup>		✓
ISO 9000	1		
Six Sigma	1		
Specialized software evaluations	1		
Admin and DDO	1		
HRD	1		

✓ - Priority item based on frequency count in HR Profiling Survey

✓ - Priority Item based on Aon Hewitt recommendation

<sup>10</sup>- 'NABL Assessor for ISO 17025' was also mentioned as a priority area within the Testing: Any Other section

<sup>11</sup>- 'Uncertainty Measurement' was also mentioned as a priority area within the BIS Product Testing, Electrical Testing, Testing: Any Other and Thermal Calibration sections

<sup>12</sup>- 'Management techniques' was also mentioned as a priority area within the Testing: Any Other section

## Suggested Training Programs

Technical Area	Training Program Name	Code
<b>NABL Assessor for ISO 17025</b>	Laboratory Quality System, Management & Internal Audit as per IS/ISO 17025	TC_060
	Laboratory Quality Management System and Internal Audit as per ISO/IEC-17025 & NABL requirements	TC_061
	Laboratory Quality System, Management and Internal Audit (IS/ISO 17025)	TC_062
	Assessor Training Course	TC_063
<b>Laboratory Quality Management Systems</b>	Laboratory Quality System, Management & Internal Audit as per IS/ISO 17025	TC_060
<b>Uncertainty measurements</b>	Measurement Uncertainty	TC_064
	Measurement Uncertainty	TC_065
	Evaluating Measurement Uncertainty	TC_066
<b>Management techniques</b>	Managerial Effectiveness	TC_067

### 3.14 Behavioral Competencies

Area identified	Frequency Mentioned as High Priority	Priority Area
Customer orientation	38	✓
Decision making	37	✓
Self-leadership	35	✓
Time management	35	✓
Change management	16	✓
Ownership & accountability	17	

✓ - Priority item based on frequency count in HR Profiling Survey      ✓ - Priority Item based on Aon Hewitt recommendation

#### Suggested Training Programs

Technical Area	Training Program Name	Code
<b>Customer orientation</b>	Customer Centricity for Senior Management	TC_068
	Customer Orientation Program	TC_069
<b>Decision Making</b>	Decision Making in Teams	DI_074
<b>Self-leadership</b>	Self-Leadership for Success	TC_070
<b>Time Management</b>	Time Management	TC_071
	Time Management & Effective Execution	TC_072
	Corporate Training – Time Management Training Course	TC_073
<b>Change Management</b>	Leadership and Change Management	DI_077



## 4. Industry-Wise Training Programs

## 4. 4. Industry-Wise Training Programs

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The Industry Wise section covers the different industries in which DIs and Branch DIs operate. Each industry is addressed individually, with a brief background of the industry, the current needs of the industry and finally some suggested training programs that address these gaps. The needs of the industry have been identified by researching each area, and the sources used have been noted at the bottom of each page.

The training programs have been identified either as 'Refresher/ Introductory' courses or 'Mid career/ Specialized' courses. Refresher or Introductory courses are those that are aimed either at new employees, at employees who have recently changed locations and are therefore new to an industry, or at employees who have not worked in an industry for several years and would like a refresher course. Mid-career or Specialized courses are on more specific or focused topics and are aimed at people with experience in the field, either because the course requires background knowledge or because the topic covered is highly specialized.

When choosing training programs for employees, in addition to considering the expertise level of an employee and the relevant industries based on DI location, it is also important to consider the department to which the employees are aligned and desired level of 'Industry Specific Expertise' competency. For instance, employees in the Enterprise Advisory and Consulting department would require more specialized and specific training courses, as they will be providing guidance to entrepreneurs and other people working in the industries.

Besides the suggested training programs, we also propose Exposure Visits of DI employees to world – class organizations near DI location in the desired industry sectors. Also, DC-MSME can look at joining hands with various industry associations. Both these bodies can leverage each other's strengths to maximize benefits to the industry sector. Details of these associations have been provided in the annexure.

## **4.1 Gems and Jewelry Industry**

### **4.1.1 About the Industry**

- The Gems and Jewelry industry has been growing in recent years and contributed to 14 per cent of the revenues in India's total merchandise exports in 2011-12.
- This sector is integral to the Indian economy, accounting for 17% of the total exports from Indian in 2012-2013.
- The Indian luxury market is growing at a Compounded Annual Growth Rate (CAGR) of 25-30 per cent per annum, and jewelry—the largest segment of the luxury market—accounts for about 50 per cent of the total luxury products sold in the country.
- India is considered to be the hub and one of the most competitive jewelry markets in the world, owing to its low costs of production and availability of highly skilled labor.
- The gems and jewelry industry broadly includes sourcing, processing, manufacturing and selling of precious metals and gemstones such as gold, platinum, silver, diamond, ruby, sapphire, among others.
- According to a report by Technopak, by 2015 the domestic market for gems and jewelry will be around US\$ 35-40 billion, while exports are poised to reach US\$ 58 billion.

**Source:** [IBEF- Gems and Jeweler Industry in India](#)

#### 4.1.2 Industry Needs

- **Designing:** Ability to understand market trends in jewelry and design jewelry accordingly. For example, traditional designs may not be as popular within the international market.
- **Manufacturing:** Understanding of engineering concepts, machines and physical specifications of the design.
  - Currently, learning is typically done through seeing-and-doing, resulting in a broad lack of adequate ability.
- **Export and Retail:** Ability to understand trends in jewelry retail, ability to interact and work with foreign clients, and ability to respond to customer queries.
- **Use of Technology:** ability to identify correct technical parameters, computer knowledge and ability to operate advanced machines.
  - In the gems and jewelry industry in India, technology is not expected to take over manual work completely, and no major shift from manual to automated work is expected. At the same time, the increased use of technology is expected to reduce the need for certain types of personnel engaged in this industry.

**Source:** [NSDC – Skill Gap Analysis Report for Gems and Jewelry Industry](#)

#### 4.1.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Designing</b>	Professional Jewelry Designer (CAD)	IN_001
	Jewelry Design Graduate	IN_002
	Jewelry Design	IN_003
<b>Manufacturing</b>	e - LEARNING	IN_004
	Gemology	IN_005
	Diamonds	IN_006
	Various Short Term Programs— Technology	IN_016
	Design—Design Interpreter for Jewelry Manufacturers	IN_010
<b>Designing Manufacturing</b>	Various Short Term Courses—CAD	IN_011
<b>Export and Retail</b>	Retail Jewelry Business Skills	IN_008
	Accredited Jewelry Professional	IN_014
	Various Short Term Programs— Business	IN_015
	Certificate Program in Jewelry Retailing	IN_009
<b>Use of Technology</b>	Quality Control (Q.C.)	IN_012
	Accelerated Graduate Diamonds	IN_013
<b>Manufacturing Export and Retail</b>	Retail Sales Development Program	IN_007
	IIJS Signature 2014	IN_020
<b>Manufacturing Use of Technology</b>	24 <sup>th</sup> FACETS Sri Lanka	IN_021
<b>Export and Retail Industry Overview</b>	Various Short Term Programs— Gemology	IN_017
<b>Manufacturing</b>	Customized Programs	IN_018
<b>Designing</b>		
<b>Export and Retail</b>		



Industry Need	Training Program Name	Training Code
<b>Industry Overview</b>	Diamond Assortment	IN_019
	Color & Clarity	
	New Cut Grade	
<b>Export and Retail</b>	Merchandising	
	Seminar on Sales Excellence	
<b>Export and Retail Industry Overview</b>	Advanced Program for Jewelers	

## **4.2 Chemicals and Pharmaceuticals Industry**

### **4.2.1 About the Industry**

#### **Pharmaceutical Industry:**

- India is now among the top five pharmaceutical emerging markets globally and is a front runner in a wide range of specialties involving complex drug manufacture, development, and technology.
- According to a study by the Information and Credit Rating Agency of India (ICRA), the industry is expected to show a growth of 10-12 per cent in 2013-2014 and is expected to touch US\$ 35.9 billion by 2016.
- The domestic pharmaceutical market has reported total sales of Rs 6,370 crore (US\$ 1.03 billion) in May 2013, registering a growth of 6.8 per cent, as per IMS Health.
- The cumulative drugs and pharmaceuticals sector has attracted foreign direct investments (FDIs) worth US\$ 11,304.91 million from April 2000 to April 2013.

#### **Chemical Industry:**

- The total market size of the Indian chemicals sector is expected to grow from US\$ 108 billion in 2011 to US\$ 290 billion in 2017.
- Chemicals constitute more than 14 per cent of India's total exports.
- India's growing per capita consumption and demand for agriculture-related chemicals offers a huge scope of growth for the sector in the future. Current usage of specialty chemicals in India is very low; with an increased focus on improving products and usage intensity of specialty chemicals, the industry is poised for strong growth.
- The Government of India has allowed 100 per cent foreign direct investment (FDI) in the Indian chemicals sector and has de-licensed the manufacturing of most chemical products.

**Source:** [IBEF – Indian Pharmaceuticals Industry](#); [Chemicals: March 2013](#)

#### 4.2.2 Industry Needs

- **Good Laboratory Practices:** Technical knowledge of Good Laboratory Practices (GLP) and compliance to processes.
- **Basic chemical processes and SOPs:** Understanding of basic chemical processes and the ability to ensure compliance to Standard Operating Procedures (SOPs).
- **Safety compliance and awareness:** Ability to manage safety and regulatory aspects. Stringently comply with safety guidelines laid down by the government and regulatory bodies of the Chemical and Pharma industry (For Example: USFDA, The Indian Chemical Council (ICC) etc.) with respect to operations, equipment, environment, etc.
- **Quality Control:** Orientation towards quality management and ability to ensure quality standards.
- **Good Manufacturing Practices (GMP):** Knowledge of GMP standards.
- **Knowledge of products:** Technical and functional knowledge of products and ability to explain products to the customers.

**Source:** [NSDC – Human Resource and Skill Requirements for the Chemicals & Pharmaceuticals Sector \(2022\)](#)

#### 4.2.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Good Laboratory Practices</b>	Good Laboratory Practices (GLP)	IN_028
<b>Basic chemical processes and SOPs</b>	Chemical Plant Training	IN_029
<b>Quality Control</b>	Executive Diploma in Quality Assurance and Quality Control	IN_025
	Pharmaceutical Quality Assurance and Control	IN_026
<b>Good Manufacturing Practices (GMP)</b>	Good Manufacturing Practices GMP Awareness Training For Pharmaceutical Industry	IN_023
	GMP training programs	IN_032
	Introduction To Pharmaceutical cGMP	IN_027
<b>Knowledge of products</b>	Chemspec India 2014	IN_030
<b>Basic chemical processes and SOPs Safety compliance and awareness Quality Control</b>	Training Programs for Chemical Industry	IN_024
<b>Good Laboratory Practices Safety compliance and awareness</b>	Safety in Storage, Handling and Management of Hazardous substances in Chemical Industries	IN_031
<b>Good Laboratory Practices Knowledge of products</b>	Training Courses in Pharma Industry	IN_022
<b>As per requirement (Customized Course)</b>	Customized Training Programs - Pharmaceutical & Chemicals	IN_033

## **4.3 Leather Industry**

### **4.3.1 About the Industry**

- Total leather exports from India grew by 10 per cent at \$1,307 million during the period April-June 2013 (the exports touched Rs.73,074.32 million)
- The major markets for Indian Leather & Leather Products are: Germany (12 per cent), UK (11 per cent), USA (10.5 per cent), Hong Kong (10 per cent), Italy (10 per cent), France (5.5 per cent), Spain (5 per cent), Netherlands (4 per cent), UAE (4 per cent), China (2 per cent), and Belgium (2 per cent). These countries together accounted for about 76 per cent of India's total leather exports.
- Export to these major markets registered positive growth during April-June 2013.
- Bata India is the largest player with a market share of almost 35 per cent. Other major players include:
  - Mirza International
  - Relaxo Footwear
  - Liberty shoes
  - Superhouse
  - Crew B.O.S products

**Source:** [www.mydigitalfc.com](http://www.mydigitalfc.com) › My World

#### 4.3.2 Industry Needs

- **Operations:** Understanding of key equipment and the operations of leather producing units.
- **Maintenance of equipment:** Knowledge of maintenance of various hand tools, equipment and machinery.
- **Knowledge of material management:** Knowledge of the material, material planning and coordination to ensure timely and cost effective procurement.
- **International market and changing fashion trends:** Tracking changing fashion trends in the international market. Developing new designs to be in touch with the latest fashion trends.
- **Process safety and Hazard assessment:** Awareness of health and safety standards.
- **Design** - Developing new designs in line with with the latest fashion trends.
- **Quality** – Product quality is critical as customers, especially international, are extremely quality conscious.

**Source:** [NSDC – Skill Gap Analysis Report for Leather and Leather Goods Industry](#)

#### 4.3.3 Suggested Programs

Industry Need	Training Program Name	Training Code
Operations	CAD Course for Footwear Design	IN_037
International market and changing fashion trends	Reflections 2014- International Conference on Fashion, Retail and Management	IN_038
Knowledge of material management	Purchasing Management	IN_039
	Supply Management	IN_040
	Warehouse Management	IN_041
Operations	CAD Course for Footwear Design	IN_037
Operations Design	Program in Leather Goods Design Course	IN_034
Operations Knowledge of Material Management	Practical leather technology	IN_036
Design Quality Operations Maintenance of equipment Process safety and Hazard assessment	Executive Training Program in Leather Processing Technology	IN_035
	Quality Control Methods in	
	i. Leather Manufacture	
	ii. Footwear Manufacture	
	Executive Training Program in Footwear Manufacture	
	Sole Mold Design & Manufacture	
	Machine Operations for Footwear	
	Executive Training Program in Leather goods Manufacture	
	Maintenance of Machineries in Leather Goods & Garments Industries	
	Executive Training Program in Leather Garments Manufacture	
	Leather Garment Pattern Designing	
	Training Program for the Analysis of Arylamine Based Dyes	
	Consequence Analysis of Chemical Accidents	
	Hazard & Operability Studies	
	Safety Audit	
	Advances in Process Safety and Quantitative Hazard Assessment	
	Pollution Control	
	i. Analysis of Water	
	ii. Treatment Methods	
	Utilization of Animal By Products	

## **4.4 Textile Industry**

### **4.4.1 About the Industry**

- Abundant availability of raw materials such as cotton, wool, silk and jute and skilled workforce has made India a sourcing hub. The Indian textile industry is set for strong growth, buoyed by both strong domestic consumption as well as export demand.
- India's technical textile industry is an emerging area for investments with good growth opportunities.
- The sector contributes about 14 per cent to industrial production, 4 per cent to the gross domestic product (GDP), and 11 per cent to the country's export earnings.
- The market is expected to grow to US\$ 31 billion by 2020, at a compound annual growth rate (CAGR) of 10 per cent.
- The industry (including dyed and printed) attracted foreign direct investments (FDI) worth Rs 5,831.02 crore (US\$ 854.78 million) during April 2000 to May 2013.
- The Government of India has promoted a number of export promotion policies for the textile sector in the Union Budget 2011-12 and the Foreign Trade Policy 2009-14. It has also allowed 100 per cent FDI in textiles under the automatic route.

**Source:** [IBEF- Textile Industry in India; 4 aims](#)



#### 4.4.2 Industry Needs

- **Lack of adequate knowledge to source from international destinations:** Awareness of the latest price trends and sourcing destinations is limited to the domestic market.
- **Production:** Awareness of production methods and machines.
- **Quality control:** Complete awareness and understanding of quality parameters.
  - This is because a large number of managers have been elevated by experience rather than by formal training.
- **Latest fashion trends in the international markets:** Ability to modify existing designs to suit the current trends in the market. Keep abreast with the latest fashion trends in the key markets- the designer should be aware of the colors, contours etc. that are in vogue.
- **Costing:** Thorough understanding of various factors affecting costing.

**Source:** [NSDC – Human Resource and Skill Requirements in the Textile Industry](#)

#### 4.4.3 Suggested Programs

Industry Need	Training Program Name	Training Code
Production	Freshers and refresher training for spinning mill operatives	IN_044
	Productivity Improvement Tools & Techniques	IN_056
	Spinning Process for Waste Minimization	IN_059
Quality Control	QA/QC Training	IN_052
	Garment/ Home textile Inspection (AQL Inspection)	IN_053
	Professional Approach to QC in Textile Products	IN_055
Latest fashion trends in the international markets	Reflections 2014- International Conference on Fashion, Retail and Management	IN_038
	Fashion Management Short Term Course – Level 1	IN_050
Industry Overview	Indian Textile Journal	IN_060
	Practical Approach to Understand Textiles	IN_047
Production Quality control Costing	Skill Up gradation/Refresher Programs	IN_042
Quality control Latest fashion trends in the international markets Additional Needs Covered: Manufacturing	Refresher Programs on Technical textile	IN_043
Quality control Additional Needs Covered : Technical Aspects of Manufacturing	Technical Textiles	IN_045
Production Costing	Merchandiser Training	IN_046
Quality Control Latest fashion trends in the international markets	Principles of Textile Testing	IN_054
Quality control Additional Needs Covered : Manufacturing	Technical Awareness for Merchandisers	IN_048
Production Quality control	Fundamentals of Garment Manufacturing	IN_049
Production Costing Quality Industry Overview	Training and development of technical staff in the textile industry	IN_051

Industry Need	Training Program Name	Training Code
Production Quality Control Additional Needs covered: Manufacturing	Certificate in Production Technology	IN_057
	Diploma in Garment Production Technology	
	Diploma in Garment Quality Control	
	Certificate Course in Quality Control	
	Certificate Course in Garment Merchandising	
	Certificate Course in Garment Manufacturing	
	Computer Aided Design Apparel Textiles	
Knowledge to source from international destinations Costing	Fashion Management Short Term Course – Level 2	IN_058

## **4.5 Electrical and Electronic goods Industry**

### **4.5.1 About the Industry**

- The Electronics and Electrical goods industry includes products such as alternators, cables, capacitors, circuit breakers, connectors, control equipment, displays, fuses, generators, isolators, lighting equipment, semiconductors, switches, relays, sensors, switches, circuit boards, power electronics components, isolators, meters, and motors.
- Indian electronics market is expected to grow to US\$ 400 billion by 2020 from US\$ 69.6 billion currently.
- This industry is also witnessing consolidation, such as mergers and acquisitions and collaborations with foreign companies. Thus, a new wave of industrialization is offering several business opportunities for the Electronics and Electrical goods market players.
- The Government of India has permitted 100 per cent FDI in the electronics hardware manufacturing sector under the automatic route.
- The Government has also launched Export Promotion Capital Goods (EPCG) and Electronic Hardware Technology Park (EHTP) schemes to allow import of electronic capital goods without paying any custom duty and to provide benefits such as duty waivers and tax incentives, to companies that replace certain imports with local manufacturing.

**Source:** [Business Vibes](#); [IBEF- Electronics](#)

#### 4.5.2 Industry Needs

- **Basic and Advanced Manufacturing Skills:** Awareness of productivity measurement and process control; awareness of recent trends and development in the industry
- **Knowledge of latest products:** Knowledge about the manufacturing of new products in the sector (Flat TVs, LCD TVs, Plasma TVs), knowledge of PCB assembly/ population and understanding of components being used in the latest products in the sector
- **Compliance to various norms:** Adherence to quality, safety and cleanliness norms, meeting pollution control laws, etc.
- **Research and Development:** Boosting research in electronics enabling efficient energy usage, green products etc.
- **Knowledge of maintenance:** Regular and preventive maintenance of manufacturing plant and equipment.

**Source:** [NSDC – Human Resource and Skill Requirements in the Electronics and IT Hardware Industry](#)

#### 4.5.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Basic and Advanced Manufacturing Skills</b>	IPC/WHMA-A-620 Training and Certification Program	IN_070
<b>Knowledge of latest products</b>	LED Basics	IN_061
	LEDs and Trends	IN_062
	Digital Electronics Concepts and its Industrial Applications	IN_063
<b>Research and Development</b>	Advanced Training	IN_067
<b>Knowledge of maintenance</b>	Maintenance and Servicing of Electronics Test Equipment	IN_064
<b>As per requirement (Customized Course)</b>	Tailor Made Courses	IN_066
<b>Basic and Advanced Manufacturing Skills Compliance to various norms</b>	Basic Training	IN_065
<b>Compliance to various norms Basic and Advanced Manufacturing Skills</b>	IPC-A-600	IN_068
<b>Compliance to various norms Basic and Advanced Manufacturing Skills</b>	IPC-A-610 Acceptability of Electronics Assemblies Training and Certification Program	IN_069

## **4.6 Plastic Industry**

### **4.6.1 About the Industry**

- The plastic industry in India has made significant achievements since commencing production of polystyrene in 1957. The plastic industry in India symbolizes a promising industry and at the same time helps in creating new employment opportunities for the people of India.
- The Indian plastic processing industry is highly fragmented and comprises 30,000 firms. Barring 10%- 15% of the firms, which can be classified as medium scale operations, all the units operate on a small-scale basis.
- A large investment in telecom, ports, roads, power, and railways, has ensured that this sector will continue to grow at more than 10% per annum, for several years to come. The focus on 'plasticulture' in the agricultural sector – envisaged coverage of 17 million hectares under micro-irrigation schemes, will further boost the prospects of the plastics industry.
- The plastics processing industry is a source of great potential for global businesses. There is tremendous scope for innovative technological up gradations and thus rapid growth of the sector. Overall turnover of the plastic processing industry – which currently stands at USD 17.5 billion, is expected to touch USD 20.3 billion in 2012 and further USD 27 billion by 2015.

**Source:** [Indian Plastics Industry set for exponential growth in 2012](#)

#### 4.6.2 Industry Needs

- **Economies of Scale:** Ability to become competitive by :
  - Modernizing processing facilities
  - Improving labor productivity
  - Increase utilization of critical plastic applications
- **Machine Operations:** Understanding of technical aspects, trouble shooting and diagnostics for machine and set up problems, optimize machine operations with new materials

**Source:** [Research and Markets: Plastic Industry in India \(2011-15\)](#)



#### 4.6.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Economies of Scale</b>	Indian Plastics Association Diploma	IN_071
	Product Development/Processing of Plastics/ Machine Maintenance	IN_073
	Modular Term Programs	IN_075
	Entrepreneurship Development Programs	IN_076
<b>Machine Operations</b>	Design/Tooling/CAD/CAM/CNC Program	IN_072
<b>Economies of Scale Additional Needs Covered: Quality Control</b>	Testing and Quality Improvement	IN_074
<b>Economies of Scale Machine Operations</b>	Various Short Term Courses/ Long Term Courses	IN_077

## **4.7 Glass and Ceramics Industry**

### **4.7.1 About the Industry**

- India's Glass & Ceramics Sector is globally well known for its latent demand and unlimited opportunities.
- The glass industry in India is quite old and well established. The Indian glass industry has been growing across all segments.
- Over the last two decades, Indian Ceramics and Glass Industry has made great strides in terms of technology, quality, product range and scale. As a result of this, many multinational and global industry leaders have established their presence in India.
- India's ceramic tile industry emerged in the 1950s. Tiles form the most significant part of the Indian ceramics industry and consist of floor tiles (46 per cent), vitrified and porcelain tiles (12 per cent) and wall tiles (42 per cent). The floor tiles segment is growing faster than wall tiles. The Indian ceramic tile industry is estimated at US\$ 0.35 billion

**Source:** [Glass and Ceramics- MARKET & OPPORTUNITIES](#)

#### 4.7.2 Industry Needs

- **Lack of adequate knowledge to source from international destinations:** Awareness of the latest price trends and sourcing destinations is limited to the domestic market.
- **Efficient manufacturing processes:** Awareness of innovative ways to improve energy efficiency and also to explore alternate sources of energy. Safety and environmental requirements are also key drivers of costs in this area.
- **Technology:** Awareness of technology is a key success factor in the industry today. Segments are highly competitive, demanding and well integrated with global trends. Hence, supplying to key players will require the manufacturers to be capable of developing technically advanced products and customizing specifications to user requirements.
- **Supply chain management and distribution:** Capabilities in managing the distribution chain need to be developed to ensure on time delivery every time. Managing global supply chains is the new challenge for exporters. This will involve developing the right structure, processes and technology support for supply chain management.

**Source:** [Glass and Ceramics- MARKET & OPPORTUNITIES](#)

#### 4.7.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Efficient manufacturing processes</b>	Training & demonstration programs (HRD)	IN_078
<b>Supply chain management and distribution</b>	Advanced Program In Supply Chain Management (APSCM)	IN_080
<b>Lack of adequate knowledge to source from international destinations</b>	Indian Ceramics 2014	IN_082
<b>Technology Efficient manufacturing processes</b>	Ceramics Processing Technology	IN_079
	Fundamentals of Glass Technology	IN_081
	4th International Exhibition for Glass: Production, Processing and Products	IN_083
	e-Learning Modules	IN_084

## **4.8 Biotechnology Industry**

### **4.8.1 About the Industry**

- India is amongst the top 12 biotech destinations in the world and ranks second in Asia. It is the largest producer of recombinant Hepatitis B vaccine in the world.
- The market size of Indian biotechnology industry was US\$ 4.3 billion during the Financial Year 2013 and is expected to grow to US\$ 11.6 billion by 2017.
- Biopharmaceuticals contribute 62% of the Indian biotech industry.
- India's large population is a huge market for biotech products and services. Rising investments from domestic and foreign players, 100 per cent foreign direct investment (FDI) through automatic route for manufacturers of drugs and pharmaceuticals and a low cost and skilled labor force are some of the growth drivers.
- India's Biotech industry is growing at an average rate of 20% year-on year.
- While the Indian workforce in the field of Biotechnology is well educated, since the biotechnology areas are developing rapidly, there is always a need for keeping oneself up-to-date to the latest developments in the field.
- According to a report by Frost and Sullivan, the global industry size is set to reach \$433 billion by 2015.
- India has missed the \$5 billion mark it was estimated to achieve by 2010, according to global research and consulting firm Frost and Sullivan (F&S).
- As per the F&S survey, Indian generic companies should focus on unregulated and semi-regulated markets for the short term and super biosimilars in the long term.
- The Global biopharmaceutical market, worth about US\$137 billion today, according to industry estimate is expected to touch US\$319 billion by 2020 of which Indian biopharmaceuticals market share is a miniscule 1.4 per cent of it (at around US\$2 billion) even though it is logging over 30 per cent growth rate.

**Source:** [IBEF- Biotechnology](#); [Talent demand for R&D, sales & marketing, customer solutions in Biotech sector](#); [FICCI](#)

#### 4.8.2 Industry Needs

- **Product innovation and research in the biotech sector:** New ideas and concepts in the development of new tools for research, new processes for manufacturing and innovative business models.
- **Multiple scientific disciplines:**
  - **Knowledge of scientific disciplines** such as molecular and cell biology, chemistry, physics, engineering, bioinformatics, medicine, agriculture, microbiology, technology transfer & commercialization, bio enterprise & bio financing.
  - **Knowledge of various fields in biotechnology:** Agriculture & Food Biotechnolog, Bio-resources, Bio-engineering & Nano-Biotechnology, etc.
- **Quality Control:** Ensure quality and affordability for global trade.

**Source:** [National Biotechnology Development Strategy](#)

#### 4.8.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Multiple scientific disciplines</b>	Bioinformatics	IN_085
	Basic Bioinformatics For Biological Data Analysis	IN_086
	Basic Biotech Training	IN_087
	Biofertilizers & Biopesticides Production	IN_089
	Other Biotechnology Training Programs	IN_090
	MATLAB Language Operations and Its Applications in Bioinformatics	IN_094
	Advanced Biotech Training	IN_096
	Industrial Biotech Training	IN_097
<b>Industry Overview</b>	Receptor Based Drug Modeling	IN_095
<b>Quality Control Additional Needs Covered: Good Manufacturing Practices (GMPs) Good Laboratory Practices (GLPs)</b>	Microbial QC & Testing	IN_088
<b>Quality Control Additional Needs Covered: Good Manufacturing Practices (GMPs)</b>	Certificate Course in Pharma Regulatory Affairs	IN_091
<b>Multiple scientific disciplines Product innovation and research in the biotech sector</b>	Awareness Program	IN_092
	Industrial Microbiology	IN_093

## 4.9 Agro and Food Processing Industry

### 4.9.1 About the Industry

- The Indian food processing industry stands at US\$ 121 billion in 2012 and is estimated to touch US\$ 194 billion by 2015.
- The food processing industry is one of the largest industries in India, ranking fifth in terms of production, growth, consumption, and export.
- The food processing industry contributes 7 per cent to India's GDP.
- The sector employs 48 million people, 13 million workers directly and 35 million indirectly.

S.No.	FPI Units in MSME Sector			
	Principal Characteristics	Unit	Registered Units	Un-Registered Units
1	Working Enterprises	Lakh	2.23	22.89
2	Employment	Lakh	14.68	48.31
3	Original Value of Plant & Machinery	Rs. Crore	13,261	14,431
4	Market Value of Fixed Assets	Rs. Crore	60,196	31,106
5	Gross Output	Rs. Crore	137,287	51,561
6	Gross Input	Rs. Crore	94,628	30,264
7	Gross Value Added	Rs. Crore	42,659	21,297

Source: MSME Census, 2006-07

**Source:** [IBEF - Food Industry India](#) ; [CCI Report – Food Processing Sector in India](#)



#### 4.9.2 Industry Needs

- **Packaging (in Cans, Poly-packs):** Product innovation – packaging, look and feel
- **Working in hygienic conditions:** Understanding the basic quality requirements and ways to maintain hygienic conditions
- **Equipment:** Basic operation and maintenance of food processing equipment
- **Good Manufacturing Practices:** Basic principles of operation that a food processor should follow to produce a consistent, quality food product.
- **Compliance to quality and safety:** Ensuring quality and sustained branding
- **Knowledge of quality standards:** Compliance to ISO, FAO, HACCP

**Source:** [NSDC- Human Resource and Skill Requirements in the Food Processing Sector](#)

#### 4.9.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Packaging (in Cans, Poly-packs)</b>	Consumer Packaging: Challenges & Opportunities	IN_106
	In-Laboratory Hands-On Training For Testing and Evaluation Of Packages	IN_099
<b>Equipment Good Manufacturing Practices</b>	Dairy Technology for Non Dairy Technologists	IN_098
<b>Equipment Additional Needs Covered: Technology</b>	Technology Business Incubator (TBI)	IN_100
<b>Good Manufacturing Practices Knowledge of quality standards</b>	Hazard Analysis Critical Control Point (HACCP) certification	IN_101
<b>Good Manufacturing Practices Compliance to quality and safety</b>	Executive Diploma in GMP	IN_102
<b>Compliance to quality and safety Additional Needs Covered: Good Laboratory Practices (GLPs)</b>	Laboratory practices in Dairy and Food Plant	IN_103
<b>Knowledge of quality standards Compliance to quality and safety</b>	Laboratory Quality Management System and Internal Audit	IN_104
<b>Working in hygienic conditions Knowledge of quality standards</b>	GMP/GHP- Schedule 4 of Food Safety & Standards Regulations.	IN_105

## 4.10 Auto and Auto Component Industry

### 4.10.1 About the Industry

- The Indian automobile sector is poised for steady and strong growth in the future. The Indian automobile industry holds good growth potential for the mid-term and long term horizon
- The increasing growth in demand on the back of rising incomes, expanding middle class and young population base, in addition to a large pool of skilled manpower and growing technology, will propel India to be among the world's top five auto-producers by 2015.
- The Government of India plans to introduce fuel-efficiency ratings for automobiles to encourage sale of cars that consume less petrol or diesel.
- India is probably the most competitive country in the world for the automotive industry. It does not cover 100 per cent of technology or components required to make a car but it is giving around 97 per cent.
- The sector has moderate direct employment and significant indirect employment; it is estimated that the sector provides direct and indirect employment to over 13 million people.

**Source:** [IBEF- Automobile Industry in India](#)

#### 4.10.2 Industry Needs

- **Materials and processes:** Technical knowledge of materials and processes
- **Design to Manufacturing Capability:** Ability to read and understand drawings for purchase of engineering goods / components. Also, ability to convert OEM designs into manufacture-able in-house designs
- **Innovation:** Ability to innovate and suggest new ideas especially in promoter driver organizations.

**Source:** [NSDC – HR and Skills requirement in the Auto & Auto Components Sector \(2022\)](#)

#### 4.10.3 Suggested Programs

Industry Need	Training Program Name	Training Code
<b>Design to Manufacturing Capability</b>	Proficiency Improvement Programs (PIP)	IN_108
<b>Materials and processes</b>	Basic Course on Automobile Technology	IN_107
	Advanced Course on Automobile Technology	IN_110
	Modular Courses	IN_111
<b>Innovation</b>	Nurturing Innovation Culture in Indian Industry	IN_112
<b>Industry Overview</b>	Auto Expo 2014 -Component Show	IN_113
<b>Design to Manufacturing Capability Materials and processes</b>	Domain Programs for Industry	IN_109

## **4.11 Service Industry**

### **4.11.1 About the Industry**

- The services sector is a vital cog in the wheel of the Indian economy. The sector, accounting for 60 per cent of the gross domestic product (GDP), grew 5 per cent in the Financial Year 2013.
- The Indian service industry has emerged as one of the largest and fastest-growing sectors on the global landscape and hence has made a substantial contribution towards global output and employment. Growing at faster pace as compared to agriculture and manufacturing sectors, Indian service segment comprises of wide range of activities, such as trading, transportation and communication, financial, real estate and business services, as well as community, social and personal services.
- The services industry comprises of various industry sub-segments which are poised to mark immense growth in the years to come.

**Note: The training programs has been identified for three key service industry sectors in India – Travel and Tourism, IT services and Retail Management.**

**Source:** [IBEF: - Service Sector](#)

#### 4.11.2 Suggested Programs

Industry Need	Training Program Name	Training Code
IT Skills	Basic Computer Programs	IN_114
IT Services	Custom Training	IN_115
	Technical Events and Conferences	IN_116
Retail Management	Retail Management Program	IN_117
	Retail Strategy and Resource Management Program	IN_118
Knowledge of Travel and Tourism	International Air Transport Association Foundation	IN_119
	International Air Transport Association Consultant	IN_120



## 5. Annexures

## 5. Annexures

<b>Code</b>	DI_001
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Certified Exit Planning Advisor (CEPA) Program
<b>Institute Name</b>	Exit Planning Institute
<b>Venue/ Location</b>	Chicago, USA
<b>Course Overview: (taken from website)</b> The CEPA Program offers professionals an innovative learning experience, performance-enhancing resources, and the strategic tools to help them advance their exit planning practice.	
<b>Dates/ Duration</b>	5 Days; next dates to be confirmed
<b>Fees</b>	INR 277290 (USD 4,500)
<b>Link</b>	<a href="https://www.exit-planning-institute.org/#">https://www.exit-planning-institute.org/#</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	

<b>Code</b>	DI_002
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Certified Business Exit Consultant™
<b>Institute Name</b>	Pinnacle Equity Solutions
<b>Venue/ Location</b>	Massachusetts, USA
<b>Course Overview: (taken from website)</b> This is a five day training course, which begins with a 2-day exit planning workshop. After the training days, participants will put their practice management training to work by going out into the marketplace and continuing their discussions with business owners about their exit plans.	
<b>Dates/ Duration</b>	May 5th - 9th, 2014
<b>Fees</b>	INR 277290 (USD 4,500)
<b>Link</b>	<a href="http://www.certifiedbusinessexitconsultant.com/index.php?option=com_content&amp;view=article&amp;id=5&amp;Itemid=12">http://www.certifiedbusinessexitconsultant.com/index.php?option=com_content&amp;view=article&amp;id=5&amp;Itemid=12</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	



<b>Code</b>	DI_003
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Webinar
<b>Training/Course Name</b>	Seven Myths About Selling Your Business
<b>Institute Name</b>	National Federation of Independent Business
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>How company valuations are really determined</li> <li>Crucial steps to prepare to sell your business</li> <li>How to time the market to maximize company value</li> <li>Understand the life cycle of every business</li> <li>What my role will be after I sell my company</li> </ul>	
<b>Dates/ Duration</b>	1 hour, on demand
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.nfib.com/webinars/selling-your-business">http://www.nfib.com/webinars/selling-your-business</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	

<b>Code</b>	DI_004
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Webinar
<b>Training/Course Name</b>	Exit Strategy Planning & Preparation Webinars
<b>Institute Name</b>	Exit Strategy Management
<b>Venue/ Location</b>	Not Applicable
<b>Webinar Topics: (taken from website)</b> There are a variety of webinars offered. Topics include: <ul style="list-style-type: none"> <li>Anticipation and transitioning</li> <li>Answering key questions</li> <li>Looking at lifestyles</li> <li>Retirement and financial stress</li> <li>Scheduling and routines</li> <li>New careers and interests</li> <li>Boundaries and expectations</li> </ul>	
<b>Dates/ Duration</b>	1 hour, conducted bi-monthly
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.retirementchanges.com/webinars/">http://www.retirementchanges.com/webinars/</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	

<b>Code</b>	DI_005
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Mentoring
<b>Training/Course Name</b>	TFE Exit-Smart Online Mentoring Program
<b>Institute Name</b>	Training for Entrepreneurs.com
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> This comprehensive training and mentoring program focuses on when, why, and how to create a business exit plan. This business exit plan becomes a roadmap for growing the company, exiting it within a realistic, well-defined time period, and realizing its maximum dollar value.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.trainingforentrepreneurs.com/mentoring-programs/exit-smart-group">http://www.trainingforentrepreneurs.com/mentoring-programs/exit-smart-group</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	

<b>Code</b>	DI_006
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of SED</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	India: Sustainable Development and Social Change
<b>Institute Name</b>	SIT Study Abroad
<b>Venue/ Location</b>	India
<b>Course Contents: (taken from website)</b> This program aims to help the participant to: <ul style="list-style-type: none"> <li>Develop an awareness of the need for sustainable development and the challenges/opportunities for business sustainability.</li> <li>Develop awareness of the evolution of environmental sustainability concepts and associated governmental regulations and business response on a global scale.</li> <li>Develop an understanding of the state-of-the-art practices in sustainable product development and manufacturing including industrial ecology, life cycle assessment and modeling techniques.</li> <li>Gain an appreciation of the complexities associated with operationalizing sustainability in the framework of traditional business models for assessing return on investment in new products, production and operational initiatives.</li> <li>Review the range of general management issues in addressing sustainability and to develop decision-making skills in development of sustainable products for commercial success.</li> </ul>	
<b>Dates/ Duration</b>	Aug 31 - Dec 13, 2014
<b>Fees</b>	INR 1109160 (USD 18,000)
<b>Link</b>	<a href="http://www.sit.edu/studyabroad/overview_ind.cfm?cp=2014SFA">http://www.sit.edu/studyabroad/overview_ind.cfm?cp=2014SFA</a>

<b>Code</b>	DI_007
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of SED</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Sustainable Product Development
<b>Institute Name</b>	Stanford University
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> This program aims to help the participant to: <ul style="list-style-type: none"> <li>Develop an awareness of the need for sustainable development and the challenges/ opportunities for business sustainability.</li> <li>Develop awareness of the evolution of environmental sustainability concepts and associated governmental regulations and business response on a global scale.</li> <li>Develop an understanding of the state-of-the-art practices in sustainable product development and manufacturing including industrial ecology, life cycle assessment and modeling techniques.</li> <li>Gain an appreciation of the complexities associated with operationalizing sustainability in the framework of traditional business models for assessing return on investment in new products, production and operational initiatives.</li> <li>Review the range of general management issues in addressing sustainability and to develop decision-making skills in development of sustainable products for commercial success.</li> </ul>	
<b>Dates/ Duration</b>	Next course dates to be confirmed
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="https://novoed.com/sustain264">https://novoed.com/sustain264</a>

<b>Code</b>	DI_008
<b>Competency</b>	<ul style="list-style-type: none"> <li>IPR related expertise</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Management of intellectual Property Rights: Global Systems and National Opportunities
<b>Institute Name</b>	Indian Institute of Management
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Not Specified</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://dcmsme.gov.in/trainings.htm">http://dcmsme.gov.in/trainings.htm</a>

<b>Code</b>	DI_009
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Awareness of regulatory frameworks</li> <li>• Awareness of financing for MSMEs</li> <li>• IPR related expertise</li> </ul>
<b>Learning Methodology</b>	Long term courses (E-Training with occasional In-Person sessions when there are sufficient people in the same city)
<b>Training/Course Name</b>	Diploma in Entrepreneurship Administration and Business Laws
<b>Institute Name</b>	National University of Juridical Sciences
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Structuring a Business</li> <li>• Corporate Governance</li> <li>• Management Practices and Laws</li> <li>• Financing Business and Raising Investment</li> <li>• Employee Management and Labor Law</li> <li>• Information Technology and Law</li> <li>• IPR Law -Trademark, Patent, Copyright, Trade Secrets &amp; Integrated Circuits</li> <li>• Arbitration and Dispute Resolution</li> <li>• Taxation, basic accounting, import-export and customs duty</li> <li>• Overview of major sectoral and industry-specific legislations</li> <li>• Government Tenders and Contracts</li> </ul>	
<b>Dates/ Duration</b>	12 months (approximately 3-4 hours per week)
<b>Fees</b>	INR 23,000
<b>Link</b>	<a href="http://startup.nujs.edu/">http://startup.nujs.edu/</a>

<b>Code</b>	DI_010
<b>Competency</b>	<ul style="list-style-type: none"> <li>Trade (import/ export) related expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	<ul style="list-style-type: none"> <li>Country/ Product Specific Export Program For SSEs</li> </ul>
<b>Institute Name</b>	Entrepreneurship Development Institute of India
<b>Venue/ Location</b>	Gujarat, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Impart necessary general knowledge on export marketing, procedure and documentation, costing and pricing, terms of payment, export finance and insurance and role of various export promotion organizations, method of assessing export capability of individual units</li> <li>Familiarize the participants with the existing business opportunities in the specific country</li> <li>Discuss with the participants various marketing strategy for promoting exports to the selected country</li> <li>Identify products which have good market potential</li> <li>Inform the participants about various export promotion schemes offered by SIDBI to small scale exporters</li> <li>Apprise them on how to promote joint ventures and technical collaborations among small and medium enterprises from India and the select countries.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ediindia.org/PerformCore2.asp">http://www.ediindia.org/PerformCore2.asp</a>

<b>Code</b>	DI_011
<b>Competency</b>	<ul style="list-style-type: none"> <li>Marketing and branding expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Marketing and Branding - A Three Pronged Approach
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <p>The program content is divided into three blocks (the tripodal approach)</p> <ul style="list-style-type: none"> <li>The first block deals with creating value and segmenting, targeting and positioning techniques</li> <li>The second block deals with management of product-lines and brands and would provide an overview relating to the linkages between various factors involved in product management / brand management</li> <li>The third part deals with the basics of and customer relationship management</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 42,000
<b>Link</b>	<a href="http://tinyurl.com/mqazbev">http://tinyurl.com/mqazbev</a>

<b>Code</b>	DI_012
<b>Competency</b>	<ul style="list-style-type: none"> <li>Project Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Project, Program and Portfolio Management
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Strategic Market Analysis: Examines the external market environment and the fit or adaptations required by the firm to cater to market needs</li> <li>Project fundamentals: The topics covered include Risk Management, Commercials, Team Performance, and Stakeholder Communications.</li> <li>Tools: These comprise the “science” of project management – WBS and estimation, Realistic scheduling and resources, Budget and cash flow, Monitoring progress and the Earned Value Method.</li> <li>Some Extensions: Project dynamics, Common project problems, “Agile” project management.</li> <li>Enterprise Project Management: program management, Real time options, Portfolio selection and management.</li> <li>MS Project: Software fundamentals through the use of MS Project.</li> </ul>	
<b>Dates/ Duration</b>	10 - 12 February, 2014
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://tinyurl.com/nb9e7co">http://tinyurl.com/nb9e7co</a>

<b>Code</b>	DI_013
<b>Competency</b>	<ul style="list-style-type: none"> <li>Project Management</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Project Management Professional (PMP)®
<b>Institute Name</b>	Project Management Institute, Inc.
<b>Venue/ Location</b>	Multiple, India
<b>Broad Description: (taken from website)</b> <p>This recognition is seen through increased marketability to employers and higher salary; according to the PMI Project Management Salary Survey–Seventh Edition, certification positively impacts project manager salaries.</p>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 34,200 (USD 555)
<b>Link</b>	<a href="http://www.pmi.org/en/Certification/Project-Management-Professional-PMP.aspx">http://www.pmi.org/en/Certification/Project-Management-Professional-PMP.aspx</a>

<b>Code</b>	DI_014
<b>Competency</b>	<ul style="list-style-type: none"> <li>Project Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Project Management
<b>Institute Name</b>	Indian Institute of Management, Calcutta
<b>Venue/ Location</b>	Kolkata, India
<b>Course Contents: (taken from website)</b> This four-and-a-half-day program aims to help participants develop skills to plan, execute, monitor and control during various phases of a project and to apply different project management techniques for the optimal utilization of resources.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 50,000
<b>Link</b>	<a href="http://programslive.iimcal.ac.in/calendar/project-management-1">http://programslive.iimcal.ac.in/calendar/project-management-1</a>

<b>Training Code</b>	DI_015
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of Business Strategies</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Innovation in Business Models and Strategies for High Profit Businesses
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b> The workshop provides a framework for looking at issues from market space and profitability perspective and look at new go to market strategies, expanding revenue streams and come out with new products and services. While doing so it focuses on opportunities presented by key enablers like technology deployment, innovation and entrepreneurial energy in day today activities.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Marketing-Innovation-in-Business-Models-Strategies-High-Profit-Businesses.htm?management=Marketing&amp;addurl=S00100&amp;Ref=IIMBsitle">http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Marketing-Innovation-in-Business-Models-Strategies-High-Profit-Businesses.htm?management=Marketing&amp;addurl=S00100&amp;Ref=IIMBsitle</a>

<b>Training Code</b>	DI_016
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of Business Strategies</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Business Forecasting
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b> The objective of this program is to present a comprehensive view of the various tools and techniques used in forecasting for managerial decision making including the problem of demand estimation, market size determination, sales projections, analyzing and predicting stock prices. The methodology, covering various time series analysis techniques, as well as regression methods, will be presented with appropriate mix of case analysis and numerical demonstration with the aid of software packages so as to enable the participants to meet their own forecasting needs.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/OperationsQT_Business%20Forecasting.htm?management=OperationsAndQT&amp;addurl=S00620&amp;Ref=IIMBsite">http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/OperationsQT_Business%20Forecasting.htm?management=OperationsAndQT&amp;addurl=S00620&amp;Ref=IIMBsite</a>

<b>Training Code</b>	DI_017
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of Business Strategies</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Start a Business
<b>Institute Name</b>	My Own Business
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>Deciding on a business</li> <li>The business plan (updated)</li> <li>Home based businesses</li> <li>Financing the business</li> <li>Business organization</li> <li>Licenses and permits</li> <li>Business insurance</li> <li>Communication tools</li> <li>Buying a business or franchise</li> <li>Location and leasing</li> <li>Accounting and cash flow</li> <li>E-Commerce</li> <li>Opening and marketing</li> <li>Managing employees</li> <li>Expanding and handling problems</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable (at own pace)
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.myownbusiness.org/">http://www.myownbusiness.org/</a>



<b>Training Code</b>	DI_018
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of Business Strategies</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Business Expansion
<b>Institute Name</b>	My Own Business
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>Getting financial controls in place</li> <li>Getting your team in place</li> <li>Customer feedback</li> <li>Achieving lowest expenses</li> <li>Develop negotiating skills</li> <li>Alternatives for capital allocation</li> <li>E-commerce</li> <li>Growth by duplication</li> <li>Vertical integration</li> <li>Franchising your business</li> <li>Global expansion</li> <li>Buying businesses</li> <li>Public ownership</li> <li>Selling your business</li> <li>Considerations for family succession</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable (at own pace)
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.myownbusiness.org/">http://www.myownbusiness.org/</a>

<b>Code</b>	DI_019
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of Business Strategies</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Business Counseling & Consultancy Services for Growth & Expansion of SMEs in Developing Countries
<b>Institute Name</b>	Entrepreneurship Development Institute of India
<b>Venue/ Location</b>	Gujarat, India
<b>Website Topics: (taken from website)</b> <ul style="list-style-type: none"> <li>Understanding the process of achieving 'Growth' of SMEs and its implications.</li> <li>'Performance audit' and 'Potential audit' of existing SMEs – methodology.</li> <li>Assessing and developing Entrepreneurial Competencies of existing entrepreneurs for the growth and expansion of their enterprises.</li> <li>Planning, implementing and evaluating 'growth plans' of SMEs through "EDI Model of Growth Programs."</li> <li>Business Counseling – Tools &amp; Techniques</li> <li>Business Consulting for SMEs - Tools &amp; Techniques</li> <li>Visit to industries &amp; organizations</li> </ul>	
<b>Dates/ Duration</b>	March 3- April 11, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ediindia.org/InterCore6_2.asp">http://www.ediindia.org/InterCore6_2.asp</a>

<b>Code</b>	DI_020
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of business exit plans</li> </ul>
<b>Learning Methodology</b>	Independent reading
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	National Federation of Independent Business
<b>Venue/ Location</b>	Not Applicable
<b>Website Topics: (taken from website)</b> <ul style="list-style-type: none"> <li>3 Ways to Value a Business for Sale</li> <li>Picking the Right Broker to Sell Your Business</li> <li>What to Consider Before Filing for Bankruptcy</li> <li>Exit Strategy: Merger, IPO or Sale?</li> <li>How to Sell a Professional Practice</li> <li>5 Common Missteps in Succession Planning</li> <li>6 Tips for Finding and Training a Successor</li> <li>Planning Your Exit Strategy: Small Business Valuation</li> <li>Smooth Selling</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.nfib.com/business-resources/sell-my-business">http://www.nfib.com/business-resources/sell-my-business</a>
<b>Remarks:</b> All courses for this competency are from international institutes because the course content provided by these institutes is at a higher level and is more in depth than courses offered in India	

<b>Code</b>	DI_021
<b>Competency</b>	<ul style="list-style-type: none"> <li>Event Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Basic Managerial Competence in Event Management (DOPT)
<b>Institute Name</b>	Government of Mizoram
<b>Venue/ Location</b>	India
<b>Course Contents: (taken from website)</b>	
<ul style="list-style-type: none"> <li>Not Specified</li> </ul>	
<b>Dates/ Duration</b>	2 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mizoram.gov.in/ati-training-program">http://www.mizoram.gov.in/ati-training-program</a>

<b>Code</b>	DI_022
<b>Competency</b>	<ul style="list-style-type: none"> <li>Event Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Certificate in Event Management
<b>Institute Name</b>	Institute of Integrated Marketing Communication & Management
<b>Venue/ Location</b>	New Delhi, India
<b>Course Contents: (taken from website)</b>	
<ul style="list-style-type: none"> <li>Event Management and Types of Events</li> <li>Events in Integrated Marketing Communication- Fit and Fundamentals</li> <li>ATL and BTL Marketing</li> <li>Experiential Marketing</li> <li>Entertainment Events</li> <li>Meetings, Incentives, Conferences and Exhibitions (MICE)</li> <li>Planning and Execution of an event</li> <li>Production and Technical Aspects</li> <li>Budgeting and Costing</li> </ul>	
<b>Dates/ Duration</b>	3 months
<b>Fees</b>	INR 35, 000
<b>Link</b>	<a href="http://www.iimcm.net/ShortTermProgram.aspx">http://www.iimcm.net/ShortTermProgram.aspx</a>

<b>Code</b>	DI_023
<b>Competency</b>	<ul style="list-style-type: none"> <li>Event management</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Certificate In Event Management
<b>Institute Name</b>	Royale Institution
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> Conceptualizing, planning, organizing and finally executing an event.	
<b>Dates/ Duration</b>	3 months
<b>Fees</b>	INR 5,200
<b>Link</b>	<a href="http://www.royaleinstitution.com/CEM.html">http://www.royaleinstitution.com/CEM.html</a>

<b>Code</b>	DI_024
<b>Competency</b>	<ul style="list-style-type: none"> <li>Report Writing</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Report Writing Skills
<b>Institute Name</b>	Work Better
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> The steps of writing concise reports, from understanding why they are writing reports; to requirement analysis and information gathering techniques required to write precise reports; to writing and proofreading; through to creating the final, professional product.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.swapnilkamat.com/report-writing-skills-training-program-india.php">http://www.swapnilkamat.com/report-writing-skills-training-program-india.php</a>

<b>Code</b>	DI_025
<b>Competency</b>	<ul style="list-style-type: none"> <li>Report Writing</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Technical Report Writing
<b>Institute Name</b>	TWB
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Introduction to Technical Report writing – it identifies the need and defines the art of Technical Report writing explicitly</li> <li>Understanding of the target audience – so that you write accurately with respect to specific audiences</li> <li>Insight on Parts of a Technical Report – with regard to creating abstracts, documenting theories, models, and accurately interpreting results.</li> <li>Outline as to how to create well-written reports, containing relevant information</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://twb.edu.in/index.php/corporate-trainings/technical-report-writing">http://twb.edu.in/index.php/corporate-trainings/technical-report-writing</a>

<b>Code</b>	DI_026
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Business Process Reengineering (BPR)
<b>Institute Name</b>	SatiStar Corporation
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>SatiStar's 5 Step BPR methodology</li> <li>Why Reengineer?</li> <li>Who should reengineer?</li> <li>When to reengineer?</li> <li>What to reengineer?</li> <li>The technical aspects of reengineering</li> <li>The social aspects of reengineering</li> <li>The project timeline</li> <li>Providing appropriate leadership</li> <li>Project metrics and TRA</li> <li>Getting buy-in at all levels</li> <li>Process analysis</li> <li>Benchmarking</li> <li>Identifying enablers and inhibitors of process performance</li> <li>Removing NVA activities</li> <li>Capitalizing on Quick Hit opportunities</li> <li>Standardization</li> <li>Integration</li> <li>Redesigning workflow and plant layout</li> <li>Supporting IT systems</li> <li>Organizational realignment</li> <li>Redesigning incentives and compensation systems</li> <li>Training issues</li> <li>Obstacles</li> <li>Critical success factors</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.satistar.com/expertise.php?ID=126">http://www.satistar.com/expertise.php?ID=126</a>

<b>Code</b>	DI_027
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational Expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Business Process Improvement
<b>Institute Name</b>	SGS Group
<b>Venue/ Location</b>	Multiple- India
<b>Course Overview: (taken from website)</b> SGS offers training, audits, assessment and assistance services that will help you drive business process improvement within your organization to drive cost reductions and quality of services.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sgsgroup.in/en-gb/Training-Courses-Seminars/Subject-Specific-Training/Quality/Business-Process-Improvement.aspx">http://www.sgsgroup.in/en-gb/Training-Courses-Seminars/Subject-Specific-Training/Quality/Business-Process-Improvement.aspx</a>

<b>Code</b>	DI_028
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Business Process Management Methodology
<b>Institute Name</b>	SAP
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> Business Process Management Methodology: <ul style="list-style-type: none"> <li>Calibration (Link to strategy, define scope of project)</li> <li>As-Is analysis (Define parameters, analyze processes, identify process weaknesses)</li> <li>To-Be design (Optimize processes, design To-Be process model)</li> <li>Solution Transformation (Identify possible IT-based solution scenarios, develop IT roadmap)</li> </ul>	
<b>Dates/ Duration</b>	2 days; next dates to be confirmed
<b>Fees</b>	INR 33,000
<b>Link</b>	<a href="https://training.sap.com/v2/course/bpm100-business-process-management-methodology-classroom-084-in-en/">https://training.sap.com/v2/course/bpm100-business-process-management-methodology-classroom-084-in-en/</a>

<b>Code</b>	DI_029
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational Expertise</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Project Management Training & Certification
<b>Institute Name</b>	NIESBUD
<b>Venue/ Location</b>	Noida, India
<b>Broad Description: (taken from website)</b> To equip the officers with the working knowledge of project management covering both the hard aspects of tool, system and processes as well as the softener elements of leadership, teamwork, communication and ethics In the backdrop of management of risk, finances and often conflicting stakeholders interest.	
<b>Dates/ Duration</b>	7 days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.dcmsme.gov.in/employ-corner/h/training%20programs_17-6.pdf">http://www.dcmsme.gov.in/employ-corner/h/training%20programs_17-6.pdf</a>

<b>Code</b>	DI_030
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational Expertise</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	5S's Training and Certification
<b>Institute Name</b>	SSA Business Solutions
<b>Venue/ Location</b>	Mumbai/ Chennai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>5S - Definitions</li> <li>Learning 'how to see' waste</li> <li>Creating a culture for change</li> <li>The 5 steps to improvement</li> <li>Creating a Visual Workplace</li> <li>Introduction of a 5S audit process</li> <li>How to implement 5S</li> <li>How to sustain a 5S program</li> <li>5S Project Implementation &amp; Review</li> <li>In depth review of the benefits to an organization</li> </ul>	
<b>Dates/ Duration</b>	1 day (next date to be confirmed)
<b>Fees</b>	Not specified (customized course)
<b>Link</b>	<a href="http://www.ssa-solutions.com/training-program/5S-training.php">http://www.ssa-solutions.com/training-program/5S-training.php</a>



<b>Code</b>	DI_031
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of financing for MSMEs</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Financial Analysis of Entrepreneurial Ideas
<b>Institute Name</b>	Babson Global Inc.
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> All entrepreneurial initiatives including new business ventures, social innovations, and new products or processes go through a four-stage entrepreneurial cycle. The stages are: (1) develop; (2) test feasibility and plan; (3) launch; and (4) scale, grow and sustain. This course introduces accounting analysis needed at each of the various stages.	
<b>Dates/ Duration</b>	Dates of next course to be confirmed; 3 - 5 hours a week
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="https://novoed.com/entrepreneurialfinance">https://novoed.com/entrepreneurialfinance</a>

<b>Code</b>	DI_032
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of financing for MSMEs</li> </ul>
<b>Learning Methodology</b>	Independent Reading
<b>Training/Course Name</b>	E-Learning Modules for SMEs
<b>Institute Name</b>	SME Toolkit India
<b>Venue/ Location</b>	Not Applicable
<b>Website Topics: (taken from website)</b> <ul style="list-style-type: none"> <li>Business Loans</li> <li>Trade Services</li> <li>Current Account</li> <li>Salary Solutions</li> <li>Corporate Internet Banking</li> <li>Tax Payments</li> <li>Cash Management Services</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://india.smetoolkit.org/india/en/category/7263/Financial-Solutions">http://india.smetoolkit.org/india/en/category/7263/Financial-Solutions</a>

<b>Code</b>	DI_033
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of financing for MSMEs</li> </ul>
<b>Learning Methodology</b>	Webinar
<b>Training/Course Name</b>	Financial Management for Startups
<b>Institute Name</b>	Entrepreneur Academy
<b>Venue/ Location</b>	Not Applicable
<b>Webinar Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Financial Management</li> <li>Investment - Fixed Vs Variable Cost</li> <li>Raising Funds - Debt Vs Equity</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nenonline.tv/financial-management-for-start-ups/">http://www.nenonline.tv/financial-management-for-start-ups/</a>

<b>Code</b>	DI_034
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of financing for MSMEs</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	SME Banking & Financial Services
<b>Institute Name</b>	Entrepreneurship Development Institute of India
<b>Venue/ Location</b>	India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>Module 1 Overview of Financial System, SME &amp; Financial Services</li> <li>Module 2 Approaches to SME Lending Collateral based Lending Information based Lending Viability based Lending</li> <li>Module 3 Credit Analysis in Project &amp; Working Capital Appraisal</li> <li>Module 4 Financial Services for SME Development Leasing &amp; Hire Purchase Factoring &amp; Forfeiting Commercial Paper &amp; Bill Discounting</li> <li>Module 5 Insurances for SMEs</li> <li>Module 6 Housing, Retail &amp; Auto finance</li> <li>Module 7 Use of spreadsheet for credit analysis; monitoring &amp; evaluation</li> </ul>	
<b>Dates/ Duration</b>	1-2 months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ediindia.org/InterCore6_4.asp">http://www.ediindia.org/InterCore6_4.asp</a>

<b>Code</b>	DI_035
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of SED</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Business and Climate Change (Self-Study)
<b>Institute Name</b>	GC21 E- Academy
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description: (taken from website)</b> This course provides participants with a comprehensive overview of business risks and opportunities, tools to use and strategic questions to consider when developing a corporate climate change strategy.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="https://shop.gc21-eacademy.org/Climate-and-Environmental-Protection/Business-and-Climate-Change-Self-Study-oxid-1.html">https://shop.gc21-eacademy.org/Climate-and-Environmental-Protection/Business-and-Climate-Change-Self-Study-oxid-1.html</a>

<b>Code</b>	DI_036
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of SED</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Diploma in Social Entrepreneurship
<b>Institute Name</b>	Entrepreneurship Development Institute of India
<b>Venue/ Location</b>	Gujarat, India
<b>Course Overview: (taken from website)</b> The main objective of this diploma is to create social enterprises that are essentially addressing the issues relating to social development through distance learning and personal counseling. This diploma is mainly focused on various aspects of starting and managing for-profit social enterprises	
<b>Dates/ Duration</b>	6 months, starting twice a year (October and April)
<b>Fees</b>	INR 8,500
<b>Link</b>	<a href="http://www.ediindia.org/DSE.asp">http://www.ediindia.org/DSE.asp</a> ; <a href="http://www.ediindia.org/doc/DSE.pdf">http://www.ediindia.org/doc/DSE.pdf</a>

<b>Training Code</b>	DI_037
<b>Competency</b>	<ul style="list-style-type: none"> <li>Project management</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Project management
<b>Institute Name</b>	Babson Global Inc.
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Define the terms project and project management</li> <li>Describe the project life cycle, project selection, project environment, and approval process</li> <li>Identify the project management process</li> <li>Explain the role of the project manager in initiating and completing a project</li> <li>Explain knowledge areas</li> <li>Identify and apply the steps that must be taken to complete projects on time and on budget</li> <li>Identify and apply human-resources skills in forming and developing a team</li> <li>Describe how to organize the organizational structure for a project</li> <li>Identify tools and techniques for planning and tracking a project</li> <li>Develop methods for motivating teams and keeping them focused</li> <li>Explain how to make leadership decisions concerning organizational structure and the role of project resources on a project's team</li> <li>Identify project risks</li> <li>Explain global project management</li> </ul>	
<b>Dates/ Duration</b>	136.75 hours
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.saylor.org/courses/bus402/">http://www.saylor.org/courses/bus402/</a>

<b>Code</b>	DI_038
<b>Competency</b>	<ul style="list-style-type: none"> <li>Project management</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Introduction to Project Management (Self-Study)
<b>Institute Name</b>	GC21 E-Academy
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description: (taken from website)</b> This course serves to introduce participants to project management, monitoring, and evaluation by providing them with an overview of basic concepts, approaches and tools.	
<b>Dates/ Duration</b>	7 days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.dcmsme.gov.in/employ-corner/h/training%20programs_17-6.pdf">http://www.dcmsme.gov.in/employ-corner/h/training%20programs_17-6.pdf</a>

<b>Code</b>	DI_039
<b>Competency</b>	<ul style="list-style-type: none"> <li>Awareness of SED</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Introduction to Sustainability
<b>Institute Name</b>	University of Illinois
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> This course introduces the academic approach of Sustainability and explores how today's human societies can endure in the face of global change, ecosystem degradation and resource limitations. The course focuses on key knowledge areas of sustainability theory and practice, including population, ecosystems, global change, energy, agriculture, water, environmental economics and policy, ethics, and cultural history.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="https://www.coursera.org/course/sustain">https://www.coursera.org/course/sustain</a>

<b>Code</b>	DI_040
<b>Competency</b>	<ul style="list-style-type: none"> <li>Technological Expertise</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Training Programs
<b>Institute Name</b>	India SME Technology Services Ltd.
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> The institute conducts customized programs in order to promote new and emerging technologies, energy efficiency options and CDM etc.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://techsmall.com/otherservices.htm">http://techsmall.com/otherservices.htm</a>

<b>Code</b>	DI_041
<b>Competency</b>	<ul style="list-style-type: none"> <li>Technological Expertise</li> </ul>
<b>Learning Methodology</b>	Seminars
<b>Training/Course Name</b>	Seminars
<b>Institute Name</b>	India SME Technology Services Ltd.
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> The institute conducts customized seminars in order to promote new and emerging technologies, Energy efficiency options and CDM etc.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://techsmall.com/otherservices.htm">http://techsmall.com/otherservices.htm</a>

<b>Code</b>	DI_042
<b>Competency</b>	<ul style="list-style-type: none"> <li>Monitoring and impact assessment</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Impact Assessment
<b>Institute Name</b>	RIPA International
<b>Venue/ Location</b>	London/ Kuala Lumpur
<b>Course Overview: (taken from website)</b> The demands made on policy-makers and public service providers come from a multitude of sources and the finite resources that are available to meet these demands. It is therefore important to know ahead of time which policy or practice initiatives can make the greatest difference and yield the maximum benefit for the greatest number of people. The aim of this workshop is to help policy-makers and public service practitioners learn how to assess the impact of policy and practice initiatives before these initiatives are embarked upon. Participants will understand the basic principles of impact assessment and the different ways of assessing policy and practice impacts.	
<b>Dates/ Duration</b>	Next dates to be announced; duration is 1 week
<b>Fees</b>	INR 221694 (GBP 2200)
<b>Link</b>	<a href="http://www.ripainternational.co.uk/International-Programs/Policy-and-Strategic-Planning/Courses-in-2013/Impact-Assessment">http://www.ripainternational.co.uk/International-Programs/Policy-and-Strategic-Planning/Courses-in-2013/Impact-Assessment</a>
<b>Remarks:</b> All courses for this competency are from international institutes because there is no course in India from a sufficiently reputable institute that addresses the relevant areas of these competencies.	

<b>Code</b>	DI_043
<b>Competency</b>	<ul style="list-style-type: none"> <li>Monitoring and impact assessment</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Graduate Certificate in Public Policy Analysis
<b>Institute Name</b>	School of Public Affairs, American University
<b>Venue/ Location</b>	USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>PUAD-601 Quantitative Methods for Policy Analysis I (3)</li> <li>PUAD-602 Quantitative Methods for Policy Analysis II (3)</li> <li>PUAD-604 Public Program Evaluation (3)</li> <li>PUAD-606 Foundations of Policy Analysis (3)</li> <li>PUAD-670 Economics for Policy Analysis (3)</li> <li>3 credit hours as approved by advisor</li> </ul>	
<b>Dates/ Duration</b>	15-18 credit hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.american.edu/spa/dpap/degrees/CERT-GPPOL.cfm">http://www.american.edu/spa/dpap/degrees/CERT-GPPOL.cfm</a>
<b>Remarks:</b> All courses for this competency are from international institutes because there is no course in India from a sufficiently reputable institute that addresses the relevant areas of these competencies.	

<b>Code</b>	DI_044
<b>Competency</b>	<ul style="list-style-type: none"> <li>Conducting public private dialogue</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	7th international Workshop on Public-Private Dialogue
<b>Institute Name</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) The World Bank Institute (WBI)
<b>Venue/ Location</b>	Frankfurt, Germany
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Designing and managing PPDs, including in post- crisis environments</li> <li>Ensuring effectiveness of PPD secretariats (practical steps and processes)</li> <li>Achieving shared prosperity through PPD</li> <li>Improving inclusion and governance in PPD platforms</li> <li>Measuring PPD results and Transitioning out of PPD</li> <li>Using ICT for feedback (citizens, informal sector, women, rural firms, etc.)</li> </ul>	
<b>Dates/ Duration</b>	March 3-6, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.publicprivatedialogue.org/workshop%202014/">http://www.publicprivatedialogue.org/workshop%202014/</a>
<b>Remarks:</b> This international workshop has been proposed because the topics covered is more in depth and relevant to the competency than courses offered in India	

<b>Code</b>	DI_045
<b>Competency</b>	<ul style="list-style-type: none"> <li>Communication and Awareness Strategies</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Intercultural Communication (Self-Study)
<b>Institute Name</b>	GC21 E-Academy
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description: (taken from website)</b> Participants will study various communication models for understanding behaviour within a cultural context and learn to communicate appropriately for a positive impact.	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Free
<b>Link</b>	<a href="http://cmfetraining.wordpress.com/selecting-a-research-method/survey-design-writing/">http://cmfetraining.wordpress.com/selecting-a-research-method/survey-design-writing/</a>

<b>Code</b>	DI_046
<b>Competency</b>	<ul style="list-style-type: none"> <li>Data collection, statistical analysis &amp; reporting</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	ISS Probationers Course in Statistical Methodology
<b>Institute Name</b>	Indian Statistical Institute
<b>Venue/ Location</b>	Kerela/ Delhi, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not mentioned on website</li> </ul>	
<b>Dates/ Duration</b>	10 weeks (next dates to be confirmed)
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.isimumbai.co.in/academic-programs/academic-programs.htm">http://www.isimumbai.co.in/academic-programs/academic-programs.htm</a>



<b>Code</b>	DI_047
<b>Competency</b>	<ul style="list-style-type: none"> <li>Data collection, statistical analysis &amp; reporting</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Statistical Modeling For Data Analysis
<b>Institute Name</b>	Indian Institute of Technology, Kharagpur, India
<b>Venue/ Location</b>	Kharagpur, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>Introduction to SMDA</li> <li>Modeling design</li> <li>Estimation and hypothesis testing</li> <li>Basics of statistical modeling</li> <li>Analysis of Variance</li> <li>Regression Modeling</li> <li>Discriminate Analysis</li> <li>Conjoint Analysis</li> <li>Cluster Analysis</li> <li>Multidimensional Scaling</li> <li>Factor Analysis</li> <li>Structural Equation Modeling</li> <li>Panel Data Modeling</li> <li>Time series modeling</li> <li>Statistical Applications</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 30,000
<b>Link</b>	<a href="http://www.iitkgp.ac.in/downloads/SMDA2013.pdf">http://www.iitkgp.ac.in/downloads/SMDA2013.pdf</a>

<b>Code</b>	DI_048
<b>Competency</b>	<ul style="list-style-type: none"> <li>Survey design and administration</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Survey Design & Writing
<b>Institute Name</b>	E-Training for Social Science Research
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Training Materials</li> <li>Survey Manuals</li> <li>Survey Samples</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Free
<b>Link</b>	<a href="http://cmfetraining.wordpress.com/selecting-a-research-method/survey-design-writing/">http://cmfetraining.wordpress.com/selecting-a-research-method/survey-design-writing/</a>

<b>Code</b>	DI_049
<b>Competency</b>	<ul style="list-style-type: none"> <li>Survey design and administration</li> </ul>
<b>Learning Methodology</b>	Independent Reading
<b>Book Name</b>	Survey Basics
<b>Institute Name</b>	Not Applicable
<b>Venue/ Location</b>	Not Applicable
<b>Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Design the instrument so that people find it easy to respond to.</li> <li>Ensure positive response rates.</li> <li>Watch for types of errors that can creep into survey results.</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	INR 1540.5 (USD 25)
<b>Link</b>	<a href="http://www.astd.org/Publications/Books/Survey-Basics">http://www.astd.org/Publications/Books/Survey-Basics</a>

<b>Code</b>	DI_050
<b>Competency</b>	<ul style="list-style-type: none"> <li>Report Writing</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Technical Writing Training Course
<b>Institute Name</b>	TechTotal
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Document development process</li> <li>Estimating technical documentation</li> <li>Documentation planning</li> <li>Selection of tools</li> <li>Information architecture</li> <li>Templates and page design</li> <li>Task analysis</li> <li>Content development</li> <li>Technical reviews</li> <li>Quality control</li> <li>Content maintenance</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.scribd.com/doc/19616466/Technical-Writing-Training-Course-India-Hyderabad-TechTotal">http://www.scribd.com/doc/19616466/Technical-Writing-Training-Course-India-Hyderabad-TechTotal</a>

<b>Code</b>	DI_051
<b>Competency</b>	<ul style="list-style-type: none"> <li>Knowledge of MSME Related Policies, Schemes, Support Programs and Services</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	MoMSME
<b>Venue/ Location</b>	In house
<b>Broad Description: (taken from website)</b> A senior official from the Ministry of Micro, Small and Medium Enterprises should do an internal training course for all the relevant employees	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	Not Applicable

<b>Code</b>	DI_052
<b>Competency</b>	<ul style="list-style-type: none"> <li>Data collection, statistical analysis &amp; reporting</li> </ul>
<b>Learning Methodology</b>	E- Training
<b>Training/Course Name</b>	Statistical Analysis using SPSS Course
<b>Institute Name</b>	PACE
<b>Venue/ Location</b>	Not Applicable
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>SPSS Introduction</li> <li>SPSS Editor</li> <li>Analyzing Nominal and Ordinal Data</li> <li>Descriptive Statistics and Normality Check - Scale Data</li> <li>Transformations and Normality Check</li> <li>Outlier Identification and Elimination, Box Plot</li> <li>Chi Square Test and Cross Tab Analysis</li> <li>T Tests</li> <li>ANOVA Analysis</li> <li>Correlation Analysis</li> <li>Factor Analysis</li> <li>Linear Regression</li> <li>Curve Fitting</li> <li>Discriminant Analysis</li> <li>Cluster Analysis</li> <li>Time Series Analysis</li> <li>Conjoint Analysis</li> <li>Survival Analysis</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	INR 4500
<b>Link</b>	<a href="http://www.pacegurus.com/Statistical-Data-Analysis-SPSS-training-videos.html">http://www.pacegurus.com/Statistical-Data-Analysis-SPSS-training-videos.html</a>

<b>Code</b>	DI_053
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Outsourcing Management- Creating Value Through Collaboration
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• The utilization of measurement approach goal definition and tracking through SLAs, process improvement, quality and standards, surveys and presentation of new ideas to executive committees</li> <li>• End-to-end performance management</li> <li>• Metrics and incentives</li> <li>• Strategic governance</li> <li>• Communication processes for sustaining a high commitment relationship</li> <li>• Reviewing performance</li> <li>• Unlocking outsourcing value</li> <li>• Leveraging tangible and intangible assets for business growth</li> <li>• Personal action plan of participants</li> </ul>	
<b>Dates/ Duration</b>	17-19 February 2014
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Strateg_Outsourcing%20Management-Creating%20Value%20Through%20Collaboration.htm?management=StrategyAndGeneralManagement&amp;addurl=S00470&amp;Ref=IIMBsite">http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Strateg_Outsourcing%20Management-Creating%20Value%20Through%20Collaboration.htm?management=StrategyAndGeneralManagement&amp;addurl=S00470&amp;Ref=IIMBsite</a>

<b>Code</b>	DI_054
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Cross sector partnership
<b>Institute Name</b>	IMA International
<b>Venue/ Location</b>	Bangkok and Nairobi
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• What are partnerships?</li> <li>• Strategic issues for partnerships</li> <li>• Setting up and managing the partnership</li> <li>• Working in a partnership environment</li> <li>• Putting it all together</li> </ul>	
<b>Dates/ Duration</b>	5 Days
<b>Fees</b>	INR 176347.5 (GBP 1750)
<b>Link</b>	<a href="http://www.imainternational.com/training/factsheet/Cross+Sector+Partnerships+">http://www.imainternational.com/training/factsheet/Cross+Sector+Partnerships+</a>

<b>Code</b>	DI_055
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Basic Course for National PPP Capacity Building Program
<b>Institute Name</b>	PPP, Department of Economic Affairs, Ministry of Finance
<b>Venue/ Location</b>	Andhra Pradesh, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Module I Introducing PPPs</li> <li>• Module II Identification and Organization</li> <li>• Module III Analysis and Structure</li> <li>• Module IV Tendering and Contracting</li> <li>• Module V Implementation and Monitoring</li> <li>• SRM Module I Introducing PPPs</li> <li>• SRM Module II Identification and Organization</li> <li>• SRM Module III Analysis and Structure</li> <li>• SRM Module IV Tendering and Contracting</li> <li>• SRM Module V Implementation and Monitoring</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.pppinindia.com/NPCBP_Home.php">http://www.pppinindia.com/NPCBP_Home.php</a>

<b>Code</b>	DI_056
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Supply Chain Management
<b>Institute Name</b>	Indian Institute of Management, Ahmedabad
<b>Venue/ Location</b>	Ahmedabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Customers and Markets</li> <li>• Understanding the customer and assessing market demand, product design issues, efficient customer response strategies, and customer relationship management.</li> <li>• Logistics of distribution and supply channel design, channel management, modeling channel decisions (location-allocation mode choice), new strategies for distribution and supply (e-retailing and third party logistics).</li> <li>• Market Driven Manufacturing</li> <li>• Planning for uncertainty, variety and mass customization, outsourcing and new trends in supplier management, lead time management, and quick response.</li> <li>• Supply Chain Coordination</li> <li>• Marketing-manufacturing-design interface, supplier linkages, measurement and value of coordination, IT, and coordination support.</li> <li>• Performance Analysis of Supply Chains</li> <li>• Complexities in managing supply chains, models for evaluating performance, and location of inventories in the chain.</li> </ul>	
<b>Dates/ Duration</b>	2-7 December 2014
<b>Fees</b>	INR 80,000
<b>Link</b>	<a href="http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=195">http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=195</a>

<b>Code</b>	DI_057
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Advance Course for National PPP Capacity Building Program
<b>Institute Name</b>	PPP, Department of Economic Affairs, Ministry of Finance
<b>Venue/ Location</b>	Delhi, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Module I Identification and Organization</li> <li>• Module II Analyse and Structure</li> <li>• Module III Tendering and Contracting</li> <li>• Module IV Implementation and Monitoring</li> <li>• SRM Module I Identification and Organisation</li> <li>• SRM Module II Analyse and Structure</li> <li>• SRM Module III Tendering and Contracting</li> <li>• SRM Module IV Implementation and Monitoring</li> <li>• SRM Sectoral Handbook</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.pppinindia.com/NPCBP_Home.php">http://www.pppinindia.com/NPCBP_Home.php</a>



<b>Code</b>	DI_058
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Procurement & Contract Management
<b>Institute Name</b>	Sanskriti Training & Consultancy
<b>Venue/ Location</b>	Maharashtra, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Make purchase decisions—Planning</li> <li>• Prepare bid documents</li> <li>• Distribute bid packages to potential vendors</li> <li>• Bidder's conferences</li> <li>• Receive responses from bidders</li> <li>• Evaluate proposals</li> <li>• Interview</li> <li>• Conduct negotiations</li> <li>• Award contract</li> <li>• Determine work start date</li> <li>• Manage contracts</li> <li>• Review performance (extend or terminate)</li> <li>• Claims administration</li> <li>• End contracts</li> <li>• Ongoing claim administration—litigation</li> </ul>	
<b>Dates/ Duration</b>	Not Specified (customized course)
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sanskrititraining.com/procurement-contract-management-13836.html">http://www.sanskrititraining.com/procurement-contract-management-13836.html</a>

<b>Code</b>	DI_059
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Sensitization Course for National PPP Capacity Building Program
<b>Institute Name</b>	PPP, Department of Economic Affairs, Ministry of Finance
<b>Venue/ Location</b>	Rajasthan, India
<b>Broad Description: (taken from website)</b> In this, through eight sessions, the participants will be introduced to all major issues and steps involved in PPP projects, beginning from the conceptualization and development phase to financial structuring & risk analysis, bidding process and contract management.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.pppinindia.com/NPCBP_Home.php">http://www.pppinindia.com/NPCBP_Home.php</a>

<b>Code</b>	DI_060
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Partner Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Document Name</b>	Training Module on Contracting
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Describe the relevant laws and principles governing contracting in government</li> <li>• Describe tendering procedures and rules in government</li> <li>• List the nature of government contracts</li> <li>• Develop tender notices / Invitation for bids, tender schedules, comparative statements / Evaluation reports for bids</li> <li>• Prepare contract documents such as Purchase orders, Agreements</li> <li>• Conclude technically sound contracts in a manner free from procedural and legal lacunae</li> <li>• Handle post contract developments</li> <li>• Develop check lists for monitoring contract related processes</li> <li>• Respond to on current models of contracting and their applicability</li> <li>• Describe the dispute resolution methodologies in government contracts</li> <li>• Identify reform enabling mechanisms at their work place</li> </ul>	
<b>Dates/ Duration</b>	Not specified
<b>Fees</b>	Not specified
<b>Link</b>	<a href="http://persmin.gov.in/otraining/UNDPProject/undp_modules/Contracting%20N-DLM.pdf">http://persmin.gov.in/otraining/UNDPProject/undp_modules/Contracting%20N-DLM.pdf</a>

<b>Code</b>	DI_061
<b>Competency</b>	<ul style="list-style-type: none"> <li>• HR Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Advanced Human Resource Management
<b>Institute Name</b>	Indian Institute of Management, Ahmedabad
<b>Venue/ Location</b>	Ahmedabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Strategic Context of HRM</li> <li>• Line Managers and HRM</li> <li>• Cultural Infrastructure of Organizations</li> <li>• Competency Modeling</li> <li>• Employee Sourcing and Socialization</li> <li>• Performance Management</li> <li>• Pay for Performance and Knowledge</li> <li>• Employee Development</li> <li>• Career Management</li> <li>• Employment Relations</li> <li>• Human Resource Information Systems</li> <li>• HR Outsourcing</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 80,000
<b>Link</b>	<a href="http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=189">http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=189</a>

<b>Code</b>	DI_062
<b>Competency</b>	<ul style="list-style-type: none"> <li>• HR Management</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Various HR Certifications
<b>Institute Name</b>	Society for Human Resource Management
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Professional in Human Resources</li> <li>• Senior Professional in Human Resources</li> <li>• Global Professional in Human Resources Certification</li> <li>• Human Resources Business Partner Certification</li> <li>• Human Resources Management Professional Certification</li> </ul>	
<b>Dates/ Duration</b>	Continuous; testing dates are specified
<b>Fees</b>	INR 29, 250 per course
<b>Link</b>	<a href="http://www.shrmindia.org/certification/course-of-study">http://www.shrmindia.org/certification/course-of-study</a>

<b>Code</b>	DI_063
<b>Competency</b>	<ul style="list-style-type: none"> <li>• HR Management</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Certified Human Resource Professional
<b>Institute Name</b>	Aon Hewitt
<b>Venue/ Location</b>	Gurgaon, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• What HR Needs to Know about Business</li> <li>• Personal Effectiveness for Next Gen HR</li> <li>• Being a Business Driver - What the Line (Really) Wants?</li> <li>• Managing and Leading Change</li> <li>• Basic concepts and practical insights on the following four technical areas: <ul style="list-style-type: none"> <li>○ Talent Supply 101</li> <li>○ Capability Development 101</li> <li>○ Performance Management 101</li> <li>○ Compensation and Rewards 101</li> </ul> </li> </ul>	
<b>Dates/ Duration</b>	40 hours spread over 3 months; dates of the next course to be confirmed
<b>Fees</b>	INR 50,000
<b>Link</b>	Not Applicable

<b>Code</b>	DI_064
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Financial planning, budgeting and accounting</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	KPMG's course for accounting professional
<b>Institute Name</b>	KPMG
<b>Venue/ Location</b>	Not Specified
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Practical aspects of accounting and accounting practices prevailing across select industries</li> <li>• Basic understanding of international accounting and IFRS</li> <li>• Basic concepts of direct and indirect taxation and companies act.</li> </ul>	
<b>Dates/ Duration</b>	200 hours spread over 6 months; specific dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.kpmg.com/in/en/services/advisory/advisorytrainings/pages/kpmgcourseforaccountingprofessional.aspx">http://www.kpmg.com/in/en/services/advisory/advisorytrainings/pages/kpmgcourseforaccountingprofessional.aspx</a>

<b>Code</b>	DI_065
<b>Competency</b>	<ul style="list-style-type: none"> <li>Financial planning, budgeting and accounting</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Strategic Cost Management
<b>Institute Name</b>	Indian Institute of Management, Ahmedabad
<b>Venue/ Location</b>	Ahmedabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Relevant costs for different decision-making situations</li> <li>Activity-based costing and management and customer profitability analysis</li> <li>Profit centers/SBUs and issues related to transfer pricing and profitability</li> <li>Budgeting</li> <li>Performance evaluation using strategic variance analysis</li> <li>Role of costing in managing organizational performance</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 70,000
<b>Link</b>	<a href="http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=168">http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=168</a>

<b>Code</b>	DI_066
<b>Competency</b>	<ul style="list-style-type: none"> <li>ICT Maintenance and Support</li> </ul>
<b>Learning Methodology</b>	Various Methodologies
<b>Training/Course Name</b>	ICT Training
<b>Institute Name</b>	National Informatics Center
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>E-governance Initiatives like e-Governance Workshops for Government officers</li> <li>Skill development Programs like Computer Appreciation Programs, ICT Tools for Information Management etc.</li> <li>Sectoral Development Programs</li> <li>Technology and Management Programs for NIC Professionals</li> <li>Training for operating an application, which is required to be implemented in Centre/State/District Government departments.</li> <li>Training provided by these government departments to their own employees.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nic.in/services/ICT%20Training">http://www.nic.in/services/ICT%20Training</a>

<b>Code</b>	DI_067
<b>Competency</b>	• ICT Maintenance and Support
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	MCSE Certification
<b>Institute Name</b>	Zoom Technologies
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Advanced Terminal Services</li> <li>• T.S Web Access Administration, Remote Apps. Etc.,</li> <li>• Managing a Microsoft Windows 2012 Network Environment.</li> <li>• Configuring Read-Only Domain Controller</li> <li>• Designing Microsoft Windows 2012 Active Directory Infrastructure, Network Infrastructure, Application Infrastructure.</li> <li>• Windows Server Core</li> </ul>	
<b>Dates/ Duration</b>	1 month, repeated every month
<b>Fees</b>	INR 3,500
<b>Link</b>	<a href="http://www.nic.in/services/ICT%20Training">http://www.nic.in/services/ICT%20Training</a>

<b>Code</b>	DI_068
<b>Competency</b>	• ICT Maintenance and Support
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Hardware and Networks
<b>Institute Name</b>	Zoom Technologies
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to Computer, Processor types &amp; its specifications</li> <li>• Mother Board Architecture</li> <li>• Memory</li> <li>• Storage Devices</li> <li>• BIOS overview &amp; Installation of Operating Systems</li> </ul>	
<b>Dates/ Duration</b>	1 month, repeated every month
<b>Fees</b>	INR 950
<b>Link</b>	<a href="http://www.zoomgroup.com/training/india/hardware.asp">http://www.zoomgroup.com/training/india/hardware.asp</a>

<b>Code</b>	DI_069
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Presentation and communication skills</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Presentation Skills – Basic
<b>Institute Name</b>	Work Better
<b>Venue/ Location</b>	India
<b>Broad Description: (taken from website)</b> Review the foundations of excellent presentations. Make you understand the art of effective public speaking and building up stage confidence and explore ways in which participants can connect with audiences in different contexts. It will also involve the participants to make several presentations, which will be recorded and used as part of a feedback process.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.swapnilkamat.com/presentation-skills-basic-training-program-india.php">http://www.swapnilkamat.com/presentation-skills-basic-training-program-india.php</a>

<b>Code</b>	DI_070
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Presentation and communication skills</li> <li>• Change management</li> <li>• Integrated thinking</li> <li>• Decision making</li> <li>• Learnability and self-leadership</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Edge: Leading with Creativity and Courage
<b>Institute Name</b>	Aon Hewitt
<b>Venue/ Location</b>	Gurgaon, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Overview and Expectations: What is Edge?</li> <li>• Cutting to the Heart of What's Important</li> <li>• Unleashing the Power of Creative Thinking</li> <li>• Challenging the Status Quo and Making the Tough Decisions</li> <li>• Managing Conflict</li> <li>• Moving Forward From Here: Action Planning</li> </ul>	
<b>Dates/ Duration</b>	2 days; dates to be confirmed
<b>Fees</b>	On request
<b>Link</b>	Not Applicable

<b>Code</b>	DI_071
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Collaborating and partnering</li> <li>• Ownership &amp; accountability</li> <li>• Presentation and communication skills</li> <li>• Learnability and Self Leadership</li> <li>• People Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Energize: Leading through Inspiration and Influence
<b>Institute Name</b>	Aon Hewitt
<b>Venue/ Location</b>	Gurgaon, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Overview and Expectations: What Does it Mean to Energize?</li> <li>• Inspirational Leadership</li> <li>• Maximizing Individual Performance</li> <li>• Building a High Performing Team</li> <li>• Influencing People to Get Results</li> <li>• Re-energizing Yourself</li> <li>• Moving Forward From Here: Action Planning</li> </ul>	
<b>Dates/ Duration</b>	2 days; dates to be confirmed
<b>Fees</b>	On request
<b>Link</b>	Not Applicable



<b>Code</b>	DI_072
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Collaborating and partnering</li> <li>• Client orientation</li> <li>• Presentation and communication skills</li> <li>• Change management</li> <li>• Integrated thinking</li> <li>• Learnability and Self Leadership</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Envision : Leading with Purpose and Insight
<b>Institute Name</b>	Aon Hewitt
<b>Venue/ Location</b>	Gurgaon, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Overview and Expectations: Envisioning the Future</li> <li>• Strategy and Purpose</li> <li>• Identifying Opportunities for Change</li> <li>• Creating the Vision</li> <li>• Communicating the Vision</li> <li>• Developing an Implementation Plan</li> <li>• Getting Others on Board</li> <li>• Moving Forward From Here: Action Planning</li> </ul>	
<b>Dates/ Duration</b>	2 days; dates to be confirmed
<b>Fees</b>	On request
<b>Link</b>	Not Applicable

<b>Code</b>	DI_073
<b>Competency</b>	<ul style="list-style-type: none"> <li>• People Management</li> <li>• Change Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	High Impact Leadership
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b> The content emphasizes being a driver of change while nurturing a responsive organization and inspiring people.	
<b>Dates/ Duration</b>	17-19 February, 2014
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Leadership_High%20Impact%20Leadership.htm?management=LeadershipHRM&amp;addurl=S00090&amp;Ref=IIMBsite">http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Leadership_High%20Impact%20Leadership.htm?management=LeadershipHRM&amp;addurl=S00090&amp;Ref=IIMBsite</a>

<b>Code</b>	DI_074
<b>Competency</b>	<ul style="list-style-type: none"> <li>Decision Making</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Decision Making in Teams
<b>Institute Name</b>	XLRI
<b>Venue/ Location</b>	Jamshedpur
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Basics of decision making</li> <li>Communication and listening in teams</li> <li>Kinds of decision making in teams</li> </ul>	
<b>Dates/ Duration</b>	03 Feb 2014 - 05 Feb 2014
<b>Fees</b>	INR 28,500
<b>Link</b>	<a href="http://www.xlri.ac.in/academic-prog/executive-education/ProgramDetails.aspx?pld=122">http://www.xlri.ac.in/academic-prog/executive-education/ProgramDetails.aspx?pld=122</a>

<b>Code</b>	DI_075
<b>Competency</b>	<ul style="list-style-type: none"> <li>Client Orientation</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Soft Skills Training : Customer Orientation & Consumer Relationship
<b>Institute Name</b>	Central Training Institute, MPPKVCL
<b>Venue/ Location</b>	Jabalpur, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>Not Specified</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://ctijabalpur.com/courses/special-training-programs">http://ctijabalpur.com/courses/special-training-programs</a>

<b>Code</b>	DI_076
<b>Competency</b>	<ul style="list-style-type: none"> <li>Decision Making</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Decision Making for Managerial Effectiveness
<b>Institute Name</b>	Indian Institute of Management, Bangalore
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b>  <p>The program shall expose participants to how framing, biases, motivational influences and escalation of commitment creep into decisions we make. We seek to understand how decisions made by smart and responsible individuals and groups can sometimes lead to organizational failures and disasters, that can affect the destinies of thousands of people.</p> <p>We also try to understand how humans try to make sense of complex situations they may be called upon to deal with, and what strategies leaders and managers employ to deal with these complexities, uncertainties, and crises. Understanding this will help managers and leaders make better and more creative decisions in their organizations.</p>	
<b>Dates/ Duration</b>	Dates for 2014 to be confirmed
<b>Fees</b>	INR 70,000
<b>Link</b>	<a href="http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Leadership_Decision%20Making%20for%20Managerial%20Effectiveness.htm?management=LeadershipHRM&amp;addurl=S00020&amp;Ref=IIMBsite">http://www.iimb.ernet.in/executive-education/open-programs/Inside_pages/Leadership_Decision%20Making%20for%20Managerial%20Effectiveness.htm?management=LeadershipHRM&amp;addurl=S00020&amp;Ref=IIMBsite</a>

<b>Code</b>	DI_077
<b>Competency</b>	<ul style="list-style-type: none"> <li>Change Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Leadership and Change Management
<b>Institute Name</b>	Indian Institute of Management, Ahmedabad
<b>Venue/ Location</b>	Ahmedabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>explore leadership roles required in the changing context</li> <li>realign and recalibrate self with new knowledge, concepts, and tools</li> </ul>	
<b>Dates/ Duration</b>	Dates for 2014 to be confirmed
<b>Fees</b>	INR 75,000
<b>Link</b>	<a href="http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=180">http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=180</a>

<b>Code</b>	DI_078
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Collaborating and partnering</li> <li>• Ownership &amp; accountability</li> <li>• Client orientation</li> <li>• Execution focus</li> <li>• Integrated thinking</li> <li>• Learnability and Self Leadership</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Execute: Leading through Focused Action
<b>Institute Name</b>	Aon Hewitt
<b>Venue/ Location</b>	Gurgaon, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Overview and Expectations: Effective Execution</li> <li>• Focusing on What Matters</li> <li>• Developing Allies</li> <li>• Achieving Results through Project Execution</li> <li>• Using Effective Problem Solving Skills</li> <li>• Negotiating Your Way Around Obstacles</li> <li>• Moving Forward From Here: Action Planning</li> </ul>	
<b>Dates/ Duration</b>	2 days; dates to be confirmed
<b>Fees</b>	On request
<b>Link</b>	Not Applicable

<b>Code</b>	DI_079
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Presentation and communication skills</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Presentation Skills – Advance
<b>Institute Name</b>	Work Better
<b>Venue/ Location</b>	India
<b>Broad Description: (taken from website)</b> Work Better Training's advanced presentation skill workshop is for those who already has fair bit of experience in giving presentations and want to revive their style and technique to suit the current scenario. They want to bring that 'WOW' factor back in their presentation.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.swapnilkamat.com/presentation-skills-advance-training-program-india.php">http://www.swapnilkamat.com/presentation-skills-advance-training-program-india.php</a>

<b>Code</b>	DI_080
<b>Competency</b>	<ul style="list-style-type: none"> <li>Ownership &amp; accountability</li> </ul>
<b>Learning Methodology</b>	Seminars (Webinar)
<b>Training/Course Name</b>	Accountability—Taking Ownership Of Your Responsibility
<b>Institute Name</b>	Center for Creative Leadership
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>How your organization and its leaders can create a culture that foster accountability</li> <li>The five components for building accountability</li> <li>A tool to help you evaluate a leader's accountability behaviors and traits</li> <li>How to turn the biggest obstacle to accountability into trust</li> </ul>	
<b>Dates/ Duration</b>	1 hour
<b>Fees</b>	INR 4621.5 (USD 75)
<b>Link</b>	<a href="http://www.ccl.org/Leadership/community/accountabilitywebinar.aspx">http://www.ccl.org/Leadership/community/accountabilitywebinar.aspx</a>

<b>Code</b>	DI_081
<b>Competency</b>	<ul style="list-style-type: none"> <li>IT Skills</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	IT Tools for Office
<b>Institute Name</b>	Indian Institute of Training & Development
<b>Venue/ Location</b>	Pune, India
<b>Various Courses:</b> <ul style="list-style-type: none"> <li>MS Word (Basic)</li> <li>MS Word (Advanced)</li> <li>MS Excel (Basic)</li> <li>MS Excel (Advanced)</li> <li>MS Office (Basic)</li> <li>MS Office (Advanced)</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iitdpune.com/workshop.asp">http://www.iitdpune.com/workshop.asp</a>

<b>Code</b>	DI_082
<b>Competency</b>	<ul style="list-style-type: none"> <li>IT Skills</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Advanced Excel
<b>Institute Name</b>	Learners Desk
<b>Venue/ Location</b>	Pune, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Learn to convert raw data into Useful Information.</li> <li>Boosting productivity by over 70%.</li> <li>Security and protecting data in spreadsheets.</li> <li>Building self-updating Dashboards.</li> <li>Exporting Auto updatable data into Word and PowerPoint.</li> <li>Analyzing Data with Pivot Tables.</li> <li>Comparing, matching and Mapping data in different Sheets.</li> <li>Customizing Graphs and Charts into Pictographs, Speedometer Charts, Gap Analysis and Building Scenarios.</li> <li>Using Macros to automate tasks.</li> </ul>	
<b>Dates/ Duration</b>	16 hour
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.learnersdesk.com/index.php?id=49">http://www.learnersdesk.com/index.php?id=49</a>

<b>Code</b>	DI_083
<b>Competency</b>	<ul style="list-style-type: none"> <li>IT Skills</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Effective PowerPoint
<b>Institute Name</b>	Learners Desk
<b>Venue/ Location</b>	Pune, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Best Practices and Rules while building a Presentation.</li> <li>Understanding Color Theory.</li> <li>Grids, Guides, and Snaps to achieve perfection.</li> <li>Effectively using, fonts, colors and spaces.</li> <li>Using Simple Techniques to achieve stunning effects.</li> <li>Importing Graphics and modifying them in PowerPoint.</li> <li>Importing Linked Data from Excel.</li> <li>Embedding Flash, Audio, Videos and other applications into PowerPoint.</li> <li>Building Simulations using Custom Animation.</li> <li>Recording Narration.</li> </ul>	
<b>Dates/ Duration</b>	8 hour
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.learnersdesk.com/index.php?id=50">http://www.learnersdesk.com/index.php?id=50</a>

<b>Code</b>	DI_084
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Learnability and self-leadership</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	The Power of Self Leadership
<b>Institute Name</b>	Alchemy for Leaders
<b>Venue/ Location</b>	South Carolina, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Self-Leadership Overview</li> <li>• Emotional Intelligence</li> <li>• Stages of Behavioral Change</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.alchemyforleaders.com/leadership-training/the-power-of-self-leadership/">http://www.alchemyforleaders.com/leadership-training/the-power-of-self-leadership/</a>

<b>Code</b>	DI_085
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Execution Focus</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	The 4 Disciplines of Execution™: Skills Workshop®
<b>Institute Name</b>	Franklin Covey
<b>Venue/ Location</b>	Multiple- India
<b>Workshop Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Focus on the wildly important by sifting through urgent priorities and helping define what's most important to the organization</li> <li>• Act on the lead measures and identify key actions that foster goal accomplishment</li> <li>• Keep a compelling scoreboard and track key measures of success</li> <li>• Create a cadence of accountability by building an individual planning and accounting system to get the most important work done.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.franklincoveysouthasia.com/TrainingConsulting/TrainingCurriculums/executionsolutions/the-4-disciplines-of-execution-skills/">http://www.franklincoveysouthasia.com/TrainingConsulting/TrainingCurriculums/executionsolutions/the-4-disciplines-of-execution-skills/</a>

<b>Code</b>	DI_086
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Collaborating and Partnering</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Interpersonal Effectiveness and Team Building
<b>Institute Name</b>	Indian Institute of Management, Ahmedabad
<b>Venue/ Location</b>	Ahmedabad, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Identification of and ways to work through personal obstacles</li> <li>• Assertiveness</li> <li>• Trust building</li> <li>• Confrontation</li> <li>• Effective leadership and subordinacy</li> <li>• Building effective teams</li> <li>• Building a team culture</li> <li>• Organizational success through personal effectiveness and teamwork</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 70,000
<b>Link</b>	<a href="http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=178">http://www.iimahd.ernet.in/executive-education/program-calendar.html&amp;mdplD=178</a>

<b>Code</b>	DI_087
<b>Competency</b>	<ul style="list-style-type: none"> <li>• IT Skills</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	MS Office Jumpstart
<b>Institute Name</b>	Learners Desk
<b>Venue/ Location</b>	Pune
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• A Jump Start Course to get a Newbie up and running with using MS Office Applications.</li> <li>• Covers the essentials of Word, Excel, and PowerPoint.</li> <li>• Learning to use the tools the right way from the beginning.</li> <li>• Address the most common problems that executives face in their daily office work while using Office Applications.</li> <li>• Using Mail Merge to build customized letters and email campaigns.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.learnersdesk.com/index.php?id=57">http://www.learnersdesk.com/index.php?id=57</a>



<b>Code</b>	DI_088
<b>Competency</b>	<ul style="list-style-type: none"> <li>IT Skills</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	IT for Beginners - Foundation Courses
<b>Institute Name</b>	Aptech computer Education
<b>Venue/ Location</b>	Multiple, India
<b>Course Content: (taken from website)</b> <b>Vidya Office - Level 1</b> Learn to use word processing features, perform calculations, & develop powerful presentations using MS Office, Certified trainers, Structured learning, Additional Practice sessions <b>Vidya Office - Level 2</b> Learn advanced data analysis & solving analytical problems using Goal seeker, Solver, macros etc Learn to design databases for small-medium business organizations, write queries & get reports using MS Access, Certified trainers, Structured learning, Additional Practice sessions.	
<b>Dates/ Duration</b>	2 months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.aptech-education.com/courses-foundation-courses.aspx">http://www.aptech-education.com/courses-foundation-courses.aspx</a>

<b>Code</b>	ODC_001
<b>Competency</b>	<ul style="list-style-type: none"> <li>Collaborating and partnering</li> <li>Change management</li> <li>People management</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Leading People and Managing Change
<b>Institute Name</b>	The Wharton School
<b>Venue/ Location</b>	Philadelphia, United States
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Understanding Your Leadership Style</li> <li>Leadership and Followership</li> <li>Managing Conflict: Negotiations Inside the Firm</li> <li>Stakeholder Analysis</li> <li>Performance Management</li> <li>Talent Management</li> <li>Leading Change</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/leading-people-and-managing-change-india">http://executiveeducation.wharton.upenn.edu/for-individuals/all-programs/leading-people-and-managing-change-india</a>

<b>Code</b>	ODC_002
<b>Competency</b>	<ul style="list-style-type: none"> <li>Collaborating and partnering</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Essential Skills for Effective Partnering
<b>Institute Name</b>	The Partnering Initiative
<b>Venue/ Location</b>	London, UK
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Understanding of the rationale for, and risks of, partnering and when, and when not, to partner</li> <li>Appreciation of the drivers, societal roles and mindset of each sector</li> <li>Clarity over what constitutes a 'transactional collaboration', what is a 'genuine partnership' and where each may be appropriate</li> <li>Appreciation of the 'guiding principles', challenges and success factors behind effective partnership</li> <li>Understanding over what it takes to be a 'good' partner, and development of some of the skills and mindset required</li> <li>Understanding how to create agreements, implement, manage &amp; review partnerships successfully</li> <li>Familiarity with the 'Partnering Cycle', a framework for the development and management of partnership</li> </ul>	
<b>Dates/ Duration</b>	2 Days
<b>Fees</b>	INR 60462 (GBP 600)
<b>Link</b>	<a href="http://thepartneringinitiative.org/w/professional-development/certificate-in-partnering-practice/">http://thepartneringinitiative.org/w/professional-development/certificate-in-partnering-practice/</a>

<b>Code</b>	ODC_003
<b>Competency</b>	<ul style="list-style-type: none"> <li>Presentation and communication skills</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	High Impact Presentations
<b>Institute Name</b>	Dale Carnegie Training
<b>Venue/ Location</b>	Mumbai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Creating a Positive First Impression</li> <li>Increasing Credibility</li> <li>Presenting Complex Information</li> <li>Communicating with Greater Impact</li> <li>Motivating Others to Action</li> <li>Responding to Pressure Situations</li> <li>Inspiring People to Embrace Change</li> </ul>	
<b>Dates/ Duration</b>	2 Days
<b>Fees</b>	INR 27,000
<b>Link</b>	<a href="http://www.dalecarnegie.in/events/presentation-skills-training/">http://www.dalecarnegie.in/events/presentation-skills-training/</a>

<b>Code</b>	ODC_004
<b>Competency</b>	<ul style="list-style-type: none"> <li>Financial planning and budgeting</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Financial Statement Analysis
<b>Institute Name</b>	XLRI
<b>Venue/ Location</b>	Mumbai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Fundamental principles behind financial statements</li> <li>Reporting and disclosure requirements</li> <li>Comparative analysis of financial statements</li> <li>Short-term liquidity analysis</li> <li>Cash-flow analysis</li> <li>Operating performance analysis</li> <li>Asset utilization analysis</li> <li>Capital structure analysis</li> <li>Valuation based on financial statements</li> <li>Economic Performance Measurement and Decomposition</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 24,000
<b>Link</b>	<a href="http://www.xlri.ac.in/academic-prog/executive-education/ProgramDetails.aspx?pld=111">http://www.xlri.ac.in/academic-prog/executive-education/ProgramDetails.aspx?pld=111</a>

<b>Code</b>	ODC_005
<b>Competency</b>	<ul style="list-style-type: none"> <li>Financial planning and budgeting</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Budget & Accounting Procedure (GOI)
<b>Institute Name</b>	Sardar Patel Institute of Public Administration
<b>Venue/ Location</b>	Gujarat, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	3 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://spipa.gujarat.gov.in/executive-development-programs.aspx">http://spipa.gujarat.gov.in/executive-development-programs.aspx</a>

<b>Code</b>	ODC_006
<b>Competency</b>	• Strategy Planning
<b>Learning Methodology</b>	Long Term Courses
<b>Training/Course Name</b>	MSc Strategic Planning
<b>Institute Name</b>	Edinburgh Business School
<b>Venue/ Location</b>	University campus in Edinburgh, UK
<b>Course Overview: (taken from website)</b> Designed for senior managers – and those who want to become one – this program requires an understanding and knowledge of key business tools and techniques. It will help managers to develop a strategic understanding beyond their functional specialty.	
<b>Dates/ Duration</b>	200 hours each course
<b>Fees</b>	GBP 550 + 125 per exam
<b>Link</b>	<a href="http://www.ebsglobal.net/programs/msc-strategic-planning">http://www.ebsglobal.net/programs/msc-strategic-planning</a>
<b>Remarks:</b> All courses for this competency are from international institutes because there is no course in India from a sufficiently reputable institute that addresses the relevant areas of these competencies.	

<b>Code</b>	ODC_007
<b>Competency</b>	• Strategy Planning
<b>Learning Methodology</b>	E-Training/ Classroom Based Training
<b>Training/Course Name</b>	Strategic Planning and Nonprofit Leadership
<b>Institute Name</b>	Indiana University Lilly Family School of Philanthropy
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> This course will explore key aspects of building and sustaining a high performance organization through strategic planning. Participants will learn a practical model for conducting successful strategic planning. In the process, participants will create improvement plans for revising and updating existing strategic plans, and create individualized plans for professional growth and development relating to their own leadership styles. Topics include: <ul style="list-style-type: none"> <li>• Leading and managing the process of strategic planning</li> <li>• Engaging board, staff and other stakeholders</li> <li>• Leading and measuring implementation of the strategic plan</li> </ul>	
<b>Dates/ Duration</b>	June 2-27, 2014 (online) or September 19-20 2014 (classroom)
<b>Fees</b>	INR 60079.5 or INR 50528.4 (USD 975 (online) or USD 820 (classroom))
<b>Link</b>	<a href="http://www.philanthropy.iupui.edu/strategic-planning-and-nonprofit-leadership">http://www.philanthropy.iupui.edu/strategic-planning-and-nonprofit-leadership</a>
<b>Remarks:</b> All courses for this competency are from international institutes because there is no course in India from a sufficiently reputable institute that addresses the relevant areas of these competencies.	

<b>Code</b>	ODC_008
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Strategy Planning</li> <li>• Strategy Implementation</li> </ul>
<b>Learning Methodology</b>	Online Video
<b>Training/Course Name</b>	Setting Strategic Objectives and Cascading Goals Training
<b>Institute Name</b>	My Strategic Plan
<b>Venue/ Location</b>	Not Applicable
<b>Topics covered: (taken from website)</b> <ul style="list-style-type: none"> <li>• Setting Strategic Objectives: What is a strategic objective? How do they fit into my organization's strategic plan?</li> <li>• Goal Cascading: Goal cascading is part of driving accountability from strategy to daily action. What are the tips to doing it correctly?</li> <li>• SMART Goals: How do you write goals that will drive action and produce results?</li> <li>• Measures and Targets that Matter</li> </ul>	
<b>Dates/ Duration</b>	45 minutes
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://mystrategicplan.com/resources/setting-strategic-objectives-and-cascading-goals-training/">http://mystrategicplan.com/resources/setting-strategic-objectives-and-cascading-goals-training/</a>

<b>Code</b>	ODC_009
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Planning and design of public support programs, schemes &amp; policies</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Tailored Training Program
<b>Institute Name</b>	National Institute of Public Finance and Policy
<b>Venue/ Location</b>	New Delhi, India
<b>Course Overview: (taken from website)</b> <p>NIPFP undertakes training program on various aspects of public policy and public economics. Participants of this training program include government officials, university and college teachers, researchers and journalists from India and other South Asian countries. Training programs for government officials include both probationers in government services as well as in-service officials from both India and abroad. The training programs are specially tailored to the needs of the participants and deal with specific themes.</p>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nipfp.org.in/our-work/capacity-building/">http://www.nipfp.org.in/our-work/capacity-building/</a>

<b>Code</b>	ODC_010
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Trade (import/ export) related expertise</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Advanced Certificate Course in Export - Import
<b>Institute Name</b>	Indo-American Society
<b>Venue/ Location</b>	Mumbai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• <b>Export Development Techniques &amp; Strategies:</b> Advantages, Opportunities and Benefits of exporting. What items can be exported from India? Countries which are importing various Indian products – How to purchase the products for exporting – Avoiding Risks, Pricing and Costing of Export Products – Profits – Planning and Business Development – Art of Negotiation for getting orders from abroad and techniques of Order Booking – Planning to go abroad for Export Promotion – Building up customer relationship – Getting Export Orders with Letter of Credit.</li> <li>• <b>Procedures:</b> Starting a new export import organization – procedures and guidelines processing of export orders – payment terms – practical exercises on Letter of Credit Transaction – Credit facilities from Banks for purchasing exportable goods – Foreign Bill discounting – export inspection and quality control – Reserve Bank procedures – customs procedures – shipment of goods by sea and air – negotiation of documents.</li> <li>• <b>Import:</b> Practical implications of revised EXIM policy – free imports for trading and actual use – Imports under Export Promotional Schemes – advance license under duty exemption DEPB EPCG – DFRC Customs, C.Ex. and CENVAT – FEMA – Import Trading – High Sea Sales, WTO and its business implications in India and abroad.</li> </ul>	
<b>Dates/ Duration</b>	5 Sundays
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.indoamericansociety.org/academics/courses/advanced-certificate-course-in-export-import">http://www.indoamericansociety.org/academics/courses/advanced-certificate-course-in-export-import</a>

<b>Code</b>	ODC_011
<b>Competency</b>	<ul style="list-style-type: none"> <li>Marketing and branding expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Strategic Brand Management
<b>Institute Name</b>	Indian Institute of Management, Calcutta
<b>Venue/ Location</b>	Kolkata, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Branding challenges and opportunities</li> <li>Strategic foot steps towards Brand Building</li> <li>Use of Consumer Perceptions &amp; Insights to create Brand Personality</li> <li>Guidelines for brand Positioning</li> <li>Role of Advertising in Brand Building</li> <li>Brand Hierarchies and Portfolios</li> <li>Winning the Brand Battle: How powerful brands face competition?</li> <li>Brand Evaluation: Consolidation, Extension, Deletion, Repositioning Brands</li> <li>The Future of Branding and latest thinking</li> <li>Designing and Implementing Branding Strategies</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 50,000
<b>Link</b>	<a href="http://programslive.iimcal.ac.in/calendar/strategic-brand-management-1">http://programslive.iimcal.ac.in/calendar/strategic-brand-management-1</a>

<b>Code</b>	ODC_012
<b>Competency</b>	<ul style="list-style-type: none"> <li>Operational Expertise</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Plant Layout and Design
<b>Institute Name</b>	Engineering Construction Industry Training Board
<b>Venue/ Location</b>	England, UK
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Principles of plant layout</li> <li>Codes and standards</li> <li>Safety and environmental</li> <li>Site layout</li> <li>Piping design</li> <li>Material components</li> <li>Material management</li> <li>Instrumentation</li> </ul>	
<b>Dates/ Duration</b>	Not specified (customized course)
<b>Fees</b>	Not specified (customized course)
<b>Link</b>	<a href="http://www.ecitb.org.uk/Programs/SkillsTechnical/Programs/PlantLayoutAndDesign/">http://www.ecitb.org.uk/Programs/SkillsTechnical/Programs/PlantLayoutAndDesign/</a>

<b>Code</b>	ODC_013
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Trade (import/ export) related expertise</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Workshop on Export Management (WOEM)
<b>Institute Name</b>	International Institute of Import & Export Management
<b>Venue/ Location</b>	Mumbai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Basics of International Trade</li> <li>• International Marketing &amp; Product Selection</li> <li>• Processing An Export Order</li> <li>• Government of India's Policy On Export Incentive</li> <li>• Insurance &amp; Risk Management</li> <li>• Import Procedures &amp; Documentation</li> </ul>	
<b>Dates/ Duration</b>	1 Day
<b>Fees</b>	INR 3,850
<b>Link</b>	<a href="http://www.iiem.in/certificate-courses.html">http://www.iiem.in/certificate-courses.html</a>

<b>Code</b>	ODC_014
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Vigilance</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Vigilance Course for Vigilance Officers
<b>Institute Name</b>	CBI Academy
<b>Venue/ Location</b>	India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Not Available</li> </ul>	
<b>Dates/ Duration</b>	5 Days, next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.cbiacademy.gov.in/courses.php?id=56A374E9B4E0102D8FE0FB5FE7685673">http://www.cbiacademy.gov.in/courses.php?id=56A374E9B4E0102D8FE0FB5FE7685673</a>



<b>Code</b>	ODC_015
<b>Competency</b>	<ul style="list-style-type: none"> <li>Vigilance</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Training Module on Combating Corruption
<b>Institute Name</b>	Department of Personnel and Training
<b>Venue/ Location</b>	Not Specified
<b>Broad Overview: (taken from website)</b> This three-day training module aims to impart knowledge of what corruption is and the various facets of corruption in public life in the minds of the public at large. The module also aims to inculcate the skills for combating corruption in public life and create awareness about ways and means by which corruption can be combated.	
<b>Dates/ Duration</b>	Not specified
<b>Fees</b>	Not specified
<b>Link</b>	<a href="http://persmin.gov.in/otraining/UNDPProject/undp_modules/Combating%20Corruption.pdf">http://persmin.gov.in/otraining/UNDPProject/undp_modules/Combating%20Corruption.pdf</a>

<b>Code</b>	ODC_016
<b>Competency</b>	<ul style="list-style-type: none"> <li>Vigilance</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	The Central Vigilance Commission (India)
<b>Venue/ Location</b>	In house
<b>Broad Description:</b> A senior official from the Central Vigilance Commission could do an internal training course for all the relevant employees	
<b>Dates/ Duration</b>	Not Specified (customized course)
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.cvc.nic.in/">http://www.cvc.nic.in/</a>

<b>Code</b>	ODC_017
<b>Competency</b>	<ul style="list-style-type: none"> <li>ICT Maintenance and Support</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Microsoft SQL Server 2008 Database Administrative Solution-Design, Optimization & Maintenance
<b>Institute Name</b>	Aptech computer Education
<b>Venue/ Location</b>	Multiple, India
<b>Broad Description: (taken from website)</b> Designing, Optimizing, and Maintaining a Database Administrative Solution for Microsoft SQL Server 2008	
<b>Dates/ Duration</b>	40 hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.aptech-education.com/courses-database.aspx">http://www.aptech-education.com/courses-database.aspx</a>

<b>Code</b>	ODC_018
<b>Competency</b>	<ul style="list-style-type: none"> <li>• ICT Maintenance and Support</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Web Application Development using Open Source Technologies
<b>Institute Name</b>	Aptech computer Education
<b>Venue/ Location</b>	Multiple, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• MySQL (24 Hours)</li> <li>• Perl (40 Hours)</li> <li>• PHP (40 Hours)</li> </ul>	
<b>Dates/ Duration</b>	40 hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.aptech-education.com/courses-database.aspx">http://www.aptech-education.com/courses-database.aspx</a>

<b>Code</b>	ODC_019
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Knowledge of Financial rules and regulations</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	Ministry of Finance
<b>Venue/ Location</b>	In house
<b>Broad Description:</b> A senior official from the Ministry of Finance could do an internal training course for all the relevant employees	
<b>Dates/ Duration</b>	Not Specified (customized course)
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.finmin.nic.in/">http://www.finmin.nic.in/</a>

<b>Code</b>	ODC_020
<b>Competency</b>	<ul style="list-style-type: none"> <li>Knowledge of Administrative rules and regulations</li> </ul>
<b>Learning Methodology</b>	Long Term Courses
<b>Training/Course Name</b>	40th Advanced Professional Program in Public Administration (APPPA)
<b>Institute Name</b>	Department of Personnel and Training
<b>Venue/ Location</b>	New Delhi, India
<b>Course Overview: (taken from website)</b> This course provides an opportunity to the participants to analyze major contemporary issues in Governance, learn about recent developments in the social sciences and their application in administration; review their experiences by making a critical analysis of environmental and other factors, apply relevant concepts, skills and techniques relating to policy, behavioral and administrative sciences and to demonstrate their creative and analytical abilities individually and in groups. It also seeks to develop interpersonal skills and sensitiveness to the needs of the people with a view to making administration more responsive and result oriented.	
<b>Dates/ Duration</b>	1st July 2014 to 30th April, 2015
<b>Fees</b>	Not applicable (costs covered by sponsoring authorities)
<b>Link</b>	<a href="http://ccis.nic.in/WriteReadData/CircularPortal/D2/D02trn/APPA40081113.pdf">http://ccis.nic.in/WriteReadData/CircularPortal/D2/D02trn/APPA40081113.pdf</a>

<b>Code</b>	ODC_021
<b>Competency</b>	<ul style="list-style-type: none"> <li>Knowledge of administrative rules and regulations</li> </ul>
<b>Learning Methodology</b>	Independent reading
<b>Document Name</b>	Training Package on Administrative Law
<b>Venue/ Location</b>	Not Applicable
<b>Document Contents: (taken from document)</b> <ul style="list-style-type: none"> <li>Administrative Law- An Overview               <ul style="list-style-type: none"> <li>Introduction Concept, Definition scope and recent trends in Administrative Law</li> <li>Role of the Constitution and administrative Law</li> <li>Constitutional Provisions like Separation of Power</li> <li>Rule of Law</li> </ul> </li> <li>Classification of Administrative Power</li> <li>Delegated Legislation and its Control</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://persmin.gov.in/otraining/UNDPPProject/undp_modules/Administrative%20Law%20N%20DLM.pdf">http://persmin.gov.in/otraining/UNDPPProject/undp_modules/Administrative%20Law%20N%20DLM.pdf</a>

<b>Code</b>	ODC_022
<b>Competency</b>	<ul style="list-style-type: none"> <li>Accounting</li> </ul>
<b>Learning Methodology</b>	Independent Reading
<b>Training/Course Name</b>	Introduction to Accounting Principles
<b>Source Name</b>	Accounting Coach
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> There are general rules and concepts that govern the field of accounting. These general rules—referred to as basic accounting principles and guidelines—form the groundwork on which more detailed, complicated, and legalistic accounting rules are based. The read has ten main accounting principles and guidelines together with a highly condensed explanation of each.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.accountingcoach.com/accounting-principles/explanation">http://www.accountingcoach.com/accounting-principles/explanation</a>

<b>Code</b>	ODC_023
<b>Competency</b>	<ul style="list-style-type: none"> <li>Accounting</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Training in Accounting Fundamentals
<b>Institute Name</b>	International Academy for Certification and Training (iACT)
<b>Venue/ Location</b>	Multiple, India
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>Basics of double-entry bookkeeping</li> <li>How to analyze and record financial transactions</li> <li>How to prepare financial reports</li> <li>Accounts receivable, accounts payable, payroll procedures</li> <li>Taxation &amp; other regulatory issues</li> <li>Common banking activities</li> <li>Ratios and what they mean</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iactglobal.in/courses/accounting-funda.aspx">http://www.iactglobal.in/courses/accounting-funda.aspx</a>

<b>Code</b>	ODC_024
<b>Competency</b>	<ul style="list-style-type: none"> <li>• Knowledge of Financial rules and regulations</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	International Financial Reporting Standards
<b>Institute Name</b>	Academy of commerce
<b>Venue/ Location</b>	New Delhi, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Presentation Of Financial Statements</li> <li>• Statement of Cash Flows</li> <li>• Accounting Policies, Estimates and Errors</li> <li>• Property Plant and Equipment</li> <li>• Leases</li> <li>• Revenue</li> <li>• Changes in Foreign Exchange Rates</li> <li>• Related Party Disclosures</li> <li>• Consolidated and Separate Financial Statements</li> <li>• Investments in Associates</li> <li>• Interest in Joint Ventures</li> <li>• Financial Instrument – Recognition, Measurement etc.</li> <li>• Financial Instrument – Presentation and Disclosures</li> <li>• Impairment of Assets</li> <li>• Intangible Assets</li> <li>• Investment Property</li> <li>• Business Combinations</li> <li>• Share Based Payments</li> <li>• Non-Current Asset Held for Sale</li> <li>• First Time Adoption of IFRS</li> <li>• Differences between Indian GAAP and IFRS</li> <li>• Differences between USGAAP and IFRS</li> <li>• IFRS Convergence Methodology</li> </ul>	
<b>Dates/ Duration</b>	6-8Weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://aoc-india.co.in/ctd_ifrs.html">http://aoc-india.co.in/ctd_ifrs.html</a>

<b>Code</b>	TC_001
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Testing</li> </ul>
<b>Learning Methodology</b>	Reading
<b>Journal Name</b>	NETA World Journal
<b>Institute Name</b>	NETAWORLD
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> NETA World, the official publication of the InterNational Electrical Testing Association, is the electrical testing industry's leading technical journal. Each quarter, The NETA World Journal delivers coverage of the latest industry trends, technology breakthroughs, new products, and solutions, as well as maintenance and troubleshooting tips for power distribution systems. NETA World also offers case studies, training information, and helpful links to scores of in-depth resources.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.netaworld.org/neta-world-journal">http://www.netaworld.org/neta-world-journal</a>

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<b>Code</b>	TC_002
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Testing</li> </ul>
<b>Learning Methodology</b>	Reading (e-Journal)
<b>Journal Name</b>	Manufacturing Technology Today
<b>Institute Name</b>	Central Manufacturing Technology Institute
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> Manufacturing Technology Today is a monthly publication by CMTI which features <ul style="list-style-type: none"> <li>• Technical papers related to Manufacturing Technology</li> <li>• Abstracts of literature published in journals, subscribed to CMTI library</li> <li>• Patent abstracts of recently granted /filed patents across the globe</li> <li>• Around CMTI</li> <li>• Calendar of events related to manufacturing technology</li> <li>• Intellectual property and patenting news</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.cmti-india.net/?q=E-Journal">http://www.cmti-india.net/?q=E-Journal</a>

<b>Code</b>	TC_003
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Testing</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	National Testing Laboratory
<b>Venue/ Location</b>	Delhi, India
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Chemical Testing Services</li> <li>• Electrical Testing Services</li> <li>• Mechanical Testing Services</li> <li>• Metals Testing Services</li> <li>• Construction Material Testing Services</li> <li>• Building Material Testing Services</li> <li>• Engineering Materials Testing Services</li> <li>• Plastic Testing Services</li> <li>• Biological Testing Services</li> <li>• Microbiology Testing Services</li> </ul> <b>Accreditations, Certifications and Approvals:</b> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> </ul> <b>Approvals: Bodies</b> <ul style="list-style-type: none"> <li>• ISO: 9001:2008</li> <li>• ISO/IEC 17025:2005</li> <li>• National Accreditation Board for Testing and Calibration Laboratories(NABL)</li> <li>• Bureau of Indian Standard</li> </ul> <b>Approvals: Organizations</b> <ul style="list-style-type: none"> <li>• Delhi Metro Rail Corporation</li> <li>• Military Engineer Services</li> <li>• MTNL Delhi</li> <li>• Irrigation and Flood control</li> <li>• Airport's Authority of India</li> <li>• Public Works Department (F-Zone, E-in-C)</li> <li>• Central Public Works Department, Delhi</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.nationaltestinglaboratory.net">http://www.nationaltestinglaboratory.net</a>

<b>Code</b>	TC_004
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Testing</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	Sigma Test and Research Center
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Chemicals Testing</li> <li>• Ferrous &amp; Non Ferrous Metals Testing</li> <li>• Building Material Testing</li> <li>• Water Testing</li> <li>• Non Destructive Testing Lab Delhi</li> <li>• Rebound Hammer Test Delhi</li> <li>• Ultrasonic test Concrete Delhi</li> </ul> <b>Accreditations, Certifications and Approvals:</b> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> <li>• ISO 17025:2005</li> <li>• ISO 14001:2004</li> <li>• Drug Controller of India State Drug Control Authority</li> <li>• ISO 9001:2008 Accreditation from joint Accreditation System of Australia &amp; New Zealand(Jas-Anz).</li> <li>• United States Food and Drug Administration</li> </ul> <b>Approvals: Bodies</b> <ul style="list-style-type: none"> <li>• Public Works Department</li> <li>• Central Public Works Department</li> <li>• New Delhi Municipal Council</li> <li>• Indian Railway</li> <li>• Delhi Metro Rail Corporation (DMRC)</li> <li>• Delhi Development Authority (DDA)</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.sigmatest.org/">http://www.sigmatest.org/</a>

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<b>Code</b>	TC_005
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Testing</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	Delhi Test House
<b>Venue/ Location</b>	Delhi, India
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Metals &amp; Metallographic</li> <li>• Electrical &amp; Electronics</li> <li>• Chemicals &amp; Fertilizers</li> <li>• NDT</li> <li>• Infrastructure</li> <li>• Water</li> <li>• Microbiological Analysis</li> <li>• Impurities Profiles</li> <li>• Petroleum Products</li> <li>• Automotive</li> <li>• Minerals &amp; Ores</li> </ul> <b>Accreditations and Recognitions (selection from total list):</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> <li>• ISO-14001-2004</li> <li>• ISO-9001-2000</li> <li>• Bureau of Indian Standard (BIS)</li> <li>• Export Inspection Council, Ministry of Commerce, Government of India</li> <li>• Directorate General of Supplies and Disposal (DGS&amp;D)</li> <li>• Delhi Metro Rail Corporation</li> <li>• Public Works Department</li> <li>• Karnataka Urban Water Supply and Drainage Board</li> <li>• Airport Authority of India</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.delhitesthouse.com">http://www.delhitesthouse.com</a>

<b>Code</b>	TC_006
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Domestic appliance testing</li> <li>• Lamps and Luminaire</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Portable Appliance Testing (PAT)
<b>Institute Name</b>	Clarkson Evans Training
<b>Venue/ Location</b>	Multiple- UK
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Equipment construction</li> <li>• Combined inspection &amp; testing</li> <li>• Recording inspections</li> <li>• Use of instruments</li> </ul>	
<b>Dates/ Duration</b>	2 days (scheduled as per convenience of students)
<b>Fees</b>	INR 27711.75 (GBP 275)
<b>Link</b>	<a href="http://www.clarksonevanstraining.co.uk/2377-portable-appliance-testing.html#.Uis8ypKLAZA">http://www.clarksonevanstraining.co.uk/2377-portable-appliance-testing.html#.Uis8ypKLAZA</a>

<b>Code</b>	TC_007
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Domestic appliance testing</li> <li>• Lamps and Luminaire</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Portable Appliance Testing (PAT)
<b>Institute Name</b>	City & Guilds
<b>Venue/ Location</b>	Multiple- UK
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Electrical legislation</li> <li>• Relevant guidelines</li> <li>• Basic electrical theory</li> <li>• Classification of appliances</li> <li>• Documentation required</li> <li>• Introduction to PAT testing equipment</li> <li>• Hands on testing of equipment</li> <li>• Recording data</li> <li>• Procedures &amp; legal responsibility</li> <li>• Labeling</li> <li>• Inspection &amp; testing</li> </ul>	
<b>Dates/ Duration</b>	2 days (scheduled as per convenience of students)
<b>Fees</b>	INR 35672.58 (GBP 354)
<b>Link</b>	<a href="http://www.traininginelectrical.co.uk/course/portable-appliance-testing-pat">http://www.traininginelectrical.co.uk/course/portable-appliance-testing-pat</a>

<b>Code</b>	TC_008
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Pressure testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Practical Pressure Calibration
<b>Institute Name</b>	National Standards Authority of Ireland
<b>Venue/ Location</b>	Ireland/ On-Site
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Principles of Pressure Measurement and Calibration</li> <li>Pressure Units, terminology, traceability and standards</li> <li>Types of Pressure instruments and standards</li> <li>Accuracy of pressure measuring instruments and standards</li> <li>Pressure calibration – good practice and principles</li> <li>Uncertainty in pressure calibration</li> <li>Error avoidance tactics for pressure measurements</li> </ul>	
<b>Dates/ Duration</b>	Scheduled on demand
<b>Fees</b>	INR 40243.2 (EUR 480)
<b>Link</b>	<a href="http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf">http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf</a>

<b>Code</b>	TC_009
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Pressure testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Principles of Pressure Calibration
<b>Institute Name</b>	Fluke Calibration
<b>Venue/ Location</b>	Arizona, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Fundamental physics of pressure</li> <li>Metrological terminology</li> <li>Discussion on calibration principles</li> <li>Piston gauge fundamentals</li> <li>Issues in calibration quality</li> <li>Includes hands-on calibration exercises</li> </ul>	
<b>Dates/ Duration</b>	3 Days; next dates to be confirmed
<b>Fees</b>	INR 171919.8 (USD 2790)
<b>Link</b>	<a href="http://us.flukecal.com/Principles-of-Pressure">http://us.flukecal.com/Principles-of-Pressure</a>

<b>Code</b>	TC_010
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Pressure testing</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Pressure Test Courses
<b>Institute Name</b>	iKnow
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Pneumatic Strength and Tightness Pressure Testing</li> <li>• Personal Protective Equipment (PPE)</li> <li>• Hazards</li> <li>• Maximum Allowable and Design Pressures</li> <li>• Test Gases</li> <li>• Test Equipment</li> <li>• Conducting a Test</li> <li>• Documentation</li> <li>• Conducting a Test</li> </ul>	
<b>Dates/ Duration</b>	2-3 hours
<b>Fees</b>	INR 3081 (USD 50)
<b>Link</b>	<a href="http://www.i-know.com/refrigeration-air-conditioning-cooling-heating-training-courses/pressure-testing-pt01.aspx#info-tab">http://www.i-know.com/refrigeration-air-conditioning-cooling-heating-training-courses/pressure-testing-pt01.aspx#info-tab</a>

<b>Code</b>	TC_011
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Metallurgy</li> <li>• Metallography</li> <li>• Metal testing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses/ Long Term Courses
<b>Training/Course Name</b>	Metallurgical Course
<b>Institute Name</b>	Institute of Material Testing & Evaluation
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to Metallurgy and Materials</li> <li>• Metallography</li> <li>• Materials and Metallurgical Analysis</li> <li>• Materials Thermodynamics</li> <li>• Corrosion and Degradation of Materials</li> <li>• Refractories and Furnaces</li> <li>• Surface Engineering of Materials</li> <li>• Metal Joining Technology</li> <li>• Principles of Materials Characterization</li> <li>• Physical Metallurgy of Steels and Heat Treatment Heat Treatment and Microstructure Sessional</li> <li>• MME445 Metallic Alloys and Materials Selection</li> <li>• Industrial Metal Working Processes</li> <li>• Ferrous Production Metallurgy</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.imte.in/training-metallurgical-courses.aspx">http://www.imte.in/training-metallurgical-courses.aspx</a>

<b>Code</b>	TC_012
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Metal testing</li> <li>• Destructive Testing</li> <li>• Non Destructive Testing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Mechanical Testing of Metals (Destructive Testing & Non-Destructive Testing) Courses
<b>Institute Name</b>	Advanced Training Institute
<b>Venue/ Location</b>	Chennai, India
<b>Course Section:</b> <ul style="list-style-type: none"> <li>• CAD / CAM</li> <li>• CNC center</li> <li>• Electrical controls &amp; maintenance</li> <li>• Heat engine</li> <li>• Heat treatment &amp; material testing</li> <li>• Hydraulic &amp; pneumatic controls</li> <li>• Industrial chemistry</li> <li>• Machine tool maintenance</li> <li>• Metrology &amp; engineering inspection</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.atichennai.org.in/Schedule.html">http://www.atichennai.org.in/Schedule.html</a>

<b>Code</b>	TC_013
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Metal testing</li> <li>• Destructive testing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Destructive Testing
<b>Institute Name</b>	Institute of Material Testing & Evaluation
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Tensile testing</li> <li>• Impact testing</li> <li>• Hardness testing</li> <li>• Spark testing</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.imte.in/Training-certifications-Destructive-training.aspx">http://www.imte.in/Training-certifications-Destructive-training.aspx</a>

<b>Code</b>	TC_014
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Nano Technology</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Introductory Program in Nanotechnology
<b>Institute Name</b>	Nano Science and Technology Consortium
<b>Venue/ Location</b>	Uttar Pradesh, India
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>Present a broad view of Nanotechnology &amp; Nano world.</li> <li>Aware with the historical, modern and future aspects of this unique field.</li> <li>Aware with the major researches and developments of products have been introduced in market using Nanotechnology.</li> <li>Aware with the applications of this field in various sectors.</li> <li>Aware with the work going in this field in India and Globally.</li> <li>Aware with the career development and academic activities in this field</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 4,300
<b>Link</b>	<a href="http://nstc.in/Introductory.html">http://nstc.in/Introductory.html</a>

<b>Code</b>	TC_015
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Nano Technology</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Industry Program in Nanotechnology
<b>Institute Name</b>	Nano Science and Technology Consortium
<b>Venue/ Location</b>	Uttar Pradesh, India
<b>Course Overview: (taken from website)</b> <p>The course covers technologies used to design, realize and analyze micro and nano-scale devices, materials and systems, coupled with general and technology management. This is supported by project work and ensures the graduates to emerge training in a wide range of technical and management skills, and have a sharp appreciation of the relevance of the subject to industrial needs.</p>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 10,300
<b>Link</b>	<a href="http://nstc.in/Industry.html">http://nstc.in/Industry.html</a>

<b>Code</b>	TC_016
<b>Technical Area</b>	• Cable Testing
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Cable Systems Acceptance Testing Course
<b>Institute Name</b>	International Electrical Testing Association
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b>  This course will assist field service technicians in understanding and acquiring the knowledge to properly test, assess, and validate medium- and high-voltage cable systems for electrical power equipment as required by the ANSI/NETA ATS.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.netaworld.org/training/neta-online-training">http://www.netaworld.org/training/neta-online-training</a>

<b>Code</b>	TC_017
<b>Technical Area</b>	• Cable Testing
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Certified Cabling Test Technician (CCTT) Basic Course
<b>Institute Name</b>	Fluke Networks
<b>Venue/ Location</b>	Bangalore
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Review of the current TIA standards for "in-channel" certification of Category 5e up through the recently approved Category 6A.</li> <li>• Extensive hands-on with factory supplied DTX Cable Analyzers is provided for in-channel testing and troubleshooting of UTP copper systems.</li> <li>• New exercises to analyze real world test results and learn how to troubleshoot real cabling installation problems.</li> <li>• Demonstration of Alien Crosstalk testing with the DTX-10Gig Alien Crosstalk modules.</li> <li>• Overview of fiber optic basics and current testing standards from both the TIA and IEEE committees.</li> <li>• Basic optical loss/length testing and introduction to OTDRs.</li> <li>• Hands-on exercises with equipment provided by the factory to perform basic loss/length testing</li> </ul>	
<b>Dates/ Duration</b>	2 days; Dates for 2014 to be confirmed
<b>Fees</b>	INR 4,000
<b>Link</b>	<a href="http://www.flukenetworks.com/content/cctt-certified-cabling-test-technician-cctt-basic-course-%E2%80%93-2-day-training-program-bangalore">http://www.flukenetworks.com/content/cctt-certified-cabling-test-technician-cctt-basic-course-%E2%80%93-2-day-training-program-bangalore</a>

<b>Code</b>	TC_018
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Cable Testing</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Cable Testing and Fault Location
<b>Institute Name</b>	Avo Training Institute
<b>Venue/ Location</b>	Texas, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Identify medium voltage cable components and causes of failure</li> <li>Utilize safe work practices for cable testing per OSHA and industry consensus standards</li> <li>Pinpoint faults and trace cable routes using magnetic tracing system and arc reflection technologies</li> <li>Explain procedures and interpret results for VLF, DC, insulation resistance, partial discharge, tan delta and power factor tests</li> <li>Interpret IEEE 400 and NETA cable testing procedures</li> </ul>	
<b>Dates/ Duration</b>	4 days; next dates to be confirmed
<b>Fees</b>	INR 96435.3 (USD 1565)
<b>Link</b>	<a href="http://www.avotraining.com/courses/electrical-maintenance-training/cable-testing-and-fault-location-medium-voltage-ctfilmv/">http://www.avotraining.com/courses/electrical-maintenance-training/cable-testing-and-fault-location-medium-voltage-ctfilmv/</a>

<b>Code</b>	TC_019
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>High voltage testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	The IET course on high voltage engineering and testing
<b>Institute Name</b>	Staffordshire University
<b>Venue/ Location</b>	Stafford, UK
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Introduction to High Voltage Engineering</li> <li>Components of high voltage systems</li> <li>Monitoring high voltage equipment and systems</li> <li>Introduction to high voltage testing</li> <li>Different testing techniques</li> <li>Testing for endurance and reliability</li> </ul>	
<b>Dates/ Duration</b>	4 days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://conferences.theiet.org/hvet/about/index.cfm">http://conferences.theiet.org/hvet/about/index.cfm</a>



<b>Code</b>	TC_020
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Electrical Testing</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	PowerTest- Premier Electrical Maintenance and Safety Event
<b>Institute Name</b>	Power Test
<b>Venue/ Location</b>	Colorado, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Safety track</li> <li>Reliability track</li> <li>Circuit breakers</li> <li>Equipment</li> <li>Relays</li> </ul>	
<b>Dates/ Duration</b>	March 3-6, 2014
<b>Fees</b>	INR 48618.18 (USD 789)
<b>Link</b>	<a href="http://www.powertest.org/conference">http://www.powertest.org/conference</a>

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<b>Code</b>	TC_021
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Electrical Testing</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	Elecrama
<b>Institute Name</b>	IEEMA
<b>Venue/ Location</b>	Bangalore
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>There is a long list of companies coming to exhibit at Elecrama 2014. The list can be found here: <a href="http://www.elecrama.com/ExhList.aspx">http://www.elecrama.com/ExhList.aspx</a></li> <li>There are also concurrent events, including: <ul style="list-style-type: none"> <li>The COE's Summit: A panel discussion between the leaders of the electrical equipment industry on the challenges and opportunities of the industry will be televised for exhibition attendees</li> <li>The International Transmission and Distribution Conclave</li> <li>The Engineer Infinite 2014: An opportunity for students to present innovative solutions in the Electrical T&amp;D domain</li> </ul> </li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.elecrama.com/">http://www.elecrama.com/</a>

<b>Code</b>	TC_022
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Pumps &amp; motor testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Pump Testing
<b>Institute Name</b>	ProPump Services
<b>Venue/ Location</b>	Pennsylvania, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Pump Fundamentals</li> <li>Pump Types</li> <li>Testing</li> <li>Others</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.propumpservices.com/pump-training/pump-training/page.aspx?id=1026">http://www.propumpservices.com/pump-training/pump-training/page.aspx?id=1026</a>

<b>Code</b>	TC_023
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Mechanical Testing</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	National Fluid Power Association Fluid Power Systems Conference
<b>Hosted by</b>	International Fluid Power Society (IFPS), the FPDA Motion and Control Network (FPDA), and the National Fluid Power Association (NFPA)
<b>Venue/ Location</b>	Illinois, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Design workshops to communicate why energy efficiency and reliability are increasingly a concern of machine builders and the role of fluid power in increasing machine efficiency and reliability and balancing cost issues for hydraulic and pneumatic systems;</li> <li>Hands-on instruction into practical maintenance techniques from fluid power component manufacturers, distributors, and system integrators;</li> <li>Facilitated roundtable discussions, where peers can share specific challenges associated with their industry and applications, learn about fluid power standards, best practices in building efficient and reliable fluid power systems, and the future of fluid power;</li> <li>Networking events, including the Innovation Showcase, to help participating engineers and technicians engage with technology providers from fluid power manufacturing and distribution companies to learn the newest, cutting edge developments in energy efficient and reliable developments in hydraulics and pneumatics.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 26188.5 (EUR 580)
<b>Link</b>	<a href="http://www.nfpa.com/events/fpsc.htm">http://www.nfpa.com/events/fpsc.htm</a>

<b>Code</b>	TC_024
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Non destructive testing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Basic NDT Course
<b>Institute Name</b>	Trinity NDT, Trinity Engineering Quality*
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Introduction to Non Destructive Testing</li> <li>Manufacturing processes</li> <li>Overview of Visual Testing</li> <li>Overview of Liquid Penetrant Testing</li> <li>Overview of Magnetic Particle Testing</li> <li>Overview of Ultrasonic Testing</li> <li>Overview of Radiographic Testing</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.trinityndt.com/training_basicndt.php">http://www.trinityndt.com/training_basicndt.php</a>

\*Trinity NDT offers many courses on techniques in Non-Destructive Training, such as Ultrasonic testing, Magnetic particle testing, Liquid penetrant testing and Radiography testing, amongst others. The details can be found at: [http://www.trinityndt.com/training\\_ndt.php](http://www.trinityndt.com/training_ndt.php)

<b>Code</b>	TC_025
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Non destructive testing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training/Course Name</b>	Non-Destructive Testing
<b>Institute Name</b>	Institute of Material Testing & Evaluation
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Examination and demonstrations of different methods of Non-Destructive Testing, including <ul style="list-style-type: none"> <li>Magnetic Particle Testing</li> <li>Penetrant Testing</li> <li>Ultrasonic Flaw Detection</li> <li>Radiographic Interpretation</li> </ul> </li> <li>Strengths and weaknesses of each method</li> <li>Certification schemes</li> <li>Description of different standards (BS, EN and ISO)</li> <li>Reporting criteria</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.imte.in/Training-NDT.aspx">http://www.imte.in/Training-NDT.aspx</a>

<b>Code</b>	TC_026
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Metallurgy</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	23rd International Conference on Metallurgy and Materials
<b>Hosted by</b>	Tanger Ltd.
<b>Venue/ Location</b>	Czech Republic
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Role of metallurgy and materials in the early 21<sup>st</sup> century</li> <li>Symposium A: Advanced Iron and Steelmaking</li> <li>Symposium B: Metal Forming</li> <li>Symposium C: Steel Products- Properties</li> <li>Symposium D: Modern Trends in Surface Engineering</li> <li>Symposium E: Non-Ferrous Metals and Alloys</li> <li>Symposium F: Economics and Management of Metallurgical Production</li> <li>Poster Sessions</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.metal2014.com/en/">http://www.metal2014.com/en/</a>

<b>Code</b>	TC_027
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Metallurgy</li> </ul>
<b>Learning Methodology</b>	Reading
<b>Journal Name</b>	MAPAN Journal Metrology Society of India
<b>Institute Name</b>	Metrology Society of India
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> <p>MAPAN-Journal Metrology Society of India is a quarterly publication. It is exclusively devoted to Metrology (Scientific, Industrial or Legal). The Metrology Society of India (MSI) invites the submission of research communication or technical article on topics of current interest. Original work, tutorials and survey papers, which contribute to new knowledge or understanding of any metrology principle, method or technique, are welcome.</p>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.metrologyindia.org/publications/journal-mapan">http://www.metrologyindia.org/publications/journal-mapan</a>

<b>Code</b>	TC_028
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Radiography Testing</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Radio Graphic Testing and Radiographic Interpretation
<b>Institute Name</b>	United NDT Institute
<b>Venue/ Location</b>	Multiple- India
<b>Course Overview: (taken from website)</b> The Radiographic testing course is for NDT personnel wishing to carry out Radiographic testing; this course incorporates interpretation of the Radiograph in addition to the techniques used to create the Radiograph. There are two types of course available under Radiography: <ul style="list-style-type: none"> <li>• Radiographic Testing</li> <li>• Radiographic Interpretation</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://unitedndt.co/radiographic-testing.php">http://unitedndt.co/radiographic-testing.php</a>

<b>Code</b>	TC_029
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Radiography Testing</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Radiographic Testing (RT) Level-I
<b>Institute Name</b>	Trinity NDT
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Nuclear Physics-Interaction of Radiation with Matter</li> <li>• Shielding, Radiation Detectors, Biological Effects</li> <li>• Radiation Protection, Basic Rules &amp; Techniques</li> <li>• Sources of Radiation and their characteristics</li> <li>• Film Radiography</li> <li>• Film Processing</li> <li>• Inspection Techniques and Procedures</li> <li>• Sensitivity &amp; Definition, I.Q.Is, Other Accessories</li> <li>• Types of Discontinuities</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.trinityndt.com/training_rt.php">http://www.trinityndt.com/training_rt.php</a>

<b>Code</b>	TC_030
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Radiography Testing</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Radiographic Testing (RT) Level-II
<b>Institute Name</b>	Trinity NDT
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Nuclear Physics-Interaction of Radiation with Matter</li> <li>• Review of Level-I course</li> <li>• Non-conventional Radiography</li> <li>• Techniques in radiography</li> <li>• Codes, standards and Procedures</li> <li>• Acceptance Standards</li> <li>• Manufacturing processes and discontinuities</li> <li>• Interpretation of Radiographs</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.trinityndt.com/training_rt.php">http://www.trinityndt.com/training_rt.php</a>

<b>Code</b>	TC_031
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Radiography Testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	NDT Radiography Testing Level II Certification Training
<b>Institute Name</b>	TCR Institute for Materials Technology
<b>Venue/ Location</b>	Maharashtra, India
<b>Topics Covered :</b> <ul style="list-style-type: none"> <li>• Basic principles on radiation.</li> <li>• Inspection and measurement of samples.</li> <li>• Introduction to ASTM and ASME standards and specifications</li> </ul>	
<b>Dates/ Duration</b>	40 hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.tcreng.com/training/radiography-testing-rt-asnt-level-II-ndt-training-india.shtml">http://www.tcreng.com/training/radiography-testing-rt-asnt-level-II-ndt-training-india.shtml</a>

<b>Code</b>	TC_032
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Ultrasonic Testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	NDT Ultrasonic Testing Level II Certification Training
<b>Institute Name</b>	TCR Institute for Materials Technology
<b>Venue/ Location</b>	Maharashtra, India
<b>Course Overview: (taken from website)</b> The NDT Ultrasonic Testing (UT) Level II training course, taught at TCR Institute for Materials Technology in Navi Mumbai, India, will introduce theory of Ultrasonic Testing. Candidate will learn the various techniques involved in Ultrasonic testing. The course will provide theory lectures followed with practical training around non-destructive tests. The course will encourage group discussions around practical problems and provide field expertise on how to resolve them. At the end of the course candidate will be appearing for a Level II exam. Each candidate will be a certified NDT Level II Engineer upon successfully clearing the exam.	
<b>Dates/ Duration</b>	40 hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.tcreng.com/training/ultrasonic-testing-ut-asnt-level-II-ndt-training-india.shtml">http://www.tcreng.com/training/ultrasonic-testing-ut-asnt-level-II-ndt-training-india.shtml</a>

<b>Code</b>	TC_033
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Ultrasonic Testing</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Ultrasonic Testing
<b>Institute Name</b>	United NDT Institute
<b>Venue/ Location</b>	Multiple- India
<b>Course Overview: (taken from website)</b> Exposure to the theory and practice of ultrasonic testing.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://unitedndt.co/ultra-sonic-testing.php">http://unitedndt.co/ultra-sonic-testing.php</a>

<b>Code</b>	TC_034
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Metallographic Test</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Introduction to Metallography
<b>Institute Name</b>	TCR Institute for Materials Technology
<b>Venue/ Location</b>	Maharashtra, India
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>• Providing knowledge of various ASTM Standards and requirements of such standards. Letting students know of various requirements of tests under each standard so that they become aware of specification requirements.</li> <li>• Imparting training to conduct various physical tests such as Tensile, 0.2% Proof Stress, Hardness, Charpy Impact, Bend, Flattening, Microexamination and Macroetch tests, including classes for preparation of various Physical test Specimen for Tensile, Impact test so on and so forth.</li> <li>• In-depth exposure to various methods of Chemical Analysis</li> </ul>	
<b>Dates/ Duration</b>	30 Days
<b>Fees</b>	INR 75,000
<b>Link</b>	<a href="http://www.tcreng.com/training/metallography-training-india.shtml">http://www.tcreng.com/training/metallography-training-india.shtml</a>



<b>Code</b>	TC_035
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Microbiology</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Microbiology
<b>Institute Name</b>	Rishi Biotech
<b>Venue/ Location</b>	India
<b>Course Contents: (taken from website)</b> <b>Basic Microbiology</b> <ul style="list-style-type: none"> <li>• Sterilization Techniques for Plates, Chemicals, Glassware, Surface</li> <li>• Preparation of Solid and Liquid Media</li> <li>• Various Methods of Plating and Inoculation of Cultures and Isolation of Pure Colonies</li> <li>• Isolation of Bacteria from Various Sources of Soil, Water and Air</li> <li>• Staining of Bacterial Spores</li> <li>• Staining for Bacterial Flagella</li> <li>• Study of Growth Curve of Bacteria</li> <li>• Detection of Bacteriophage in the Surroundings</li> <li>• Identification of micro-organisms by various staining techniques</li> <li>• Staining of different organelles of bacteria and yeast (Flagella, Spores).</li> <li>• Motility Test</li> </ul> <b>Medical Microbiology</b> <ul style="list-style-type: none"> <li>• Selection of appropriate culture media</li> <li>• Identification of microorganisms by Biochemical testing</li> <li>• Antibiotic susceptibility assay (MIC)</li> <li>• Synergistic action of antibiotics</li> <li>• Cell fractionation</li> <li>• Osmosis and Pinocytosis</li> <li>• 16's rDNA Typing</li> </ul>	
<b>Dates/ Duration</b>	20 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.rishibiotech.com/MT.htm">http://www.rishibiotech.com/MT.htm</a>

<b>Code</b>	TC_036
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Microbiology</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Microbiology Training
<b>Institute Name</b>	Shubhda Research Institute
<b>Venue/ Location</b>	India
<b>Topics Covered :</b> <ul style="list-style-type: none"> <li>• Antibiotic assay</li> <li>• MIC study</li> <li>• Food Microbiology</li> <li>• Water Microbiology</li> <li>• Environmental Monitoring</li> <li>• Validation with special reference to Steam Sterilization</li> <li>• Individual exercise with data Interpretation</li> <li>• Documentation and reporting.</li> </ul>	
<b>Dates/ Duration</b>	2 Weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sribioservices.com/microbiology_training.html">http://www.sribioservices.com/microbiology_training.html</a>

<b>Code</b>	TC_037
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Microbiology</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Microbiology Training
<b>Institute Name</b>	Shubhda Research Institute
<b>Venue/ Location</b>	Maharashtra, India
<b>Topics Covered :</b> <ul style="list-style-type: none"> <li>• In-process microbiology</li> <li>• Bioburden and Microbial Limit Test: RM and Finished goods.</li> <li>• Antimicrobial preservative efficacy test.</li> <li>• Sterility testing Direct Inoculation and Membrane Filtration.</li> <li>• Validation issues and Biological Indicator Steam Sterilization Validation</li> <li>• Lectures by industrial experts on different Pharma-Microbiology topics.</li> <li>• Documentation and reporting</li> </ul>	
<b>Dates/ Duration</b>	2 Weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sribioservices.com/microbiology_training.html">http://www.sribioservices.com/microbiology_training.html</a>

<b>Code</b>	TC_038
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Pharmacology</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	46th Annual Conference of Pharmacological Society of India
<b>Institute Name</b>	Indian Pharmacological Society
<b>Venue/ Location</b>	Bangalore, India
<b>Topics Covered :</b> <ul style="list-style-type: none"> <li>Innovative Therapies and challenges to Pharmacology</li> <li>Advances in Traditional, Natural system of medicine.</li> <li>Pharmacogenomics and personalized medicine</li> <li>Recent Advances in Pharmacotherapy of Epilepsy</li> <li>Importance of Preclinical Evaluations in developing clinical acceptance</li> <li>Drug discovery current developments</li> <li>Advanced Pharmacology of Life style diseases</li> <li>Recent advances in NO research</li> <li>Medication safety</li> </ul>	
<b>Dates/ Duration</b>	3 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://ipsconbangalore2013.org/">http://ipsconbangalore2013.org/</a>

<b>Code</b>	TC_039
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Pharmacology</li> </ul>
<b>Learning Methodology</b>	Short Term courses
<b>Training/Course Name</b>	Clinical pharmacology
<b>Institute Name</b>	CSIR-Central Drug Research Institute
<b>Venue/ Location</b>	Lucknow, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	2-12 weeks
<b>Fees</b>	INR 15,000
<b>Link</b>	<a href="http://www.cdriindia.org/advance.htm#tvd">http://www.cdriindia.org/advance.htm#tvd</a>

<b>Code</b>	TC_040
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Virology</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Training & Workshop on Virology
<b>Institute Name</b>	National Institute of Virology
<b>Venue/ Location</b>	Pune, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.niv.co.in/training.htm">http://www.niv.co.in/training.htm</a>

<b>Code</b>	TC_041
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Virology</li> </ul>
<b>Learning Methodology</b>	Reading
<b>Training/Course Name</b>	Indian Journal of Virology
<b>Institute Name</b>	Springer
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.niv.co.in/training.htm">http://www.niv.co.in/training.htm</a>

<b>Code</b>	TC_042
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Seminars (Webinars)
<b>Training/Course Name</b>	Online Webinars
<b>Institute Name</b>	Fluke Calibration
<b>Venue/ Location</b>	Not Applicable
<b>Course Overview: (taken from website)</b> There are regular webinars on Calibration and Metrology. The course schedule is currently available until the end of October, but courses for November, December and 2014 will be posted soon. The archive of previous webinars is available here: <a href="http://us.flukecal.com/training/web-seminars/archives">http://us.flukecal.com/training/web-seminars/archives</a>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://us.flukecal.com/training/web-seminars/current-schedule">http://us.flukecal.com/training/web-seminars/current-schedule</a>

<b>Code</b>	TC_043
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	Cafmet 2014
<b>Institute Name</b>	African Committee of Metrology – CAFMET
<b>Venue/ Location</b>	South Africa
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Organization of metrology</li> <li>• Legal metrology</li> <li>• Metrology in Africa</li> <li>• Accreditation and certification</li> <li>• Education and training in metrology</li> <li>• Measurement in various fields (industry, health, environment, civil engineering, nuclear energy, renewable energy)</li> <li>• Standardization</li> <li>• Dimensional and optical measurement</li> <li>• Temperature and humidity measurement</li> <li>• Electrical and electromagnetic measurement</li> <li>• Mass, volume and pressure measurement</li> <li>• Statistical process control</li> <li>• Estimation of measurement uncertainty</li> <li>• Interlaboratory Comparisons</li> </ul>	
<b>Dates/ Duration</b>	March 31- April 3, 2014
<b>Fees</b>	INR 48627.2 (EUR 580)
<b>Link</b>	<a href="http://www.cafmet2014.com/en">http://www.cafmet2014.com/en</a>

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<b>Code</b>	TC_044
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	Measurement Science and the Environment- Workshop & Symposium
<b>Institute Name</b>	NCSL International
<b>Venue/ Location</b>	Florida, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• New or improved test and measurement techniques</li> <li>• Measurement standards and traceability</li> <li>• Statistical process and evaluation</li> <li>• Measurement accuracy and uncertainty analysis</li> <li>• Laboratory management and accreditation</li> <li>• Advances in measurement science</li> </ul>	
<b>Dates/ Duration</b>	August 3-7, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ncsli.org/i/f/ci/cfp/c/f/cfp.aspx?hkey=bfa5d97f-d8a0-4fa8-819c-e057bfed33e4">http://www.ncsli.org/i/f/ci/cfp/c/f/cfp.aspx?hkey=bfa5d97f-d8a0-4fa8-819c-e057bfed33e4</a>

<b>Code</b>	TC_045
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	Joint IMEKO International TC3, TC5 and TC22 Conference 2014
<b>Institute Name</b>	NCSL International
<b>Venue/ Location</b>	South Africa
<b>Course Overview: (taken from website)</b> <p>The conference is hosted by IMEKO, the International Metrology Confederation. The conference is aimed at academics, researchers and engineers and topics will be related to mass, force, torque, hardness and vibration.</p>	
<b>Dates/ Duration</b>	February 3-5, 2014
<b>Fees</b>	INR 29,276 (ZAR 5,200)
<b>Link</b>	<a href="http://conferences.imeko.org/index.php/tc3-5-22/2014">http://conferences.imeko.org/index.php/tc3-5-22/2014</a>

<b>Code</b>	TC_046
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Conference
<b>Training/Course Name</b>	Technical Exchange
<b>Institute Name</b>	NCSL International
<b>Venue/ Location</b>	North Carolina, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Technical Exchange Program (February 5-6) Includes training sessions on metrology solutions, conducted by subject matter experts</li> <li>• Testing Summit (February 7) Discussion between different laboratories and professionals on differences in practices across the globe. It aims to help improve understanding of different methodologies and align different testing and calibration communities to one another.</li> </ul>	
<b>Dates/ Duration</b>	February 5-7, 2014
<b>Fees</b>	INR 450528 (USD 820)
<b>Link</b>	<a href="http://www.ncsli.org/i/f/te13/c/TE/teOv.aspx?hkey=13155316-6f2b-4199-b6e1-eef4017407f7">http://www.ncsli.org/i/f/te13/c/TE/teOv.aspx?hkey=13155316-6f2b-4199-b6e1-eef4017407f7</a>

<b>Code</b>	TC_047
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	Sigma Test and Research Center
<b>Venue/ Location</b>	Bangalore, India
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Thermal Instruments</li> <li>• Electrical Instruments</li> <li>• Miscellaneous Instruments</li> <li>• Mechanical Instruments</li> </ul> <b>Accreditations, Certifications and Approvals:</b> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> <li>• ISO 17025:2005</li> <li>• ISO 14001:2004</li> <li>• Drug Controller of India State Drug Control Authority</li> <li>• ISO 9001:2008 Accreditation from joint Accreditation System of Australia &amp; New Zealand (Jas-Anz).</li> <li>• United States Food and Drug Administration</li> </ul> <b>Approvals: Bodies</b> <ul style="list-style-type: none"> <li>• Public Works Department</li> <li>• Central Public Works Department</li> <li>• New Delhi Municipal Council</li> <li>• Indian Railway</li> <li>• Delhi Metro Rail Corporation (DMRC)</li> <li>• Delhi Development Authority (DDA)</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.sigmatest.org/">http://www.sigmatest.org/</a>



<b>Code</b>	TC_048
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	CSIR National Physical Laboratory
<b>Venue/ Location</b>	Delhi
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Mass standards</li> <li>• Standards of dimension</li> <li>• Temperature and humidity standards</li> <li>• Force and hardness standards</li> <li>• Pressure and vacuum standards</li> <li>• Nanoscale measurements</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.nplindia.org/">http://www.nplindia.org/</a>

<b>Code</b>	TC_049
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	Universal Instruments
<b>Venue/ Location</b>	Pune
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Dimension calibration</li> <li>• Electrical calibration</li> <li>• Pressure calibration</li> <li>• Temperature calibration</li> </ul> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.universalinstruments.co.in/">http://www.universalinstruments.co.in/</a>

<b>Code</b>	TC_050
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	North Lab
<b>Venue/ Location</b>	India, Malaysia, Singapore
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Pressure calibration</li> <li>• Temperature calibration</li> <li>• Electrical calibration</li> <li>• Mechanical calibration</li> <li>• Dimensional calibration</li> </ul> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> <li>• Singapore Accreditation Council- Singapore Laboratory Accreditation Scheme</li> <li>• Naval Sea Systems Command</li> <li>• Malaysia Standards</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.northlab.biz/">http://www.northlab.biz/</a>

<b>Code</b>	TC_051
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Calibration</li> </ul>
<b>Learning Methodology</b>	Exposure Visits
<b>Training/Course Name</b>	Not Applicable
<b>Institute Name</b>	R&D Instrument Services
<b>Venue/ Location</b>	Chennai, India
<b>Course Overview: (taken from website)</b> <b>Services Offered:</b> <ul style="list-style-type: none"> <li>• Thermal calibration</li> <li>• Electro-technical calibration</li> <li>• Mechanical calibration</li> </ul> <b>Accreditation:</b> <ul style="list-style-type: none"> <li>• NABL (National Accreditation Board for Testing and Calibration Laboratories)</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://calibrationlab.in/">http://calibrationlab.in/</a>

<b>Code</b>	TC_052
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Instrument calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Testing & Calibration of Industrial Instruments (Pressure & Temperature)
<b>Institute Name</b>	Advanced Training Institute, Chennai
<b>Venue/ Location</b>	Chennai
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	March 3, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.atichennai.org.in/Schedule.html">http://www.atichennai.org.in/Schedule.html</a>

<b>Code</b>	TC_053
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Instrument calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Calibration Training Services
<b>Institute Name</b>	Cincinnati Precision Instruments, Inc.
<b>Venue/ Location</b>	Ohio, USA
<b>Course Contents: (taken from website)</b> Hands-on training for the calibration of physical dimensional gages such as: <ul style="list-style-type: none"> <li>Calipers</li> <li>OD/ID/depth micrometers</li> <li>Length standards</li> <li>Dial and digital indicators</li> <li>Snap gages</li> <li>Height gages</li> <li>Bore gages</li> </ul>	
<b>Dates/ Duration</b>	March 11-13, 2014
<b>Fees</b>	INR 92121.9 (USD 1495)
<b>Link</b>	<a href="http://www.cpi1stop.com/minor-repair-calibration-training.html">http://www.cpi1stop.com/minor-repair-calibration-training.html</a>

<b>Code</b>	TC_054
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Dimension calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Calibration of Dimensional Measuring Instruments & Gauges
<b>Institute Name</b>	Advanced Training Institute, Chennai
<b>Venue/ Location</b>	Chennai
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>• Not Available</li> </ul>	
<b>Dates/ Duration</b>	March 3, 2014
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.atichennai.org.in/Schedule.html">http://www.atichennai.org.in/Schedule.html</a>

<b>Code</b>	TC_055
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Dimension calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Practical Dimensional Calibration
<b>Institute Name</b>	National Standards Authority of Ireland
<b>Venue/ Location</b>	Ireland/ On-Site
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Principles of Measurement and Calibration</li> <li>• Dimensional units, traceability, and standards</li> <li>• Uncertainty of Measurement</li> <li>• Specifications and tolerances - interpretation</li> <li>• of BS/ISO Specifications</li> <li>• Usage, storage and handling of dimensional standards and artifacts</li> <li>• Calibration of calipers, micrometers and dial gauges</li> <li>• Use of gauge blocks in dimensional calibration</li> <li>• Recording calibration results and reviewing calibration certificates</li> <li>• Error avoidance tactics for dimensional measurements</li> </ul>	
<b>Dates/ Duration</b>	1 Day
<b>Fees</b>	INR 40243.2 (EUR 480)
<b>Link</b>	<a href="http://www.atichennai.org.in/Schedule.html">http://www.atichennai.org.in/Schedule.html</a> <a href="http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf">http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf</a>

<b>Code</b>	TC_056
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Thermal calibration</li> <li>• Thermocouple</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Industrial Temperature Measurement Course
<b>Institute Name</b>	JMS South East Inc
<b>Venue/ Location</b>	North Carolina, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Basics of Industrial Temperature Measurement</li> <li>• Thermocouples</li> <li>• Resistance Thermometers</li> <li>• Thermistors</li> <li>• Infrared Devices</li> <li>• Selecting and Specifying Temperature Sensors</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.jms-se.com/course.php">http://www.jms-se.com/course.php</a>

<b>Code</b>	TC_057
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Thermal calibration</li> <li>• Thermocouple</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Practical Temperature Measurement and Calibration
<b>Institute Name</b>	National Standards Authority of Ireland
<b>Venue/ Location</b>	Ireland/ On-Site
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Principles of Temperature Measurement and Calibration</li> <li>• Temperature Units, terminology, traceability and standards</li> <li>• Thermometer Types: Thermocouples, Liquid in Glass thermometers, Platinum Resistance , Thermometers and Thermistors</li> <li>• Accuracy of Thermometers</li> <li>• Temperature Mediums: Liquid Baths, Dry Blocks, Ovens</li> <li>• Thermometer usage, selection and application - Sources of errors</li> <li>• In-house calibration methods i.e. profiles in ovens</li> </ul>	
<b>Dates/ Duration</b>	1 Day
<b>Fees</b>	INR 40243.2 (EUR 480)
<b>Link</b>	<a href="http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf">http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf</a>

<b>Code</b>	TC_058
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Thermal calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Principles of Temperature Metrology
<b>Institute Name</b>	Fluke Calibration
<b>Venue/ Location</b>	Utah, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>ITS-90 principles</li> <li>Traceability</li> <li>Thermometry</li> <li>Calibration systems</li> <li>Measurement techniques</li> <li>Uncertainty budgets</li> <li>Quality assurance</li> </ul>	
<b>Dates/ Duration</b>	3 Days
<b>Fees</b>	INR 118926.6 (EUR 480)
<b>Link</b>	<a href="http://us.flukecal.com/training/courses/Principles-Temperature-Metrology">http://us.flukecal.com/training/courses/Principles-Temperature-Metrology</a>

<b>Code</b>	TC_059
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Thermal calibration</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Advanced Topics in Temperature Metrology
<b>Institute Name</b>	Fluke Calibration
<b>Venue/ Location</b>	Utah, USA
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>ITS-90 calibration</li> <li>Process design</li> <li>Curve fitting</li> <li>Uncertainty analysis</li> <li>Advanced procedures for reducing uncertainties</li> </ul>	
<b>Dates/ Duration</b>	3 Days
<b>Fees</b>	INR 118926.6 (USD 1930)
<b>Link</b>	<a href="http://us.flukecal.com/training/courses/Principles-Temperature-Metrology">http://us.flukecal.com/training/courses/Principles-Temperature-Metrology</a>

<b>Code</b>	TC_060
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>NABL Assessor for ISO 17025</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Laboratory Quality System, Management & Internal Audit as per IS/ISO 17025
<b>Institute Name</b>	Bureau of Indian Standards
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not available</li> </ul>	
<b>Dates/ Duration</b>	4 days; occurs regularly
<b>Fees</b>	INR7000
<b>Link</b>	<a href="http://www.bis.org.in/trg/table1314.pdf">http://www.bis.org.in/trg/table1314.pdf</a>

<b>Code</b>	TC_061
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>NABL Assessor for ISO 17025</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Laboratory Quality Management System and Internal Audit as per ISO/IEC-17025 & NABL requirements
<b>Institute Name</b>	Standardization Testing and Quality Certification
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Introduction to the Laboratory Accreditation System</li> <li>Understanding Management Requirements</li> <li>Understanding Technical Requirements</li> <li>Understanding the Internal Audit process</li> <li>Procedure for getting Laboratory Accreditation</li> </ul>	
<b>Dates/ Duration</b>	4 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.stqc.gov.in/sites/upload_files/stqc/files/QRL_LMP_0001_ver2.pdf">http://www.stqc.gov.in/sites/upload_files/stqc/files/QRL_LMP_0001_ver2.pdf</a>

<b>Code</b>	TC_062
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>NABL Assessor for ISO 17025</li> </ul>
<b>Learning Methodology</b>	Short Term Courses/ Class-room based training program
<b>Training/Course Name</b>	Laboratory Quality System, Management and Internal Audit (IS/ISO 17025)
<b>Institute Name</b>	National Institute of Training for Standardisation
<b>Venue/ Location</b>	Noida, India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	Next dates to be confirmed
<b>Fees</b>	INR15,000
<b>Link</b>	<a href="http://www.bis.org.in/trg/table1213.pdf">http://www.bis.org.in/trg/table1213.pdf</a>

<b>Code</b>	TC_063
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>NABL Assessor for ISO 17025</li> </ul>
<b>Learning Methodology</b>	Short Term Courses/ Class-room based training program
<b>Training/Course Name</b>	Assessor Training Course
<b>Institute Name</b>	National Accreditation Board for Testing and Calibration Laboratories
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not Available</li> </ul>	
<b>Dates/ Duration</b>	5 days. Next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nabl-india.org/index.php?option=com_content&amp;view=article&amp;id=123&amp;Itemid=172">http://www.nabl-india.org/index.php?option=com_content&amp;view=article&amp;id=123&amp;Itemid=172</a>



<b>Code</b>	TC_064
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Uncertainty measurements</li> </ul>
<b>Learning Methodology</b>	Classroom based training
<b>Training/Course Name</b>	Measurement Uncertainty
<b>Institute Name</b>	Bureau of Indian Standards
<b>Venue/ Location</b>	Multiple- India
<b>Course Contents:</b> <ul style="list-style-type: none"> <li>Not available</li> </ul>	
<b>Dates/ Duration</b>	3 days; occurs regularly
<b>Fees</b>	INR 6,000
<b>Link</b>	<a href="http://www.bis.org.in/trg/table1314.pdf">http://www.bis.org.in/trg/table1314.pdf</a>

<b>Code</b>	TC_065
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>Uncertainty measurements</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training/Course Name</b>	Measurement Uncertainty
<b>Institute Name</b>	Fluke Calibration
<b>Venue/ Location</b>	Not Applicable
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Uncertainty Budgets</li> <li>Essentials of Expressing Measurement Uncertainty</li> <li>Specification</li> <li>Risk Analysis Introduction</li> <li>Related Statistical Tools</li> <li>Standards</li> </ul>	
<b>Dates/ Duration</b>	6-8 Hours
<b>Fees</b>	INR 36663.9 (USD 595)
<b>Link</b>	<a href="http://us.flukecal.com/training/courses/Measurement-Uncertainty">http://us.flukecal.com/training/courses/Measurement-Uncertainty</a>

<b>Code</b>	TC_066
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Uncertainty measurements</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Evaluating Measurement Uncertainty
<b>Institute Name</b>	National Standards Authority of Ireland
<b>Venue/ Location</b>	Ireland/ On-Site
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• The importance of measurement uncertainty</li> <li>• Understanding and modeling the measurement process</li> <li>• Statistical tools for uncertainty evaluation</li> <li>• Identifying and assessing measurement input quantities</li> <li>• Using Excel© to formulate an uncertainty budget</li> <li>• Combining standard uncertainties</li> <li>• Reporting the measurement uncertainty</li> <li>• Worked examples and exercises on uncertainty evaluation</li> </ul>	
<b>Dates/ Duration</b>	November 21, 2013
<b>Fees</b>	INR 40243.2 (EUR 480)
<b>Link</b>	<a href="http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf">http://www.nsai.ie/NSAI/files/42/420e60e7-5ca8-4a25-9322-b5c280e082ae.pdf</a>

<b>Code</b>	TC_067
<b>Technical Area</b>	<ul style="list-style-type: none"> <li>• Management techniques</li> </ul>
<b>Learning Methodology</b>	Class-room based training program
<b>Training/Course Name</b>	Managerial Effectiveness
<b>Institute Name</b>	Indian Institute of Management, Calcutta
<b>Venue/ Location</b>	Kolkata, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>• Understanding your strengths and weaknesses</li> <li>• Developing and improving communication skills</li> <li>• Understanding team dynamics</li> <li>• Leadership skills and techniques</li> <li>• Change management</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 55,000
<b>Link</b>	<a href="http://programslive.iimcal.ac.in/calendar/managerial-effectiveness-2">http://programslive.iimcal.ac.in/calendar/managerial-effectiveness-2</a>

<b>Code</b>	TC_068
<b>Competency</b>	<ul style="list-style-type: none"> <li>Customer orientation</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Customer Centricity for Senior Management
<b>Institute Name</b>	Work Better India
<b>Venue/ Location</b>	Multiple- India
<b>Course Overview: (taken from website)</b> Work Better Training's workshop will help senior management on building a customer-focused environment. Highly interactive and innovative workshop will take participants through the case studies of best service organizations. Through intense and constructive discussions, participants will be empowered with new ideas and tools to construct and modify new and old strategies respectively and hence creating a whole new environment for customers.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.swapnilkamat.com/customer-Centricity-for-Top-Management-India.php">http://www.swapnilkamat.com/customer-Centricity-for-Top-Management-India.php</a>

<b>Code</b>	TC_069
<b>Competency</b>	<ul style="list-style-type: none"> <li>Customer orientation</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Customer Orientation Program
<b>Institute Name</b>	Quickwin Management Solution & Services Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Customer-Centric Alignment</li> <li>Adaptability</li> <li>Technological Advances</li> <li>Production Efficiency</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.quickwinacademy.com/customerOrientationprogram.html">http://www.quickwinacademy.com/customerOrientationprogram.html</a>

<b>Code</b>	TC_070
<b>Competency</b>	<ul style="list-style-type: none"> <li>Self-leadership</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Self-Leadership for Success
<b>Institute Name</b>	Self-Leadership International
<b>Venue/ Location</b>	Singapore
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>What is leadership?</li> <li>Self-awareness</li> <li>Personal mastery</li> <li>Authentic communication</li> <li>Self-leadership mental strategies</li> <li>Self-leadership behavioral strategies</li> <li>Influence and achieving goals</li> <li>Personal development plan</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.selfleadership.com/training/self-leadership-for-success/">http://www.selfleadership.com/training/self-leadership-for-success/</a>

<b>Code</b>	TC_071
<b>Competency</b>	<ul style="list-style-type: none"> <li>Time Management</li> </ul>
<b>Learning Methodology</b>	Class-Room Based Training Programs
<b>Training/Course Name</b>	Time Management
<b>Institute Name</b>	Peak Performance Training
<b>Venue/ Location</b>	Bangalore, India
<b>Course Contents: (taken from website)</b> <ul style="list-style-type: none"> <li>Control their thoughts ,actions and maximize their time efficiency</li> <li>Plan efficiently for their goals and mission</li> <li>Organize their life efficiently and free mind of little tasks</li> <li>Respond to an interruption confidently and get maximum results</li> <li>Delegate tasks at the appropriate level and improve productivity</li> <li>Learn the exciting science the NLP and Hypnotherapy tools for effective time management</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.peaktrainings.com/time-management.php">http://www.peaktrainings.com/time-management.php</a>

<b>Code</b>	TC_072
<b>Competency</b>	<ul style="list-style-type: none"> <li>Time Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Time Management & Effective Execution
<b>Institute Name</b>	Work Better India
<b>Venue/ Location</b>	Not Specified
<b>Course Overview: (taken from website)</b> Work Better Training's practical and activity based workshop has been designed to help participant realize the power of Time Management and how it can help in effective and efficient execution of tasks.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.swapnilkamat.com/time-Management-and-Effective-Execution-india.php">http://www.swapnilkamat.com/time-Management-and-Effective-Execution-india.php</a>

<b>Code</b>	TC_073
<b>Competency</b>	<ul style="list-style-type: none"> <li>Time Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training/Course Name</b>	Corporate Training – Time Management Training Course
<b>Institute Name</b>	Guiding Light Consultants
<b>Venue/ Location</b>	Multiple- India
<b>Course Overview: (taken from website)</b> <ul style="list-style-type: none"> <li>Importance of Time management.</li> <li>Importance of keeping your word.</li> <li>How to differentiate between important and urgent task?</li> <li>Time management tool &amp; technique.</li> <li>How to prioritize?</li> <li>How to manage conflicting priorities?</li> <li>What are time management challenges and how to deal with it?</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.miteshkhatri.com/corporate-training-solution/time-management-skills/">http://www.miteshkhatri.com/corporate-training-solution/time-management-skills/</a>

<b>Code</b>	IN_001
<b>Industry Need</b>	Designing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Professional Jewelry Designer (CAD)
<b>Institute Name</b>	The Institute Of Gemology
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Basic tools and commands</li> <li>• Draw and edit curves</li> <li>• Create surfaces of basic jewels</li> <li>• Shade / render the designs</li> <li>• Gold calculation</li> </ul>	
<b>Dates/ Duration</b>	2 months (regular courses)
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://igiworldwide.com/CAD_Design.aspx">http://igiworldwide.com/CAD_Design.aspx</a>

<b>Code</b>	IN_002
<b>Industry Need</b>	Designing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Jewelry Design Graduate
<b>Institute Name</b>	The Institute Of Gemology
<b>Venue/ Location</b>	Multiple—India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to jewelry and its components</li> <li>• Drawing and illustration of faceted and non-faceted gemstones</li> <li>• Settings in jewelry</li> <li>• Textures on metal</li> <li>• Designing various forms of jewelry</li> <li>• Gold calculation</li> <li>• Budgeting of the jewelry design</li> <li>• Pricing of diamonds and colored stones</li> </ul>	
<b>Dates/ Duration</b>	6 weeks- 2 months (regular courses)
<b>Fees</b>	INR 39,900-59,900 depending on location
<b>Link</b>	<a href="http://www.igiworldwide.com/jewelry_design.aspx">http://www.igiworldwide.com/jewelry_design.aspx</a>

<b>Code</b>	IN_003
<b>Industry Need</b>	Designing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Jewelry Design
<b>Institute Name</b>	GIA India Laboratory Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Understand jewelry design theory and artistry</li> <li>• Illustrate shape, form and texture of metal</li> <li>• Render faceted gems, cabochons and pearls</li> <li>• Apply traditional drafting techniques to design jewelry</li> </ul>	
<b>Dates/ Duration</b>	9 Weeks (Mar 6- May 9, 2014)
<b>Fees</b>	INR 1,50,000
<b>Link</b>	<a href="http://www.giaindia.in/gia/edu_cert_jewe.aspx">http://www.giaindia.in/gia/edu_cert_jewe.aspx</a>

<b>Code</b>	IN_004
<b>Industry Need</b>	Manufacturing
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	e - LEARNING
<b>Institute Name</b>	The Institute Of Gemology
<b>Venue/ Location</b>	Not Applicable
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to Diamond</li> <li>• Geology and Mining</li> <li>• The Diamond Crystal</li> <li>• Properties of Diamond</li> <li>• Optical Properties</li> <li>• Rough to Polished</li> <li>• Polishing style and Fancy shapes</li> <li>• Equipment</li> <li>• Clarity Grading</li> <li>• Colour Grading</li> <li>• Proportions</li> <li>• Finish Grade</li> <li>• Lab-grown Diamonds</li> <li>• Diamond Treatments</li> <li>• Imitations</li> </ul>	
<b>Dates/ Duration</b>	2 months (regular courses)
<b>Fees</b>	INR 46215 (USD 750)
<b>Link</b>	<a href="http://igiworldwide.com/elearning.aspx">http://igiworldwide.com/elearning.aspx</a>

<b>Code</b>	IN_005
<b>Industry Need</b>	Manufacturing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Gemology
<b>Institute Name</b>	Deccan Institute of Gem & Jewelry Pvt. Ltd
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction of Gemology</li> <li>• Crystallography</li> <li>• Physical &amp; Optical Properties</li> <li>• Introduction to Instruments</li> <li>• Specific Stones</li> <li>• Other Rare Stones</li> <li>• Organic Gems</li> <li>• Synthetic Gems</li> <li>• Identification of Stone</li> <li>• Lapidary</li> <li>• Enhancement</li> <li>• Mining</li> <li>• Global Marketing</li> </ul>	
<b>Dates/ Duration</b>	3 Months part time; next dates to be announced
<b>Fees</b>	INR 25,000
<b>Link</b>	<a href="http://www.digj.in/gemology.html">http://www.digj.in/gemology.html</a>



<b>Code</b>	IN_006
<b>Industry Need</b>	Manufacturing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Diamonds
<b>Institute Name</b>	Deccan Institute of Gem & Jewelry Pvt. Ltd
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Occurrences of Diamond</li> <li>• Classification &amp; Properties</li> <li>• Clarity Grading</li> <li>• Cut Grading</li> <li>• Color Grading</li> <li>• Caratage</li> <li>• Identification of Diamonds</li> <li>• Synthetic &amp; Simulants</li> <li>• Appraising</li> <li>• Global Marketing</li> <li>• Visit to Diamond Unit</li> </ul>	
<b>Dates/ Duration</b>	3 Months part time; next dates to be announced
<b>Fees</b>	INR 20,000
<b>Link</b>	<a href="http://www.digj.in/diamonds.html">http://www.digj.in/diamonds.html</a>

<b>Code</b>	IN_007
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Export and Retail</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Retail Sales Development Program
<b>Institute Name</b>	The Institute Of Gemology
<b>Venue/ Location</b>	Not Applicable
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Grading of diamonds based on the international grading system</li> <li>• 4 Cs-carat weight, clarity, color and cut</li> <li>• Identification of gemstones and pearls</li> <li>• Types of jewelry, settings and metal textures</li> <li>• Reading and understanding diamond certificates</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.igiworldwide.com/Retail_Sales.aspx">http://www.igiworldwide.com/Retail_Sales.aspx</a>

<b>Code</b>	IN_008
<b>Industry Need</b>	Export and Retail
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Retail Jewelry Business Skills
<b>Institute Name</b>	International Gemological Laboratories and Institute
<b>Venue/ Location</b>	New Delhi, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• General perspective about the Gem &amp; Jewelry industry</li> <li>• Understanding the basics of Diamonds, Colored stones and various metals used for Jewelry</li> <li>• The Seven Steps to successful sales</li> <li>• Hot Tips &amp; Key Insights for handling commonly raised objections &amp; queries of a customer.</li> <li>• Guide to personal grooming for achieving higher sales</li> <li>• Significance and Techniques of Jewelry display in a retail showroom</li> <li>• Marketing Techniques in Jewelry business</li> <li>• Customer Satisfaction</li> </ul>	
<b>Dates/ Duration</b>	2 Weeks; next dates to be announced
<b>Fees</b>	INR 20,000
<b>Link</b>	<a href="http://www.igli.in/retail-jewellery.html">http://www.igli.in/retail-jewellery.html</a>

<b>Code</b>	IN_009
<b>Industry Need</b>	Export and Retail
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Certificate Program in Jewelry Retailing
<b>Institute Name</b>	Jewelry Design & Technology Institute (JDTI)
<b>Venue/ Location</b>	Noida, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• <b>Basic Product Knowledge</b> <ul style="list-style-type: none"> <li>• Types of Jewelry Products</li> <li>• Design- Aspects of design, role of designer and study of trends &amp; forecast</li> <li>• Metal- Karats, Alloys &amp; Market Demands, Weight Calculation, Hallmarking &amp; Testing Methods</li> <li>• Gemstones- Diamonds, Precious &amp; Semi-Precious stones</li> </ul> </li> <li>• <b>Communication Skills</b> <ul style="list-style-type: none"> <li>• Study of consumer behavior</li> <li>• How to deal with different types of customers</li> <li>• Personality- appearance &amp; behavior</li> </ul> </li> <li>• <b>Store Management</b> <ul style="list-style-type: none"> <li>• Layout</li> <li>• Surveillance</li> <li>• Billing- cash &amp; card and Pricing</li> </ul> </li> <li>• <b>Visual Merchandising</b> <ul style="list-style-type: none"> <li>• Exterior- posters, hoardings &amp; outer appearance</li> <li>• Interior- shelf/ window display &amp; ambience</li> <li>• Promotional activities- special festive schemes &amp; advertising</li> </ul> </li> </ul>	
<b>Dates/ Duration</b>	6 weeks part time; next dates to be announced
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.jdtiindia.com/jdti109.htm">http://www.jdtiindia.com/jdti109.htm</a>

<b>Code</b>	IN_010
<b>Industry Need</b>	Manufacturing
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Design—Design Interpreter for Jewelry Manufacturers
<b>Institute Name</b>	Indian Institute Of Gem And Jewelry Jaipur (IIGJJ)
<b>Venue/ Location</b>	Jaipur, India
<b>Broad Description: (taken from website)</b> Reading and translating manufacturing specifications of Design sheets	
<b>Dates/ Duration</b>	1 Month, weekend classes
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iigjjaipur.com/ShortTerm.aspx">http://www.iigjjaipur.com/ShortTerm.aspx</a>

<b>Code</b>	IN_011
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Designing</li> <li>• Manufacturing</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Various Short Term Courses—CAD
<b>Institute Name</b>	Indian Institute Of Gem And Jewelry Jaipur (IIGJJ)
<b>Venue/ Location</b>	Jaipur, India
<b>Broad Description: (taken from website)</b> <b>Rhinoceros-</b> 3 D designs creation process and how to lay manufacturing specifications as per jewelry standards. <b>Corel Draw –</b> 2 D designs creation process and how to lay manufacturing specifications as per jewelry standards.	
<b>Dates/ Duration</b>	3 Months and 1.5 Months respectively
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iigjjaipur.com/ShortTerm.aspx">http://www.iigjjaipur.com/ShortTerm.aspx</a>

<b>Code</b>	IN_012
<b>Industry Need</b>	Use of Technology
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Quality Control (Q.C.)
<b>Institute Name</b>	Jewelry Design & Technology Institute (JDTI)
<b>Venue/ Location</b>	Noida, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Importance of Quality check</li> <li>• Using 10x loupe</li> <li>• Overview of jewelry manufacturing cycle</li> <li>• Introduction to stages of quality check</li> <li>• Wax and post casting checks</li> <li>• Metal, setting and finishing checks</li> <li>• Final quality check</li> <li>• Problem identification and solving</li> </ul>	
<b>Dates/ Duration</b>	2 weeks; next dates to be announced
<b>Fees</b>	INR 17,500
<b>Link</b>	<a href="http://www.jdtiindia.com/jdti116.htm">http://www.jdtiindia.com/jdti116.htm</a>

<b>Code</b>	IN_013
<b>Industry Need</b>	Use of Technology
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Accelerated Graduate Diamonds
<b>Institute Name</b>	GIA India Laboratory Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• <b>Diamond Essentials- Theory (7 Weeks)</b> Become familiar with the internationally accepted and respected GIA Clarity Grading System and learn how diamonds are graded for color and how color affects value.</li> <li>• <b>Diamond &amp; Diamond Grading- Theory (17 Weeks)</b> Learn how gemological equipment is used to grade and identify diamonds, synthetic diamonds and diamond treatments.</li> <li>• <b>Diamond Grading Lab Class- Practical (1 Week)</b> Spend more than 18 hours practicing grading techniques on diamonds that were carefully selected and graded in the GIA laboratory.</li> </ul>	
<b>Dates/ Duration</b>	6 Months
<b>Fees</b>	INR 100,000
<b>Link</b>	<a href="http://www.giaindia.in/gia/edu_courses_acc_grad.aspx">http://www.giaindia.in/gia/edu_courses_acc_grad.aspx</a>

<b>Code</b>	IN_014
<b>Industry Need</b>	Export and Retail
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Accredited Jewelry Professional
<b>Institute Name</b>	GIA India Laboratory Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Communicate the 4Cs of diamond value to customers</li> <li>• Translate jewelry design, style and manufacturing features into benefits</li> <li>• Explain treated, synthetic and imitation stones so you can sell with full disclosure</li> <li>• Apply proven steps of a jewellery sales process</li> </ul>	
<b>Dates/ Duration</b>	5 Days
<b>Fees</b>	INR 25,000
<b>Link</b>	<a href="http://www.giaindia.in/gia/edu_courses_acc_jewe.aspx">http://www.giaindia.in/gia/edu_courses_acc_jewe.aspx</a>

<b>Code</b>	IN_015
<b>Industry Need</b>	Export and Retail
<b>Learning Methodology</b>	Class-room based training programs and Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Various Short Term Programs— Business
<b>Institute Name</b>	Indian Institute Of Gem And Jewelry Jaipur (IIGJJ)
<b>Venue/ Location</b>	Jaipur, India
<b>Courses Offered: (taken from website)</b> <ul style="list-style-type: none"> <li>• Retail Management in Jewelry industry</li> <li>• Advance Retail Management in Jewelry Industry</li> <li>• Visual Merchandising</li> <li>• Soft Skills for Jewelry industry personnel</li> <li>• Ethical practice in sales of Jewelry</li> </ul>	
<b>Dates/ Duration</b>	1 Day to 3 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iigjjaipur.com/ShortTerm.aspx">http://www.iigjjaipur.com/ShortTerm.aspx</a>

<b>Code</b>	IN_016
<b>Industry Need</b>	Manufacturing
<b>Learning Methodology</b>	Class-room based training programs and Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Various Short Term Programs— Technology
<b>Institute Name</b>	Indian Institute Of Gem And Jewelry Jaipur (IIGJJ)
<b>Venue/ Location</b>	Jaipur, India
<b>Courses Offered: (taken from website)</b> <ul style="list-style-type: none"> <li>• Model Making</li> <li>• Wax Cutting and Carving</li> <li>• Metal Setting</li> <li>• Wax Setting</li> <li>• Filing, Finishing, polishing and antique</li> <li>• Mould cutting, Wax pulling, Cleaning</li> <li>• Setting (Polki)</li> <li>• Micro settings</li> <li>• Invisible setting</li> <li>• Reefing Gold/Silver</li> <li>• Electroplating/ Electroforming</li> <li>• Media Polishing</li> <li>• Sand Casting</li> </ul>	
<b>Dates/ Duration</b>	2 Days to 4 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iigjjaipur.com/ShortTerm.aspx">http://www.iigjjaipur.com/ShortTerm.aspx</a>

<b>Code</b>	IN_017
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Export and Retail</li> <li>• Industry Overview</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs; Short term courses; Long term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Various Short Term Programs— Gemology
<b>Institute Name</b>	Indian Institute Of Gem And Jewelry Jaipur (IIGJJ)
<b>Venue/ Location</b>	Jaipur, India
<b>Courses Offered: (taken from website)</b> <ul style="list-style-type: none"> <li>• Gemstone cutting and polishing</li> <li>• Diamond cutting</li> <li>• Diploma in gem identification</li> <li>• Certificate in gem identification</li> <li>• Diploma in gemology identification</li> <li>• Navratna in gemology identification</li> <li>• Single stone course</li> <li>• Rough stone identification</li> <li>• Mines to market</li> </ul>	
<b>Dates/ Duration</b>	5 Days to 1 Year
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iigjjaipur.com/ShortTerm.aspx">http://www.iigjjaipur.com/ShortTerm.aspx</a>

<b>Code</b>	IN_018
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Customized Training Programs</b>	
<b>Industry Need</b>	Manufacturing
<b>Institute Name</b>	Indian Diamond Institute
<b>About the Program</b>	<b>Corporate Training Programs-</b> Corporate training program imparted to managers/supervisors already engaged in diamond manufacturing units.
<b>Venue/ Location</b>	Gujarat, India
<b>Link</b>	<a href="http://diamondinstitute.net/diamond-corporate-training.html">http://diamondinstitute.net/diamond-corporate-training.html</a>
<b>Industry Need</b>	Designing
<b>Institute Name</b>	Jewelry Design and Training Institute (JDTI)
<b>About the Program</b>	<b>Individually Customized Programs-</b> Design special courses and workshops of short durations for individuals or groups as per their specific needs in the field of Jewelry Design and Technology.
<b>Venue/ Location</b>	Noida, India
<b>Link</b>	<a href="http://www.jdtiindia.com/courses_icp.htm">http://www.jdtiindia.com/courses_icp.htm</a>
<b>Industry Need</b>	Export and Retail
<b>Institute Name</b>	Indian Institute of Gemology
<b>About the Program</b>	<b>Seminars on individual topics and recent developments in the field-</b> The institute conducts short 1 or 2 day seminars on individual topics relating to Gems and Diamonds that could feature recent developments in the field or other topics of interest to the jewelry trade.
<b>Venue/ Location</b>	New Delhi, India
<b>Link</b>	<a href="http://www.iigdelhi.com/seminars.htm">http://www.iigdelhi.com/seminars.htm</a>



<b>Code</b>	IN_019
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Institute Name</b>	GIA India Laboratory Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai, India
<b>Skill Building Seminars</b>	
<b>Industry Need</b>	Industry Overview
<b>Seminar Name</b>	Diamond Assortment
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>Sort diamonds based on sieve sizes</li> <li>Learn the methodology of using a tripod, tweezer and a loupe</li> <li>Learn to sort diamonds for its color, cut and clarity</li> <li>Work with small diamonds up to 10 points</li> </ul>
<b>Duration</b>	4 Days
<b>Industry Need</b>	Industry Overview
<b>Seminar Name</b>	Color & Clarity
<b>Topics Covered</b>	<p>Color :</p> <ul style="list-style-type: none"> <li>Understand the GIA Color Grading Standards and System</li> <li>Learn to grade diamonds with the help of master stones and also with visual grading</li> <li>Learn about diamond fluorescence and its role in colour grading and value</li> </ul> <p>Clarity :</p> <ul style="list-style-type: none"> <li>Understand the GIA Clarity Grading Standards and System</li> <li>Learn to identify the different clarity characteristics and its impact on beauty, durability and grade</li> <li>Learn the factors that help you assign an accurate clarity grade</li> </ul>
<b>Duration</b>	2 Days
<b>Industry Need</b>	Industry Overview
<b>Seminar Name</b>	New Cut Grade
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>Learn to judge the visual appearance of a diamond (brightness, fire and pattern) and how they affect a diamond's appearance</li> <li>Learn additional proportion factors such as star facet length, lower girdle facet length, crown height percentage, girdle thickness percentage and other rarer techniques like painting and digging out</li> <li>Understand polish and symmetry and their grade setting factors</li> </ul>
<b>Duration</b>	2 Days
<b>Industry Need</b>	Export and Retail
<b>Seminar Name</b>	Merchandising
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>Understanding merchandising and its types</li> <li>Identifying competition and doing store analysis</li> <li>Insight into product and visual merchandising</li> <li>Understanding different market tastes</li> <li>Setting up products in display</li> <li>Techniques to boost sales staff confidence</li> </ul>
<b>Duration</b>	5 Days
<b>Industry Need</b>	Export and Retail

<b>Seminar Name</b>	Seminar on Sales Excellence
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Understand the attributes, qualities, behaviors and results of a STAR sales person</li> <li>• Develop the 'Winning Mindset'</li> <li>• Understand how to win the customer</li> <li>• Learn the concepts to Successful Selling Learn to build long lasting customer relationships</li> </ul>
<b>Duration</b>	2 Days
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Export and Retail</li> <li>• Industry Overview</li> </ul>
<b>Seminar Name</b>	Advanced Program for Jewelers
<b>Topics Covered</b>	<ul style="list-style-type: none"> <li>• Diamond quality and value</li> <li>• Mining (Theory)</li> <li>• History</li> <li>• Important issues related to diamonds</li> <li>• Introduction to colored stones</li> <li>• Daily retail business</li> </ul>
<b>Duration</b>	3 Days
<b>Link</b>	<a href="http://www.giaindia.in/gia/edu_seminars.aspx">http://www.giaindia.in/gia/edu_seminars.aspx</a>

<b>Code</b>	IN_020
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Export and Retail</li> </ul>
<b>Learning Methodology</b>	Exhibition
<b>Training Type</b>	Mid-career/ Specialized
<b>Exhibition Name</b>	IIJS Signature 2014
<b>Institute Name</b>	GIA India Laboratory Pvt. Ltd.
<b>Venue/ Location</b>	Mumbai , India
<b>Broad Description: (taken from website)</b> Signature is India's top-of-the line modern concepts jewellery show, showcasing the best and most innovative jewellery collections by the country's leading manufacturers. The show offers jewelers the opportunity to have in-depth discussions with India's best manufacturers and meet many new suppliers. It has also made a mark for its exclusive ambiance and hospitality.	
<b>Dates/ Duration</b>	Feb 21- Feb 24, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.giaindia.in/gia/media_tradeshow.aspx">http://www.giaindia.in/gia/media_tradeshow.aspx</a>

<b>Code</b>	IN_021
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Manufacturing</li> <li>• Use of Technology</li> </ul>
<b>Learning Methodology</b>	Exhibitions
<b>Training Type</b>	Mid-career/ Specialized
<b>Exhibition Name</b>	24 <sup>th</sup> FACETS Sri Lanka
<b>Institute Name</b>	Sri Lanka Gem & Jewelry Association
<b>Venue/ Location</b>	Colombo, Sri Lanka
<b>About the Exhibition: (taken from website)</b> Sri Lanka's finest gems & jewelry will be on display. The Special Collector's gemstone corner will provide the opportunity to view some rare and important gemstone pieces and materials. The main hall will mainly display precious & semiprecious gems and the second hall will be exclusively dedicated to jewellery, lapidary & machinery items.	
<b>Dates/ Duration</b>	4th- 7th September 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.facetssrilanka.com/">http://www.facetssrilanka.com/</a>

<b>Code</b>	IN_022
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Good Laboratory Practices</li> <li>• Knowledge of products</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Training Courses in Pharma Industry
<b>Institute Name</b>	Pharmawisdom
<b>Venue/ Location</b>	Multiple, India
<b>Various Short Term Programs: (taken from website)</b> <ul style="list-style-type: none"> <li>• Basic training for medical representatives</li> <li>• Soft skills training to the sales force</li> <li>• Value addition in Pharmacovigilance case processing</li> <li>• Basic and advanced trainings for Ethics committees</li> <li>• Good Clinical Practice mini capsule and detailed modules</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.pharmawisdom.com/Training.html">http://www.pharmawisdom.com/Training.html</a>

<b>Code</b>	IN_023
<b>Industry Need</b>	Good Manufacturing Practices (GMP)
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Good Manufacturing Practices GMP Awareness Training For Pharmaceutical Industry
<b>Institute Name</b>	SGS India
<b>Venue/ Location</b>	Kolkata, India
<b>Broad Description: (taken from website)</b> Understand the role of inter-departmental controls in the entire pharmaceutical supply chain and the regulations governing different countries in emerging markets. This will give you the knowledge to ensure standards are GMP compliant. The training comprises lecture and workshop exercises.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sgsgroup.in/en-GB/Local/India/Training/2014/02/GMP-KOL.aspx">http://www.sgsgroup.in/en-GB/Local/India/Training/2014/02/GMP-KOL.aspx</a>

<b>Code</b>	IN_024
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Basic chemical processes and SOPs</li> <li>• Safety compliance and awareness</li> <li>• Quality Control</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Training Programs for Chemical Industry
<b>Institute Name</b>	Transtaff
<b>Venue/ Location</b>	Chennai, India or In House
<b>Various Short Term Programs: (taken from website)</b> <b>Technical Training programs:</b> <ul style="list-style-type: none"> <li>• Quality Concepts</li> <li>• Working in the Chemical Industry</li> <li>• Chemicals &amp; Chemical Safety</li> <li>• Chemical Materials Handling Environmental Control</li> <li>• Quality in the Chemical Industry</li> <li>• Testing of Materials</li> <li>• Utilities &amp; Services</li> <li>• Plant Support</li> </ul> <b>Maintenance &amp; Safety Programs</b> <ul style="list-style-type: none"> <li>• Maintenance Management</li> <li>• Facility Maintenance</li> <li>• Industrial Safety &amp; OSH A Standards</li> </ul>	
<b>Dates/ Duration</b>	Next dates to be announced
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://transtaffglobal.com/Brochures/Training_Brochures/Training-Program-for-Chemical-Industries.pdf">http://transtaffglobal.com/Brochures/Training_Brochures/Training-Program-for-Chemical-Industries.pdf</a>

<b>Code</b>	IN_025
<b>Industry Need</b>	Quality Control
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Executive Diploma in Quality Assurance and Quality Control
<b>Institute Name</b>	Institute of Good Manufacturing Practices India
<b>Venue/ Location</b>	New Delhi, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• What is Quality? What do we mean by Quality Testing?</li> <li>• Types of Testing (models, types, procedures etc.)</li> <li>• Quality Testing Tools and Techniques</li> <li>• Quality Control and Quality Assurance—Possible Problems and Fixes</li> <li>• Quality Certifications, Govt. Regulations, ICH Guidelines and ISO 9000</li> <li>• Total Quality Management and GMP: Assessing Quality Concerns at Different Work Units or Areas</li> <li>• Setting up Quality Control Checks</li> <li>• Quality assurance and pharmaceutical industry (lab practices, manufacturing and documentation)</li> <li>• Addressing Internal and External Quality Issues – Complying with Govt. regulations</li> <li>• Case Studies</li> </ul>	
<b>Dates/ Duration</b>	6 Months
<b>Fees</b>	INR 10,500 + INR150 per module exam
<b>Link</b>	<a href="http://tinyurl.com/qyazgvu">http://tinyurl.com/qyazgvu</a>

<b>Code</b>	IN_026
<b>Industry Need</b>	Quality Control
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Pharmaceutical Quality Assurance and Control
<b>Institute Name</b>	The Center for Professional Advancement
<b>Venue/ Location</b>	Amsterdam, The Netherlands
<b>Broad Description: (taken from website)</b> Understand the responsibilities and functions of the Quality Unit in a pharmaceutical firm and how quality can be assured and controlled in the production of pharmaceuticals and related products.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.cfpa.com/201312110224-18a/224/f/courseSummary.aspx">http://www.cfpa.com/201312110224-18a/224/f/courseSummary.aspx</a>

<b>Code</b>	IN_027
<b>Industry Need</b>	Good Manufacturing Practices (GMP)
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Introduction To Pharmaceutical cGMP
<b>Institute Name</b>	The Center for Professional Advancement
<b>Venue/ Location</b>	Not Applicable
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li> <b>Module 1:</b> <ul style="list-style-type: none"> <li>The need for the FDA and the cGMPs in this industry</li> <li>FDA enforcement</li> <li>The “Act”</li> <li>Introduction to 21 CFR, Parts 210 and 211</li> <li>Case study from the early cGMP history</li> </ul> </li> <li> <b>Module 2:</b> <ul style="list-style-type: none"> <li>CFR 21, Part 210 Definitions</li> <li>The index to Part 211</li> <li>A brief overview of each section of 211 with examples of how they relate to job performance</li> <li>A case study of how a company uses cGMPs to gain instructions for improving their performance</li> </ul> </li> <li> <b>Module 3:</b> <ul style="list-style-type: none"> <li>Follow good documentation and proper procedures</li> <li>Don’t make any unauthorized changes to anything</li> <li>Avoid mix-ups; Keep it clean</li> <li>When in doubt, ask</li> <li>The data, record and logs we create doing our job are critical. The most critical is the batch record</li> </ul> </li> </ul>	
<b>Dates/ Duration</b>	90-minutes; on demand
<b>Fees</b>	INR 18177.9 (USD 295)
<b>Link</b>	<a href="http://www.cfpa.com/190001012244-16a/2244/o/courseSummary.aspx">http://www.cfpa.com/190001012244-16a/2244/o/courseSummary.aspx</a>

<b>Code</b>	IN_028
<b>Industry Need</b>	Good Laboratory Practices
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Good Laboratory Practices (GLP)
<b>Institute Name</b>	The Center for Professional Advancement
<b>Venue/ Location</b>	New Jersey, USA
<b>Broad Description: (taken from website)</b> The course will concentrate on OECD and FDA Good Laboratory Practices and their application. This will include recent developments regarding multi-site studies and their practical interpretation. Additionally there will be sessions relating to computer validation, particularly as required by FDA in their 21 CFR Part 11 documents.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 150969 (USD 2,450)
<b>Link</b>	<a href="http://www.cfpa.com/201312090545-11a/545/d/courseSummary.aspx">http://www.cfpa.com/201312090545-11a/545/d/courseSummary.aspx</a>

<b>Code</b>	IN_029
<b>Industry Need</b>	Basic chemical processes and SOPs
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Chemical Plant Training
<b>Institute Name</b>	Critical Information Network
<b>Venue/ Location</b>	Texas, USA
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Refining Components</li> <li>• Chemical Plant Operations</li> <li>• Chemical Process Equipment</li> <li>• Chemical Process Operations</li> <li>• Chemistry</li> <li>• Controls - Continuous Process</li> <li>• Distillation</li> <li>• Refrigeration Systems</li> <li>• Storage Tanks</li> <li>• Turbines</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.criticalinonet.com/industrial/chemical-plant-training.php">http://www.criticalinonet.com/industrial/chemical-plant-training.php</a>



<b>Code</b>	IN_030
<b>Industry Need</b>	Knowledge of products
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Chemspec India 2014
<b>Institute Name</b>	Quartz Chemicals
<b>Venue/ Location</b>	Mumbai, India
<b>Broad Description: (taken from website)</b> <p>The 10th edition of Chemspec India takes place at the Bombay Exhibition Centre in Mumbai. Since 2005, Chemspec India has continued to develop and reinforce itself as the must-attend event for the Indian fine, custom and speciality chemicals community.</p> <p>Chemspec Events brand is dedicated exclusively to the fine and speciality chemicals industry, and consists of an extensive portfolio of exhibitions in Europe, India, USA, Asia and the Middle East.</p>	
<b>Dates/ Duration</b>	10-11 April, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.chemspecevents.com/india/">http://www.chemspecevents.com/india/</a>

<b>Code</b>	IN_031
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Good Laboratory Practices</li> <li>• Safety compliance and awareness</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Safety in Storage, Handling and Management of Hazardous substances in Chemical Industries
<b>Institute Name</b>	Central Labour Institute
<b>Venue/ Location</b>	Mumbai, India
<b>Broad Description: (taken from website)</b> <ul style="list-style-type: none"> <li>• Not Available</li> </ul>	
<b>Dates/ Duration</b>	18-20 December, 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.dgfasli.nic.in/training1.htm">http://www.dgfasli.nic.in/training1.htm</a>

<b>Code</b>	IN_032
<b>Industry Need</b>	Good Manufacturing Practices (GMP)
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	GMP training programs
<b>Institute Name</b>	Insight Systems Inc
<b>Venue/ Location</b>	Hotel Satkar Residency, Thane, India
<b>Broad Description: (taken from website)</b> <ul style="list-style-type: none"> <li>US FDA and EU GMPs – Similarity and points of differences (February, 7-8, 2014)</li> <li>Process validation and equipment qualification – new requirements of US FDA &amp; EU (April 4-5, 2014)</li> </ul>	
<b>Dates/ Duration</b>	2 Days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.insightcgmp.com/upcoming-cgmp-programs.shtml">http://www.insightcgmp.com/upcoming-cgmp-programs.shtml</a>

<b>Code</b>	IN_033
<b>Industry Need</b>	As per requirement (Customized Course)
<b>Learning Methodology</b>	Class-room based training programs and Short Term Courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Customized Training Programs - Pharmaceutical & Chemicals
<b>Institute Name</b>	Transtaff
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description: (taken from website)</b> <p>Transtaff is a leading training provider of end-to-end, fully customized training and management solutions. Transtaff have delivered training programs for corporate work force. These programs range from Induction level programs for the fresh recruits to customized project specific programs to the team leads and project managers.</p>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://transtaffglobal.com/training_corporate.php">http://transtaffglobal.com/training_corporate.php</a>

<b>Code</b>	IN_034
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Design</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Program in Leather Goods Design Course
<b>Institute Name</b>	Central Leather Research Institute
<b>Venue/ Location</b>	Chennai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• <b>Pattern designing (Manual)</b> <ul style="list-style-type: none"> <li>• Introduction to Leather Goods</li> <li>• Personal leather goods for Men &amp; Women</li> <li>• Clutch Bag/Shoulder Bag</li> <li>• Executive products</li> <li>• Travel/Sports Bag</li> </ul> </li> <li>• <b>Computer Aided Design for Leather Goods</b> <ul style="list-style-type: none"> <li>• Introduction to Computer Aided Design systems</li> <li>• Pattern Digitizing</li> <li>• Pattern construction</li> <li>• Nesting</li> <li>• Consumption Calculation and Reports</li> </ul> </li> </ul>	
<b>Dates/ Duration</b>	8 Weeks part time
<b>Fees</b>	INR 20,000
<b>Link</b>	<a href="http://www.clri.org/Pictures/CLAD_Training_LGD.html">http://www.clri.org/Pictures/CLAD_Training_LGD.html</a>

Code		IN_035		
Industry Need		<ul style="list-style-type: none"><li>• Design</li><li>• Quality</li><li>• Operations</li><li>• Maintenance of equipment</li><li>• Process safety and Hazard assessment</li></ul>		
Learning Methodology		Class-room based training programs; Short term courses; Long Term Courses		
Training Type		Refresher/ Introductory and Mid-career/ Specialized		
Institute Name		Central Leather Research Institute		
Venue/ Location		Chennai, India		
Specialized Programs (taken from website)				
S.No.	Title	Level	Duration / Course	Course Fee
1	Executive Training Program in Leather Processing Technology	Entrepreneurs, Executives, Technicians & Supervisors	4 Weeks	INR 10,000
2	Quality Control Methods in	Technicians & Analysts		
	i. Leather Manufacture		4 Weeks	INR 10,000
	ii. Footwear Manufacture		4 Weeks	INR 10,000
3	Executive Training Program in Footwear Manufacture	Entrepreneurs, Executives, Technicians & Supervisors	4 Weeks	INR 10,000
4	Sole Mold Design & Manufacture	Designers & Technologists	52 Weeks	INR 15,000
5	Machine Operations for Footwear	Entrepreneurs & Supervisors	1 Week	INR 5,000
6	Executive Training Program in Leather goods Manufacture	Entrepreneurs, Executives, Technicians & Supervisors	4 Weeks	INR 10,000
7	Maintenance of Machineries in Leather Goods & Garments Industries	Entrepreneurs & Supervisors	2 Weeks	INR 3,000
8	Executive Training Program in Leather Garments Manufacture	Entrepreneurs, Executives, Technicians & Supervisors	4 Weeks	INR 10,000
9	Leather Garment Pattern Designing	Designers & Technologists	5 Weeks	INR 10,000
10	Training Program for the Analysis of Arylamine Based Dyes	Analysts & Technologists	1 Week	INR 10,000
11	Consequence Analysis of Chemical Accidents	Engineers, Technologists, Scientists & Managers	2 Days	INR 4,000
12	Hazard & Operability Studies		2 Days	INR 4,000
13	Safety Audit		1 Day	INR 2,000
14	Advances in Process Safety and Quantitative Hazard Assessment		2 Days	INR 4,000
15	Pollution Control			
	i. Analysis of Water	Analysts &	4 Weeks	INR 10,000

		Technologists		
	ii. Treatment Methods	Analysts & Technologists	4 Weeks	INR 10,000
16	Utilization of Animal By Products	Entrepreneurs	4 Weeks	INR 10,000
<b>Link</b>		<a href="http://www.clri.org/Training.aspx/Training.aspx">http://www.clri.org/Training.aspx/Training.aspx</a>		

<b>Code</b>	IN_036
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Operations</li> <li>• Knowledge of Material Management</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Practical leather technology
<b>Institute Name</b>	BLC Leather Technology Centre Ltd
<b>Venue/ Location</b>	Northampton, UK
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Practical aspects and science of leather making</li> <li>• Tan, dye and finish your own leather</li> <li>• Hair removal, tanning, and re-tannage</li> <li>• Material management</li> <li>• Learn to eliminate tanning technical problems</li> <li>• Understand control points in leather making</li> </ul>	
<b>Dates/ Duration</b>	5 Days
<b>Fees</b>	INR 130497.15 (GBP 1,295)
<b>Link</b>	<a href="http://www.blcleathertech.com/event-5-day-practical-leather-technology-73.htm">http://www.blcleathertech.com/event-5-day-practical-leather-technology-73.htm</a>

<b>Code</b>	IN_037
<b>Industry Need</b>	Operations
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	CAD Course for Footwear Design
<b>Institute Name</b>	Central Leather Research Institute
<b>Venue/ Location</b>	Chennai, India
<b>Course Content: (taken from website)</b> <p><b>2D Pattern Engineering:</b> Central Leather Research Institute through its Shoe Design and Development Centre is offering specialized CAD courses for the industry personnel. The schedule and syllabus has been tailored especially for beginners to include all functions you will need in order to both design and engineer 2D designs and patterns. Organized into a manageable daily schedule, you will be gradually introduced to all relevant functions that will help you work with the Shoe master CAD system.</p>	
<b>Dates/ Duration</b>	2 Weeks
<b>Fees</b>	INR 10,000
<b>Link</b>	<a href="http://www.clri.org/Training.aspx">http://www.clri.org/Training.aspx</a>

<b>Code</b>	IN_038
<b>Industry Need</b>	International market and changing fashion trends
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Reflections 2014- International Conference on Fashion, Retail and Management
<b>Institute Name</b>	NIFT
<b>Venue/ Location</b>	Hyderabad, India
<b>About Reflection 2014: (taken from website)</b> Reflections 2014 conceptualizes the 1st International Conference on Fashion, Retail and Management (ICFRM) around the theme Contemporary Issues & Trends in Fashion, Retail and Management.  ICFRM is a unique interdisciplinary forum for the presentation of advances in research and development in the areas of fashion, retail and management. The conference will bring together leading academicians, researchers, business practitioners, consultants, designers and students.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nift.ac.in/hyderabad/Reflections.html">http://www.nift.ac.in/hyderabad/Reflections.html</a>

<b>Code</b>	IN_039
<b>Industry Need</b>	Knowledge of material management
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Purchasing Management
<b>Institute Name</b>	Indian Institute of Materials Management
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to Purchasing</li> <li>• Supply Planning</li> <li>• The Procurement Process</li> <li>• Material Receipt and Quality Management</li> <li>• Supply Contracts</li> <li>• IT tools for Purchasing</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses">http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses</a>

<b>Code</b>	IN_040
<b>Industry Need</b>	Knowledge of material management
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Supply Management
<b>Institute Name</b>	Indian Institute of Materials Management
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Overview of Supply Management</li> <li>• Forecasting and Demand Planning</li> <li>• Supply Planning and Manufacturing Control</li> <li>• Inventory Management</li> <li>• Purchasing and Supplier Management</li> <li>• IT tools for SCM</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses">http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses</a>

<b>Code</b>	IN_041
<b>Industry Need</b>	Knowledge of material management
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Warehouse Management
<b>Institute Name</b>	Indian Institute of Materials Management
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content: (taken from website)</b> <ul style="list-style-type: none"> <li>• Introduction to SCM</li> <li>• Warehouse Design and Layout Planning</li> <li>• Distribution and Supply Planning</li> <li>• Warehouse Operations</li> <li>• Material Handling and Packaging</li> <li>• Inventory and Purchasing</li> <li>• IT tools for Warehouse Management</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses">http://www.iimm.org/index.php/2013-06-10-05-19-48/foundation-courses</a>

<b>Code</b>	IN_042
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Production</li> <li>• Quality control</li> <li>• Costing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Skill Up gradation/Refresher Programs
<b>Institute Name</b>	Northern India Textile Research Association
<b>Venue/ Location</b>	Uttar Pradesh, India
<b>Courses Offered:</b> <ul style="list-style-type: none"> <li>• Productivity</li> <li>• Quality</li> <li>• Maintenance</li> <li>• Cost</li> </ul>	
<b>Dates/ Duration</b>	1-2 weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nitratextile.org/pdf/isds.pdf">http://www.nitratextile.org/pdf/isds.pdf</a>

<b>Code</b>	IN_043
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality control</li> <li>• Latest fashion trends in the international markets</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Manufacturing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Refresher Programs on Technical textile
<b>Institute Name</b>	Northern India Textile Research Association
<b>Venue/ Location</b>	Uttar Pradesh, India
<b>Courses Offered:</b> <ul style="list-style-type: none"> <li>• Quality standards</li> <li>• Application</li> <li>• Manufacturing technologies</li> <li>• Market</li> </ul>	
<b>Dates/ Duration</b>	1-2 weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.nitratextile.org/pdf/isds.pdf">http://www.nitratextile.org/pdf/isds.pdf</a>



<b>Code</b>	IN_044
<b>Industry Need</b>	Production
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Freshers and refresher training for spinning mill operatives
<b>Institute Name</b>	South India Textile Research Association
<b>Venue/ Location</b>	Tamil Nadu, India
<b>Some of the Topics Covered:</b> <ul style="list-style-type: none"> <li>• Scenario of the Indian textile industry</li> <li>• Duties and responsibilities of workers</li> <li>• Do's and Don'ts at work place</li> <li>• Quality improvement &amp; waste reduction</li> <li>• Importance of machinery maintenance</li> <li>• Labor and machine productivity</li> <li>• Count and count calculations</li> <li>• Production calculations</li> <li>• New spinning systems</li> <li>• Communication and its importance at the work place</li> <li>• Disciplinary measures</li> <li>• Accident and safety</li> <li>• House keeping</li> <li>• Materials handling procedures</li> </ul>	
<b>Dates/ Duration</b>	3 days for experienced workers and 5 to 7 days for new recruits
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.sitra.org.in/index.php/training/general-training-programs">http://www.sitra.org.in/index.php/training/general-training-programs</a>

<b>Code</b>	IN_045
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality control</li> </ul> Additional Needs Covered : <ul style="list-style-type: none"> <li>• Technical Aspects of Manufacturing</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Technical Textiles
<b>Institute Name</b>	Bombay Textile Research Association
<b>Venue/ Location</b>	Noida, India
<b>Courses Offered:</b> <ul style="list-style-type: none"> <li>• Quality Control &amp; Testing of Technical Textiles</li> <li>• Nonwoven Technical Textiles, Physical / Chemical Testing</li> <li>• Design aspects of looms for manufacturing Technical Textiles</li> <li>• Technical Textiles</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.btraIndia.com/services_training.asp#CE">http://www.btraIndia.com/services_training.asp#CE</a>

<b>Code</b>	IN_046
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Production</li> <li>• Costing</li> </ul>
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Merchandiser Training
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Process flow chart of an Export/Buying House</li> <li>• Fabric types</li> <li>• Printing &amp; Dyeing technique</li> <li>• Lab testing</li> <li>• Production knowledge</li> <li>• Costing</li> <li>• T&amp;A</li> <li>• Docket file</li> <li>• Communication skills</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_047
<b>Industry Need</b>	Industry Overview
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Practical Approach to Understand Textiles
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Classification of Fiber</li> <li>• Fiber details</li> <li>• Classification of Fabric</li> <li>• Details of Commercial fabric &amp; its use</li> <li>• Classification of dyeing &amp; printing</li> </ul>	
<b>Dates/ Duration</b>	2 Days; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

<b>Code</b>	<b>IN_048</b>
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality control</li> </ul> Additional Needs Covered : <ul style="list-style-type: none"> <li>• Manufacturing</li> </ul>
<b>Learning Methodology</b>	<b>Seminars</b>
<b>Training Type</b>	<b>Refresher/ Introductory</b>
<b>Training/Course Name</b>	Technical Awareness for Merchandisers
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Fabric qualities</li> <li>• Fabric manufacturing process</li> <li>• Textile Testing requirements</li> <li>• Quality control &amp; Inspection</li> </ul>	
<b>Dates/ Duration</b>	1 Day; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

<b>Code</b>	<b>IN_049</b>
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Production</li> <li>• Quality Control</li> </ul>
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Fundamentals of Garment Manufacturing
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Basic machinery requirements for apparel production</li> <li>• Apparel Production process</li> <li>• Patterning, marking, cutting, stitching, finishing &amp; inspection</li> <li>• Quality control &amp; Inspection</li> </ul>	
<b>Dates/ Duration</b>	1 Day; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_050
<b>Industry Need</b>	Latest fashion trends in the international markets
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Fashion Management Short Term Course – Level 1
<b>Institute Name</b>	Mod'Art India
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Fashion Business &amp; Trade Overview</li> <li>• Management in Fashion</li> <li>• Fashion History</li> <li>• Fashion Product Life Cycle</li> <li>• Consumer Behavior</li> <li>• Fashion Merchandising</li> <li>• Marketing</li> <li>• Designing a brand</li> <li>• Industry Overview</li> </ul>	
<b>Dates/ Duration</b>	3 Months
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.modart-india.com/short-term-courses_mumbai.php">http://www.modart-india.com/short-term-courses_mumbai.php</a>

<b>Code</b>	IN_051
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Production</li> <li>• Costing</li> <li>• Quality</li> <li>• Industry Overview</li> </ul>
<b>Learning Methodology</b>	Independent Reading
<b>Training Type</b>	Refresher/ Introductory
<b>Book Name</b>	Training and development of technical staff in the textile industry
<b>Author Name</b>	B. Purushothama
<b>Venue/ Location</b>	Not Applicable
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Technical staff development in the textile industry</li> <li>• Technical staff- middle management in the textile industry</li> <li>• Policy development and middle management in the textile industry</li> <li>• Job descriptions in the textile industry</li> <li>• Leadership and self-development in the textile industry</li> <li>• Individual and teams in the textile industry</li> <li>• Decision-making processes in the textile industry</li> <li>• Communication and supervision in the textile industry</li> <li>• Costs and cost of quality in the textile industry</li> <li>• Problem-solving and change management in the textile industry</li> <li>• Supervisors and customer focus in the textile industry</li> <li>• Quality management and assurance in the textile industry</li> <li>• Practical skills and underpinning knowledge for supervisors in the textile industry</li> <li>• Control points and check points in the textile industry</li> <li>• Typical problems and areas of nonconformity in the textile industry</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Cost</b>	INR 130497.15 (GBP 95.00) / INR 79797.9 (USD160.00) / INR 108572.8 (Euro 115.00)
<b>Link</b>	<a href="http://www.woodheadpublishing.com/en/book.aspx?bookID=2677">http://www.woodheadpublishing.com/en/book.aspx?bookID=2677</a>

<b>Code</b>	IN_052
<b>Industry Need</b>	Quality Control
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	QA/QC Training
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Definition of Quality</li> <li>• Process flow chart of an Export/Buying house</li> <li>• Fabric inspection (4-point inspections)</li> <li>• AQL inspection</li> <li>• ACC/Trims inspection</li> <li>• Cutting inspections</li> <li>• Stitching inspection</li> <li>• Finishing &amp; Packing inspections</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_053
<b>Industry Need</b>	Quality Control
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Garment/ Home textile Inspection (AQL Inspection)
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Definition of quality</li> <li>• Need of inspections</li> <li>• Statistically Inspections technique</li> <li>• AQL inspections type</li> <li>• Initial/DUPRO/Pre Shipment inspection.</li> <li>• Defects Type</li> <li>• Final shipment inspection procedure</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/training/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_054
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality Control</li> <li>• Latest fashion trends in the international markets</li> </ul>
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Principles of Textile Testing
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Understanding the importance of testing</li> <li>• Types of physical &amp; chemical test</li> <li>• Result interpretation</li> <li>• Understanding the international markets requirements</li> </ul>	
<b>Dates/ Duration</b>	1 Day; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_055
<b>Industry Need</b>	Quality Control
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Professional Approach to QC in Textile Products
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Quality definitions</li> <li>• Statically quality control</li> <li>• Fabric checking systems (4-point systems)</li> <li>• AQL checking systems</li> <li>• ACC checking systems</li> <li>• Cutting checking systems.</li> <li>• Stitching checking systems</li> <li>• Finishing/ packing checking systems.</li> </ul>	
<b>Dates/ Duration</b>	1 Day; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

<b>Code</b>	IN_056
<b>Industry Need</b>	Production
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Productivity Improvement Tools & Techniques
<b>Institute Name</b>	QTI Solutions
<b>Venue/ Location</b>	Noida, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Types of production systems</li> <li>• Line motion study</li> <li>• Tools for improving the productivity of the stitching line</li> </ul>	
<b>Dates/ Duration</b>	1 Day; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm">http://www.qualitytexindia.com/consultancy-services/Textile-quality-training-india.shtm</a>

Code	IN_057	
Industry Need	<ul style="list-style-type: none"><li>• Production</li><li>• Quality Control</li></ul> Additional Needs covered: <ul style="list-style-type: none"><li>• Manufacturing</li></ul>	
Learning Methodology	Short term courses; Long term courses	
Training Type	Mid-career/ Specialized	
Institute Name	National Institute of Fashion Designing	
Courses Available		
S.No.	Title	Duration
1	Certificate in Production Technology	1 Year
2	Diploma in Garment Production Technology	1 Year
3	Diploma in Garment Quality Control	1 Year
4	Certificate Course in Quality Control	6 months
5	Certificate Course in Garment Merchandising	6 months
6	Certificate Course in Garment Manufacturing	6 months
7	Computer Aided Design Apparel Textiles	1 Year
Link	<a href="http://www.seasonsindia.com/beauty/fashionschools_sea.htm">http://www.seasonsindia.com/beauty/fashionschools_sea.htm</a>	



<b>Code</b>	IN_058
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Knowledge to source from international destinations</li> <li>• Costing</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Fashion Management Short Term Course – Level 2
<b>Institute Name</b>	Mod'Art India
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Range development</li> <li>• Inventory Management</li> <li>• Retail Buying Sequence</li> <li>• Merchandise Distribution &amp; Finance Controlee</li> <li>• Consumer Relationship Management</li> <li>• Introduction to Fashion Export</li> <li>• Export costing &amp; pricing</li> <li>• Export Documentation</li> <li>• Export &amp; Import Management</li> <li>• Current EXIM Policy</li> </ul>	
<b>Dates/ Duration</b>	3 Months
<b>Fees</b>	INR 60,000
<b>Link</b>	<a href="http://www.modart-india.com/short-term-courses_mumbai.php">http://www.modart-india.com/short-term-courses_mumbai.php</a>

<b>Code</b>	IN_059
<b>Industry Need</b>	Production
<b>Learning Methodology</b>	Independent Reading
<b>Training Type</b>	Mid-career/ Specialized
<b>Article Name</b>	Spinning Process for Waste Minimization
<b>Author Name</b>	Md. Ayub Al & Dr. Abdus Shahid
<b>Source Name</b>	Textile Today
<b>Venue/ Location</b>	Not Applicable
<b>Topics Covered:</b> This paper describes the outcomes of an investigation on the amount of total extracted wastage percentage in blow room and carding section by varying the setting gauge on different setting points of blow room and carding machinery.	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://www.textiletoday.com.bd/magazine/643">http://www.textiletoday.com.bd/magazine/643</a>

<b>Code</b>	IN_060
<b>Industry Need</b>	Industry Overview
<b>Learning Methodology</b>	Independent Reading
<b>Training Type</b>	Mid-career/ Specialized
<b>Journal Name</b>	Indian Textile Journal
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description:</b> <ul style="list-style-type: none"> <li>• Technology and Trade Information</li> <li>• Information on new products &amp; emerging technologies</li> <li>• News related to Spinning, Weaving, Processing, Dyeing &amp; Finishing, Knitting and Garmenting sectors</li> <li>• Commercial information</li> <li>• New products &amp; processes, technological breakthroughs, corporate profiles and trade fair information</li> </ul>	
<b>Dates/ Duration</b>	Not Applicable
<b>Fees</b>	Not Applicable
<b>Link</b>	<a href="http://indiantextilejournal.com/">http://indiantextilejournal.com/</a>

<b>Code</b>	IN_061
<b>Industry Need</b>	Knowledge of latest products
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	LED Basics
<b>Institute Name</b>	Philips Lighting Academy
<b>Venue/ Location</b>	Not Applicable
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Optical LED components</li> <li>• Electrical LED components</li> <li>• Mechanical and thermal LED components</li> <li>• Performance indicators</li> <li>• Lifetime: LED source vs. LED lamp</li> <li>• Light distribution: directional (Candela) and omni-directional (Lumen)</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.lighting.philips.com/main/led/what_are_leds.wpd">http://www.lighting.philips.com/main/led/what_are_leds.wpd</a>

<b>Code</b>	IN_062
<b>Industry Need</b>	Knowledge of latest products
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	LEDs and Trends
<b>Institute Name</b>	Philips Lighting Academy
<b>Venue/ Location</b>	Not Applicable
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Current trends &amp; future of LED Lighting</li> <li>• Recognizing opportunities to share information about lighting trends with your customers</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.lighting.philips.com/in_en/connect/Lighting_Academy/online-courses-2.wpd">http://www.lighting.philips.com/in_en/connect/Lighting_Academy/online-courses-2.wpd</a>

<b>Code</b>	IN_063
<b>Industry Need</b>	Knowledge of latest products
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Digital Electronics Concepts and its Industrial Applications
<b>Institute Name</b>	Advanced Training Institute
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Advantage of Digital System</li> <li>• Number System</li> <li>• Logic Gates</li> <li>• Flip-Flop</li> <li>• Counters</li> <li>• Registers and Memory</li> </ul>	
<b>Dates/ Duration</b>	2 Weeks
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://atimumbai.gov.in/">http://atimumbai.gov.in/</a>

<b>Code</b>	IN_064
<b>Industry Need</b>	Knowledge of maintenance
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Maintenance and Servicing of Electronics Test Equipment
<b>Institute Name</b>	Advanced Training Institute
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction to Maintenance and Repair</li> <li>• Basic troubleshooting techniques</li> <li>• Block diagram description of CRO</li> <li>• Signal Generator</li> <li>• Function Generator, LCR Meter and Pattern Generator and troubleshooting using service manual</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://atimumbai.gov.in/">http://atimumbai.gov.in/</a>

<b>Code</b>	IN_065
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Basic and Advanced Manufacturing Skills</li> <li>• Compliance to various norms</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Basic Training
<b>Institute Name</b>	Technic Electronic Corporation
<b>Venue/ Location</b>	Mumbai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Soldering</li> <li>• Electronic Product Manufacturing</li> <li>• Panel Manufacturing</li> <li>• Electrical Transformer Basics</li> <li>• Basic Transformer Manufacturing</li> <li>• Electrical Product Manufacturing</li> <li>• Basic PCB Layout Designing</li> <li>• PCB Design For Both Single Sided &amp; Double Sided PCB</li> <li>• Our Products Insight &amp; Overview</li> <li>• Our Products QC Training</li> <li>• Quality Control Process</li> </ul>	
<b>Dates/ Duration</b>	1 Month
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.technicindia.com/training.html">http://www.technicindia.com/training.html</a>

<b>Code</b>	IN_066
<b>Industry Need</b>	As per requirement (Customized Course)
<b>Learning Methodology</b>	Short Term Courses and Long Term Courses
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Tailor Made Courses
<b>Institute Name</b>	Advanced Training Institute for Electronics & Process Instrumentation
<b>Venue/ Location</b>	Hyderabad, India
<b>Broad Description:</b> The institute conducts various long terms and short terms courses in the field of Electronics & Process Instrumentation to meet the requirement of the industry .Tailor made courses as per the need of industry/ Department/ Organization are also conducted by the institute in these fields.	
<b>Dates/ Duration</b>	12-48 Weeks
<b>Fees</b>	INR 1,250 – 2,500
<b>Link</b>	<a href="http://www.dget.nic.in/atiepihyderabad/">http://www.dget.nic.in/atiepihyderabad/</a>

<b>Code</b>	IN_067
<b>Industry Need</b>	Research and Development
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Advanced Training
<b>Institute Name</b>	Technic Electronic Corporation
<b>Venue/ Location</b>	Mumbai, India
<b>Broad Description:</b> Specialization in one of the topics below: <ul style="list-style-type: none"> <li>• Microcontroller based product development</li> <li>• Electrical product development</li> <li>• Electronic product development</li> </ul>	
<b>Dates/ Duration</b>	1 Month
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.technicindia.com/training.html">http://www.technicindia.com/training.html</a>

<b>Code</b>	IN_068
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Compliance to various norms</li> <li>• Basic and Advanced Manufacturing Skills</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	IPC-A-600
<b>Institute Name</b>	IPC India
<b>Venue/ Location</b>	Illinois, USA
<b>Course Content:</b> IPC-A-600 Training and Certification gives the assembler the information to do a better job at incoming inspection. Knowing acceptable conditions means that Printed Circuit Boards (PCBs) are not needlessly scrapped; knowing nonconforming conditions saves the assembler from an expensive component mounting operation. Certified IPC Trainers working in electronics assembly can forge a more productive relationship with their PCB suppliers. <ul style="list-style-type: none"> <li>• Printed board product classifications and acceptance criteria</li> <li>• Base material surface and subsurface conditions such as measling/crazing</li> <li>• Solder resist coverage over conductors and registration to lands</li> <li>• Conductor width and spacing and annular ring requirements</li> <li>• Dielectric material criteria for etch back, voids, and resin recession</li> <li>• Plated-through hole requirements for copper plating thickness, voids, nodules and cracks</li> <li>• Acceptance criteria for flexible, rigid-flex and metal core printed boards</li> <li>• Skills for teaching the lesson plan effectively</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ipc.org/ContentPage.aspx?pageid=IPC-A-600">http://www.ipc.org/ContentPage.aspx?pageid=IPC-A-600</a>

<b>Code</b>	IN_069
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Compliance to various norms</li> <li>• Basic and Advanced Manufacturing Skills</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	IPC-A-610 Acceptability of Electronics Assemblies Training and Certification Program
<b>Institute Name</b>	Technic Electronic Corporation
<b>Venue/ Location</b>	India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Establishing and maintaining integrity of the certification program</li> <li>• Purpose and application of IPC-A-610</li> <li>• Hardware installation</li> <li>• Soldering criteria, including lead free connections</li> <li>• Soldered requirements for connecting to terminals and for plated-through holes</li> <li>• Surface mounting criteria for chip components, leadless and leaded chip carriers</li> <li>• Swaged hardware and heatsink requirements of mechanical assemblies</li> <li>• Component mounting criteria for DIPs, socket pins and card edge connectors</li> <li>• Jumper wire assembly requirements</li> <li>• Solder fillet dimensional criteria for all major SMT component groups and Soldering</li> <li>• Criteria for component damage, laminate conditions, cleaning and coating</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ipc.org/ContentPage.aspx?pageid=IPC-A-610#bene">http://www.ipc.org/ContentPage.aspx?pageid=IPC-A-610#bene</a>

<b>Code</b>	IN_070
<b>Industry Need</b>	Basic and Advanced Manufacturing Skills
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	IPC/WHMA-A-620 Training and Certification Program
<b>Institute Name</b>	IPC India
<b>Venue/ Location</b>	Illinois, USA
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Cable and wire dimensioning, tolerances and preparation</li> <li>• Crimp terminations: <ul style="list-style-type: none"> <li>• Stamped and formed contacts</li> <li>• Machined Contacts</li> </ul> </li> <li>• Insulation displacement connections</li> <li>• Ultrasonic welding</li> <li>• Soldered terminations</li> <li>• Splices</li> <li>• Connectorization</li> <li>• Molding and potting</li> <li>• Marking and labeling</li> <li>• Co-ax and twin-ax assembly</li> <li>• Wire bundle securing</li> <li>• Shielding</li> <li>• Installation</li> <li>• Wire wrap (solder less)</li> <li>• Testing of Cable/Wire Harness Assemblies</li> </ul>	
<b>Dates/ Duration</b>	29 instructional hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ipc.org/ContentPage.aspx?pageid=IPC-WHMA-A-620">http://www.ipc.org/ContentPage.aspx?pageid=IPC-WHMA-A-620</a>



<b>Code</b>	IN_071
<b>Industry Need</b>	Economies of Scale
<b>Learning Methodology</b>	Long term courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Indian Plastics Association Diploma
<b>Institute Name</b>	Indian Plastics Institute
<b>Venue/ Location</b>	Maharashtra, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Plastics materials, their properties, applications, and limitations.</li> <li>• Manufacture of plastic raw materials and end products</li> <li>• Polymer additives and compounding</li> <li>• Processing equipment, tooling and processing techniques</li> <li>• Plastic Products design</li> <li>• Mold/Die Design and Fabrication</li> <li>• Testing &amp; Evaluation of Plastics materials &amp; end products</li> <li>• Industrial Management</li> </ul>	
<b>Dates/ Duration</b>	1 Year part time
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ipiindia.com/courses/dipi">http://www.ipiindia.com/courses/dipi</a>

<b>Code</b>	IN_072
<b>Industry Need</b>	Machine Operations
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Design/Tooling/CAD/CAM/CNC Program
<b>Institute Name</b>	Central Institute of Plastics Engineering & Technology
<b>Venue/ Location</b>	Chennai, Tamil Nadu, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Familiarization and operation practice on CNC EDM/Milling/Lathe</li> <li>• Design, fabrication and inspection of molds for plastics</li> <li>• Basic programming &amp; operation of CNC milling machines</li> <li>• Design of molds through AUTOCAD</li> <li>• CAD/CAM using Pro-Engineer / Unigraphics / CATIA / I-Deas / Ansys / Moldflow</li> <li>• Application of CAD/CAM in Mold / Product Design</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://cipet.gov.in/industry%20program/industry_program_stp.html">http://cipet.gov.in/industry%20program/industry_program_stp.html</a>

<b>Code</b>	IN_073
<b>Industry Need</b>	Economies of Scale
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Product Development/Processing of Plastics/ Machine Maintenance
<b>Institute Name</b>	Central Institute of Plastics Engineering & Technology
<b>Venue/ Location</b>	Chennai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Injection molding practice</li> <li>• Optimization of processing parameters for productivity and quality of products</li> <li>• Advanced injection molding techniques</li> <li>• Maintenance management of injection molding industry</li> <li>• Design &amp; manufacturing of blow molds</li> <li>• Technology upgradation &amp; new development in blown film extrusion</li> <li>• Co-extrusion of film for packaging application</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://cipet.gov.in/industry%20program/industry_program_stp.html">http://cipet.gov.in/industry%20program/industry_program_stp.html</a>

<b>Code</b>	IN_074
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Economies of Scale</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Quality Control</li> </ul>
<b>Learning Methodology</b>	Short term courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Testing and Quality Improvement
<b>Institute Name</b>	Central Institute of Plastics Engineering & Technology
<b>Venue/ Location</b>	Chennai, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Analysis &amp; Characterization techniques for plastics</li> <li>• Quality control &amp; testing of plastics materials and products</li> <li>• Quality system requirements and ISO standards for plastics products</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://cipet.gov.in/industry%20program/industry_program_stp.html">http://cipet.gov.in/industry%20program/industry_program_stp.html</a>

<b>Code</b>	IN_075
<b>Industry Need</b>	Economies of Scale
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Modular Term Programs
<b>Institute Name</b>	Central Institute of Plastics Engineering & Technology
<b>Venue/ Location</b>	Chennai, India
<b>Broad Description:</b> Modular training Programs and Tailor made courses in specific disciplines of mold design, Computer Assisted Design, Tooling, Processing and testing of Plastics are organized for the benefit of industrially sponsored personnel and entrepreneurs matching to their requirements in terms of contents and duration	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.cipet.gov.in/industry%20program/industry_program_mtmt.html">http://www.cipet.gov.in/industry%20program/industry_program_mtmt.html</a>

<b>Code</b>	IN_076
<b>Industry Need</b>	Economies of Scale
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Entrepreneurship Development Programs
<b>Institute Name</b>	Central Institute of Plastics Engineering & Technology
<b>Venue/ Location</b>	Chennai, Tamil Nadu, India
<b>Broad Description:</b> Entrepreneurship Development Programs are organized with the objective of developing Entrepreneurs in the Plastics segment by providing them knowledge and skill elements besides entrepreneurship characteristics. The entrepreneurs are also provided with adequate technical guidance through follow up for setting up of Plastics based industry.  The Programs are designed to: <ul style="list-style-type: none"> <li>• Identify and select business opportunities and related resources</li> <li>• Build their business skills, knowledge, and attitudes</li> <li>• Develop entrepreneurial and behavioral competencies</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://cipet.gov.in/industry%20program/industry_program_tredp.html">http://cipet.gov.in/industry%20program/industry_program_tredp.html</a>

<b>Code</b>	IN_077
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>Economies of Scale</li> <li>Machine Operations</li> </ul>
<b>Learning Methodology</b>	Short Term Courses/ Long Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Various Short Term Courses/ Long Term Courses
<b>Institute Name</b>	Khadi and Village Industries Commission
<b>Venue/ Location</b>	Mumbai, India
<b>Various Short Term Programs:</b> <ul style="list-style-type: none"> <li>Plastic Processing Operator Trade (ITI) (12 months)</li> <li>Plastic Technology (2 months)</li> <li>Plastic Injection Molding course (1 month)</li> <li>Plastic Blow Molding (1 month)</li> <li>Plastic Compression Molding course (1 month)</li> <li>Plastic Extrusion Technology (1 month)</li> </ul>	
<b>Dates/ Duration</b>	1 – 12 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.kvic.org.in/index.php?option=com_content&amp;view=article&amp;id=333">http://www.kvic.org.in/index.php?option=com_content&amp;view=article&amp;id=333</a>

<b>Code</b>	IN_078
<b>Industry Need</b>	Efficient manufacturing processes
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Training & demonstration programs (HRD)
<b>Institute Name</b>	CGCRI
<b>Venue/ Location</b>	Naroda, India
<b>Various Class-room based training programs:</b> <ul style="list-style-type: none"> <li>Training program on manufacture of traditional ceramics.</li> <li>Capsule course on ceramic raw materials properties, functions, specifications and uses.</li> <li>Capsule course on types of glazes and its characteristics</li> </ul>	
<b>Dates/ Duration</b>	1-5 days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.cgcri.res.in/images/naroda_training.pdf">http://www.cgcri.res.in/images/naroda_training.pdf</a>

<b>Code</b>	IN_079
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Efficient manufacturing processes</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Ceramics Processing Technology
<b>Institute Name</b>	Center for Professional Advancement
<b>Venue/ Location</b>	Not Specified
<b>Broad Description:</b> The course sequence begins with an introduction to ceramic processing and assumes little or no prior knowledge in ceramic processing. Over the three day course, a basis of processing fundamentals are established during the first day and the more detailed and advanced aspects of modern ceramics, particularly nanostructured materials and optical processes and structures, form the core of presentations and discussions during the second and third day. Numerical estimates of present and future markets are among the subjects reported, and a broad perspective of modern processing technology is presented.	
<b>Dates/ Duration</b>	3 Days; next dates to be confirmed
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="https://www.cfpa.com/2016/d/courseSearchOldPage.aspx">https://www.cfpa.com/2016/d/courseSearchOldPage.aspx</a>

<b>Code</b>	IN_080
<b>Industry Need</b>	Supply chain management and distribution
<b>Learning Methodology</b>	Long Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Advanced Program In Supply Chain Management (APSCM)
<b>Institute Name</b>	NIIT Imperia / IIM Calcutta
<b>Venue/ Location</b>	Calcutta, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction to Operations Management</li> <li>• Logistics – Concepts &amp; Practices</li> <li>• Understanding Supply Chain Management</li> <li>• Designing &amp; Managing Channel Partners – Distribution</li> <li>• Procurement and Sourcing Management</li> <li>• Supply Chain Modeling</li> <li>• Supply Network Strategy</li> <li>• Special Topics in SCM</li> <li>• Topics in Fundamentals of Management Theory</li> </ul>	
<b>Dates/ Duration</b>	1 Year
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://programslive.iimcal.ac.in/advanced-program-supply-chain-management-apscm">http://programslive.iimcal.ac.in/advanced-program-supply-chain-management-apscm</a>

<b>Code</b>	IN_081
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Efficient manufacturing processes (Environmental requirements)</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Fundamentals of Glass Technology
<b>Institute Name</b>	Center for Professional Advancement
<b>Venue/ Location</b>	Not Specified
<b>Broad Description:</b> This course presents the fundamentals of glass technology for a wide range of products from traditional container products to advanced float glass for architecture, to highly engineered optical glass fibers used for telecommunications and sensors. Current trends and emerging opportunities are emphasized, and environmental requirements are considered.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="https://www.cfpa.com/522/d/courseSearchOldPage.aspx">https://www.cfpa.com/522/d/courseSearchOldPage.aspx</a>

<b>Code</b>	IN_082
<b>Industry Need</b>	Lack of adequate knowledge to source from international destinations
<b>Learning Methodology</b>	Exhibition
<b>Training Type</b>	Mid-career/ Specialized
<b>Exhibition Name</b>	Indian Ceramics 2014
<b>Institute Name</b>	MMI India Pvt. Ltd
<b>Venue/ Location</b>	Ahmedabad, India
<b>Broad Description:</b> Indian Ceramics is the leading trade fair of its kind. With an annual attendance of over 5,000 visitors, from over 30 countries, the exhibition has become the most exciting event for the industry; positioning suppliers of technology and raw materials right at the beating heart of the fastest growing ceramic and heavy clay industries anywhere in the world.  Ceramitec is globally recognized as the key meeting place on a triennial basis.	
<b>Dates/ Duration</b>	26- 28 February 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.indian-ceramics.com/">http://www.indian-ceramics.com/</a>

<b>Code</b>	IN_083
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Efficient manufacturing processes</li> </ul>
<b>Learning Methodology</b>	Exhibition
<b>Training Type</b>	Mid-career/ Specialized
<b>Exhibition Name</b>	4 <sup>th</sup> International Exhibition for Glass: Production, Processing and Products
<b>Institute Name</b>	Glasspex India
<b>Venue/ Location</b>	Mumbai, India
<b>Broad Description:</b> Exhibits include: <ul style="list-style-type: none"> <li>• Glass Production / Production Technology</li> <li>• Glass Processing &amp; Finishing</li> <li>• Glass Products &amp; Applications (e.g. flat glass, hollow glass, solar technology etc.)</li> <li>• Tools, Parts, Equipment &amp; Fittings</li> <li>• Measurement, Testing &amp; Control Technology</li> <li>• Contracting, Consulting, Engineering</li> <li>• Research &amp; Media</li> </ul>	
<b>Dates/ Duration</b>	13-15 March 2015
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://glasspex.com/">http://glasspex.com/</a>

<b>Code</b>	IN_084
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Efficient manufacturing processes</li> <li>• Technology</li> </ul>
<b>Learning Methodology</b>	E-Training
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	e-Learning Modules
<b>Institute Name</b>	Saint-Gobain Glass Academy
<b>Venue/ Location</b>	Not Applicable
<b>Broad Description:</b> Glass academy aimed to impart fabrication skills on glass and build a bank of skilled workers in the industry to progressively improve their levels of skills & knowledge competency in their respective areas, in the shortest possible time.	
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Sustainable development for glazing</li> <li>• Glass in green buildings &amp; rating systems</li> <li>• Structural Design Glass Processing</li> <li>• Fire Resistant Glazing</li> <li>• Float Glass Manufacturing Process</li> <li>• Glass solutions for solar energy</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.glass-academy.com/elearning/index.php?act=elearn">http://www.glass-academy.com/elearning/index.php?act=elearn</a>

<b>Code</b>	IN_085
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Multiple scientific disciplines</li> <li>• Knowledge of various fields in biotechnology</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Bioinformatics
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction &amp; history of bioinformatics</li> <li>• Database &amp; data mining</li> <li>• BioEdit software</li> <li>• Pairwise alignment (BLAST * FASTA)</li> <li>• Multiple sequence alignment</li> <li>• Phylogenetic analysis</li> <li>• 3D protein structure: Visualization &amp; prediction</li> <li>• Epitope prediction</li> <li>• Sequence submission</li> <li>• Bioinformatics in business</li> <li>• Applications, Emerging areas, Employment opportunities etc.</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/bio-tech-training-certi.html">http://www.mitconbiopharma.com/bio-tech-training-certi.html</a>

<b>Code</b>	IN_086
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Multiple scientific disciplines</li> <li>• Knowledge of various fields in biotechnology</li> </ul>
<b>Learning Methodology</b>	Short Term Programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Basic Bioinformatics For Biological Data Analysis
<b>Institute Name</b>	BioAxis DNA Research Centre Private Limited
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction to Bioinformatics</li> <li>• Biological databases</li> <li>• Sequence Retrieval</li> <li>• Sequence Analysis</li> <li>• Motif &amp; Domain assignment</li> <li>• Family prediction</li> <li>• Protein Location prediction</li> <li>• Protein function analysis</li> </ul>	
<b>Dates/ Duration</b>	15 days
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://dnares.in/files/BASIC%20BIOINFORMATICS%20FOR%20BIOLOGICAL%20DATA%20ANALYSIS%20(15days).pdf">http://dnares.in/files/BASIC%20BIOINFORMATICS%20FOR%20BIOLOGICAL%20DATA%20ANALYSIS%20(15days).pdf</a>



<b>Code</b>	IN_087
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Multiple scientific disciplines</li> <li>• Knowledge of various fields in biotechnology</li> </ul>
<b>Learning Methodology</b>	Short Term Programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Basic Biotech Training
<b>Institute Name</b>	NTHRYS
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Molecular Biology</li> <li>• Immunotechnology or Immunology</li> <li>• Plant Tissue Culturing</li> </ul>	
<b>Dates/ Duration</b>	30-45 Days
<b>Fees</b>	INR 4,500 per student
<b>Link</b>	<a href="http://www.nthrys.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/basic-biotech-training">http://www.nthrys.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/basic-biotech-training</a>

<b>Code</b>	IN_088
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality Control</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Good Manufacturing Practices (GMPs)</li> <li>• Good Laboratory Practices (GLPs)</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Microbial QC & Testing
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Quality control &amp; quality assurance</li> <li>• GMP &amp; GLP</li> <li>• Microbiological quality &amp; parameters</li> <li>• Classification of clean areas</li> <li>• Validation</li> <li>• Selective media &amp; specific growth characters of microorganisms</li> <li>• Specific microbial QC test</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/bio-tech-training-certi.html">http://www.mitconbiopharma.com/bio-tech-training-certi.html</a>

<b>Code</b>	IN_089
<b>Industry Need</b>	Knowledge of various fields in biotechnology
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Biofertilizers & Biopesticides Production
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction to biofertilizers</li> <li>• Types of biofertilizers</li> <li>• Media preparation &amp; staining techniques</li> <li>• Advantages of biofertilizers over Chemical biofertilizers</li> <li>• Introduction to Biopesticides</li> <li>• Types of biopesticides &amp; their function</li> <li>• Mass scale production</li> <li>• Scale up &amp; formulation</li> <li>• Preparation of carrier based biofertilizers</li> <li>• Field application technique</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/bio-tech-training-certi.html">http://www.mitconbiopharma.com/bio-tech-training-certi.html</a>

<b>Code</b>	IN_090
<b>Industry Need</b>	Knowledge of various fields in biotechnology
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Other Biotechnology Training Programs
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Various Short Term Programs:</b> <ul style="list-style-type: none"> <li>• Plant Tissue Culture</li> <li>• Genetic Engineering and rDNA Technology</li> <li>• Fermentation Technology</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/bio-tech-training-certi.html">http://www.mitconbiopharma.com/bio-tech-training-certi.html</a>

<b>Code</b>	IN_091
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Quality Control</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Good Manufacturing Practices (GMPs)</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Certificate Course in Pharma Regulatory Affairs
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Pharma Regulatory practices &amp; procedure</li> <li>• Pharma patents, IPR &amp; regulation</li> <li>• Pharma Regulatory Regime in VSA, EV &amp; INDIA.</li> <li>• Clinical Trials &amp; Regulation</li> <li>• GMP QA, Regulation</li> <li>• Regulatory compliance for pharma &amp; BT products</li> </ul>	
<b>Dates/ Duration</b>	2 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/pharma-clinical-research-training.html">http://www.mitconbiopharma.com/pharma-clinical-research-training.html</a>

<b>Code</b>	IN_092
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Knowledge of various fields in biotechnology</li> <li>• Product innovation and research in the biotech sector</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Awareness Program
<b>Institute Name</b>	Biotech Consortium India Limited
<b>Venue/ Location</b>	New Delhi, India
<b>Topics Covered:</b> <ul style="list-style-type: none"> <li>• Biosafety</li> <li>• Intellectual Property Protection</li> <li>• Entrepreneurial Development</li> <li>• Sensitization programs on new concepts, products and services</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.bcil.nic.in/awareness_programs.htm">http://www.bcil.nic.in/awareness_programs.htm</a>

<b>Code</b>	IN_093
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Knowledge of various fields in biotechnology</li> <li>• Product innovation and research in the biotech sector</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Industrial Microbiology
<b>Institute Name</b>	MITCON
<b>Venue/ Location</b>	Pune, India
<b>Course Content:</b> <b>Practical</b> <ul style="list-style-type: none"> <li>• Sterility techniques and preparation of media</li> <li>• Isolation of microorganisms from natural sources</li> <li>• Staining techniques <ul style="list-style-type: none"> <li>i) Gram staining</li> <li>ii) Endospore staining</li> </ul> </li> <li>• Biochemical Characterization</li> <li>• Bacterial growth curve</li> <li>• Pure culture techniques</li> <li>• Screening of Microorganisms for Industrial applications <ul style="list-style-type: none"> <li>i) Casein hydrolysis</li> <li>ii) Starch hydrolysis</li> <li>iii) Cellulose hydrolysis</li> </ul> </li> <li>• Antibiotics assays</li> <li>• Quality control of milk</li> <li>• Water analysis</li> <li>• Preparation of yogurt</li> <li>• Microbial and sterility testing of product</li> </ul> <b>Theory</b> <ul style="list-style-type: none"> <li>• Microbial growth and preservation</li> <li>• Improvement of industrial microorganisms by recombinant methods</li> <li>• Mutant synthesizing improved level of metabolites</li> <li>• Microbial testing and sterility test</li> <li>• Recent trends in industrial microbiology</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.mitconbiopharma.com/bio-tech-training-certi.html">http://www.mitconbiopharma.com/bio-tech-training-certi.html</a>

<b>Code</b>	IN_094
<b>Industry Need</b>	Technology Transfer Capability
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	MATLAB Language Operations and Its Applications in Bioinformatics
<b>Institute Name</b>	IBI Biosolutions
<b>Venue/ Location</b>	Haryana, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Basic of MatLab</li> <li>• Scripting in MatLab</li> <li>• GUI Implementation</li> <li>• Understanding Bioinformatics ToolBox</li> <li>• Live Database Streaming</li> <li>• Skill development in MatLab</li> <li>• Script Standalone Conversion</li> </ul>	
<b>Dates/ Duration</b>	32 Hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ibibiosolutions.com/ibi-capsule.php">http://www.ibibiosolutions.com/ibi-capsule.php</a>

<b>Code</b>	IN_095
<b>Industry Need</b>	Industry Overview
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Receptor Based Drug Modeling
<b>Institute Name</b>	IBI Biosolutions
<b>Venue/ Location</b>	Haryana, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Learning key principles of drug molecule proposal</li> <li>• Effective 3D structure database browsing and retrieval</li> <li>• Functional site prediction and analysis</li> <li>• General chemical drawing practice</li> <li>• Basic interaction analysis</li> <li>• 'Rule of 5' validation practice</li> <li>• Toxicity analysis</li> </ul>	
<b>Dates/ Duration</b>	32 Hours
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ibibiosolutions.com/ibi-capsule.php">http://www.ibibiosolutions.com/ibi-capsule.php</a>

<b>Code</b>	IN_096
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Multiple scientific disciplines</li> <li>• Knowledge of various fields in biotechnology</li> </ul>
<b>Learning Methodology</b>	Short Term Programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Advanced Biotech Training
<b>Institute Name</b>	NTHRYS
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Molecular Biology &amp; rDNA Technology</li> <li>• Immunotechnology or Immunology</li> <li>• Plant Tissue Culturing</li> <li>• Microbiology</li> <li>• Biochemical Tests</li> <li>• Bioinformatics</li> </ul>	
<b>Dates/ Duration</b>	3 Months
<b>Fees</b>	14500 per student
<b>Link</b>	<a href="http://www.nthryst.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/advanced-biotech-training">http://www.nthryst.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/advanced-biotech-training</a>

<b>Code</b>	IN_097
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Multiple scientific disciplines</li> <li>• Knowledge of various fields in biotechnology</li> </ul>
<b>Learning Methodology</b>	Short Term Programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Industrial Biotech Training
<b>Institute Name</b>	NTHRYS
<b>Venue/ Location</b>	Hyderabad, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Molecular Biology &amp; rDNA Technology</li> <li>• Immunotechnology</li> <li>• Plant Tissue Culturing</li> <li>• Microbiology</li> <li>• Animal Tissue Culturing</li> <li>• Bioinformatics</li> <li>• Industrial Module</li> </ul>	
<b>Dates/ Duration</b>	3 Months
<b>Fees</b>	14500 per student
<b>Link</b>	<a href="http://www.nthryst.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/industrial-biotech-training#animal-tissue-culturing">http://www.nthryst.org/main/projects-a-training/biotech-projects-a-training/biotechnology-training/industrial-biotech-training#animal-tissue-culturing</a>

<b>Code</b>	IN_098
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Equipment</li> <li>• Good Manufacturing Practices</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Dairy Technology for Non Dairy Technologists
<b>Institute Name</b>	Vidya Dairy
<b>Venue/ Location</b>	Gujarat, India
<b>Broad Description:</b> <ul style="list-style-type: none"> <li>• To provide fundamental knowledge of dairy processing and operations</li> <li>• To enrich skills for the effective functioning of dairy plant</li> <li>• To help the participants in appreciating dairy process related issues in the organization</li> <li>• To improve the performance of the participants</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 8000
<b>Link</b>	<a href="http://www.vidyadairy.in/ExternalView.php?Cate=42">http://www.vidyadairy.in/ExternalView.php?Cate=42</a>

<b>Code</b>	IN_099
<b>Industry Need</b>	Packaging
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	In-Laboratory Hands-On Training For Testing and Evaluation Of Packages
<b>Institute Name</b>	IIP INDIA
<b>Venue/ Location</b>	Multiple, India
<b>Broad Description:</b> <p>The Institute provides special programs on testing and evaluation of packaging materials and packages. These individualized weekly-basis (5 working days) programs are particularly suitable for those involved in testing and quality control of packaging material/packages and package development.</p>	
<b>Dates/ Duration</b>	5 working days
<b>Fees</b>	INR 10,000 per person per week
<b>Link</b>	<a href="http://www.iip-in.com/LabTraining.htm">http://www.iip-in.com/LabTraining.htm</a>

<b>Code</b>	IN_100
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Equipment</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Technology</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Technology Business Incubator (TBI)
<b>Institute Name</b>	National Dairy Research Institute
<b>Venue/ Location</b>	Bangalore, India
<b>Broad Description:</b> TBI is designed to support and nurture industries in the area of Dairy and Food Processing, Feed Technology, Dairy Farming, Fish farming, Apiculture & Honey Processing, Biofertilizers, biopesticides & Panchgavya products based on dung and urine.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.ndri.res.in/ndri/Design/TBI.html">http://www.ndri.res.in/ndri/Design/TBI.html</a>

<b>Code</b>	IN_101
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Good Manufacturing Practices</li> <li>• Knowledge of quality standards</li> </ul>
<b>Learning Methodology</b>	Long Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Hazard Analysis Critical Control Point (HACCP) certification
<b>Institute Name</b>	National Centre For HACCP Certification
<b>Venue/ Location</b>	India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Good Manufacturing Practices and Its Regulations</li> <li>• Quality Assurance &amp; Control In Pharmaceutical Industry &amp; Drug Discovery.</li> <li>• Good manufacturing Practices For Active Pharmaceutical Ingredient</li> <li>• The Indian GMP Regulation</li> <li>• GMP In Other Industries Apart From Pharma</li> <li>• Case Studies</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.haccpindia.org/page1.htm#Certification">http://www.haccpindia.org/page1.htm#Certification</a>



<b>Code</b>	IN_102
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Good Manufacturing Practices</li> <li>• Compliance to quality and safety</li> </ul>
<b>Learning Methodology</b>	Long Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Executive Diploma in GMP
<b>Institute Name</b>	Institute of Good Manufacturing Practices India
<b>Venue/ Location</b>	India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Good Manufacturing Practices and Its Regulations</li> <li>• Quality Assurance &amp; Control In Pharmaceutical Industry &amp; Drug Discovery.</li> <li>• Good manufacturing Practices For Active Pharmaceutical Ingredient</li> <li>• The Indian GMP Regulation</li> <li>• GMP In Other Industries Apart From Pharma</li> <li>• Case Studies</li> </ul>	
<b>Dates/ Duration</b>	6 months and maximum is 18 months
<b>Fees</b>	INR 7,500
<b>Link</b>	<a href="http://www.igmpiindia.org/Executivediplomaingoodmanufacturingpractices.html">http://www.igmpiindia.org/Executivediplomaingoodmanufacturingpractices.html</a>

<b>Code</b>	IN_103
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Compliance to quality and safety</li> </ul> Additional Needs Covered: <ul style="list-style-type: none"> <li>• Good Laboratory Practices (GLPs)</li> </ul>
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Laboratory practices in Dairy and Food Plant
<b>Institute Name</b>	Vidya Dairy
<b>Venue/ Location</b>	Gujarat, India
<b>Broad Description:</b> <ul style="list-style-type: none"> <li>• To provide knowledge of Laboratory techniques used in a dairy plant</li> <li>• To help the participants in developing skills for their effective functioning in a dairy plant</li> <li>• To help the participants in appreciating quality related issues in the organization</li> <li>• To help the participants in improving their performance</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	INR 8000
<b>Link</b>	<a href="http://www.vidyadairy.in/ExternalView.php?Cate=43">http://www.vidyadairy.in/ExternalView.php?Cate=43</a>

<b>Code</b>	IN_104
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Knowledge of quality standards</li> <li>• Compliance to quality and safety</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Laboratory Quality Management System and Internal Audit
<b>Institute Name</b>	National Institute of Food Technology Entrepreneurship and Management
<b>Venue/ Location</b>	Haryana, India
<b>Broad Description:</b> <ul style="list-style-type: none"> <li>• Introduction to Laboratory Quality Management System</li> <li>• Internal Audit – Principle of Audit, Types of Audit etc.</li> <li>• ISO/IEC 17025:2005</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.niftem.ac.in/NIFTEM/NIFTEM_DOCS/niftemOtherDoc/Schedule_LQS06-11-2013.pdf">http://www.niftem.ac.in/NIFTEM/NIFTEM_DOCS/niftemOtherDoc/Schedule_LQS06-11-2013.pdf</a>

<b>Code</b>	IN_105
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Working in hygienic conditions</li> <li>• Knowledge of quality standards</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	GMP/GHP- Schedule 4 of Food Safety & Standards Regulations.
<b>Institute Name</b>	National Institute of Food Technology Entrepreneurship and Management
<b>Venue/ Location</b>	Haryana, India
<b>Some of the Topics covered:</b> <ul style="list-style-type: none"> <li>• Food operations and Control</li> <li>• Personnel Hygiene and Training</li> <li>• Transportation, Product Information and consumer awareness</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.niftem.ac.in/NIFTEM/TrainingProgram.jsp">http://www.niftem.ac.in/NIFTEM/TrainingProgram.jsp</a>

<b>Code</b>	IN_106
<b>Industry Need</b>	Packaging (in Cans, Poly-packs)
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Seminar Name</b>	Consumer Packaging: Challenges & Opportunities
<b>Institute Name</b>	IIP
<b>Venue/ Location</b>	Shangri-La's Hotel, New Delhi
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Packaging the way forward</li> <li>• Packaging Differentiators – Flexible Packaging Media</li> <li>• Packaging Differentiators – Flexible Rigid Media</li> <li>• Trends in Flexible Packaging</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.iip-in.com/indpack2014.pdf">http://www.iip-in.com/indpack2014.pdf</a>

<b>Code</b>	IN_107
<b>Industry Need</b>	Materials and processes
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Basic Course on Automobile Technology
<b>Institute Name</b>	National Institute of Engineering
<b>Venue/ Location</b>	Mysore, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction &amp; Preliminary test</li> <li>• Understanding vehicle specifications on vehicle</li> <li>• Working principle of diesel &amp; petrol engine (Advantages &amp; disadvantages)</li> <li>• Engine terminology &amp; demo of this on dynamic cut section</li> <li>• How engine works – theory &amp; practical sessions</li> <li>• Detailed Working principle of <ul style="list-style-type: none"> <li>• Intake &amp; Exhaust system</li> <li>• Lubrication system</li> <li>• Cooling system</li> <li>• Fuel system</li> </ul> </li> <li>• Common reasons for engine failure</li> <li>• Working principle, construction details, salient features, adjustments &amp; trouble shooting on clutch, transmission, final drive, brake, steering &amp; suspension systems</li> <li>• Brief on Auto Electrical. Working &amp; construction details of Battery, starter, alternator, switches through Electronic Multimedia &amp; wall charts</li> <li>• Measuring instruments &amp; their usage</li> <li>• Pre operational checks, routine maintenance, periodic replacements</li> <li>• Vehicle installation</li> <li>• PDI &amp; regular service check points</li> <li>• Secrets of fuel economy, Product up gradation, Service bulletin, Retro fitments &amp; new initiatives</li> <li>• Film on safe driving, Engine overrunning, Hydrostatic Lock, Electrical Multimedia &amp; E manual E483</li> <li>• Introduction to CMVR</li> <li>• Test, evaluation, Feedback &amp; score sharing</li> </ul>	
<b>Dates/ Duration</b>	6 days
<b>Fees</b>	INR 2,000
<b>Link</b>	<a href="http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf">http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf</a>

<b>Code</b>	IN_108
<b>Industry Need</b>	Design to Manufacturing Capability
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Proficiency Improvement Programs (PIP)
<b>Institute Name</b>	ARAI Academy
<b>Venue/ Location</b>	India
<b>Broad Description:</b> ARAI Academy provides knowledge and technical expertise in a wide range of automotive disciplines; a systems view point for automotive design and manufacture, with specific skills in formulating automotive engineering systems in terms of their function and performance; relevant and in depth knowledge in chosen areas, through optional modules. Participants also get a chance to visit related labs of ARAI and get hands on experience	
<b>Dates/ Duration</b>	2 days, 3 days and 5 days
<b>Fees</b>	INR 250 for each module/candidate
<b>Link</b>	<a href="https://www.araiindia.com/services_education_n_training_training_center_proficiency_improvement_programs.asp">https://www.araiindia.com/services_education_n_training_training_center_proficiency_improvement_programs.asp</a>

<b>Code</b>	IN_109
<b>Industry Need</b>	<ul style="list-style-type: none"> <li>• Design to Manufacturing Capability</li> <li>• Materials and processes</li> </ul>
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Domain Programs for Industry
<b>Institute Name</b>	ARAI Academy
<b>Venue/ Location</b>	India
<b>Various Domain Programs:</b> <ul style="list-style-type: none"> <li>• I.C. Engines Basics</li> <li>• I.C. Engines Advanced</li> <li>• I.C. Engines Design and Development</li> <li>• I.C. Engine Testing</li> <li>• I.C. Engines Analysis</li> <li>• I.C. Engine DFMEA</li> <li>• Automotive Welding</li> <li>• Automotive Painting</li> <li>• Automotive Forming</li> <li>• Engine and Emission Testing</li> <li>• Air Management in engine</li> <li>• Broad overview on Emission control Technology</li> </ul>	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="https://www.araiindia.com/services_education_n_training_training_center_domain_programs_for_industry.asp">https://www.araiindia.com/services_education_n_training_training_center_domain_programs_for_industry.asp</a>

<b>Code</b>	IN_110
<b>Industry Need</b>	Materials and processes
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Advanced Course on Automobile Technology
<b>Institute Name</b>	National Institute of Engineering
<b>Venue/ Location</b>	Mysore, India
<b>Course Content:</b> <ul style="list-style-type: none"> <li>• Introduction &amp; Preliminary test.</li> <li>• Introduction to Engine – Different types of engines like BSIII, CNG, CRDE etc.,</li> <li>• Introduction to Engine systems – Intake &amp; exhaust systems, Cooling, Lubrication &amp; Fuel systems</li> <li>• Practical demonstration of engine systems at workshop</li> <li>• Failures, Reasons, counter measures on all systems of engine</li> <li>• Troubleshooting manual briefing &amp; discussion on field complaints pertaining to engine</li> <li>• Brief on Electronic diesel control &amp; CRDE</li> <li>• Engine dismantling &amp; assembling</li> <li>• Introduction to clutch – types of clutches &amp; their control mechanisms</li> <li>• Failures, Reasons, counter measures on all type of clutches</li> <li>• Introduction on transmission system. Repair procedure</li> <li>• Failures, Reasons, counter measures on all type of transmissions</li> <li>• Introduction to Final drive. Different types of Final drive &amp; their repair procedure. Brief on Diff. lock &amp; its advantages</li> <li>• Failures, Reasons, counter measures on all type of Final drive</li> <li>• Different types of brake systems, components of brake system, Advance in brake system</li> <li>• Maintenance procedure. Practical session on brake system</li> <li>• Failures, Reasons, counter measures on all type of brake system</li> <li>• Steering &amp; suspension system brief. Working of hydraulic stg. System. Troubleshooting &amp; Maintenance</li> <li>• Chassis, Electrical &amp; cabin parts demo on vehicle</li> <li>• Secrets of fuel economy, Product up gradation, Service bulletin, Retro fitments &amp; new initiatives</li> <li>• Test, evaluation, Feedback &amp; score sharing</li> </ul>	
<b>Dates/ Duration</b>	12 days
<b>Fees</b>	INR 3,000
<b>Link</b>	<a href="http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf">http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf</a>

<b>Code</b>	IN_111
<b>Industry Need</b>	Materials and processes
<b>Learning Methodology</b>	Class-room based training programs
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Modular Courses
<b>Institute Name</b>	National Institute of Engineering
<b>Venue/ Location</b>	Mysore, India
<b>Various Modules:</b> <ul style="list-style-type: none"> <li>• Vehicle Familiarization Program</li> <li>• Engine Systems</li> <li>• Transmission Systems</li> <li>• Braking and Steering Systems.</li> <li>• Auto Electrical Systems</li> </ul>	
<b>Dates/ Duration</b>	1 day each module
<b>Fees</b>	INR 250 for each module/candidate
<b>Link</b>	<a href="http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf">http://www.nie.ac.in/wp-content/uploads/2011/06/necat.pdf</a>

<b>Code</b>	IN_112
<b>Industry Need</b>	Innovation
<b>Learning Methodology</b>	Seminars
<b>Training Type</b>	Mid-career/ Specialized
<b>Training/Course Name</b>	Nurturing Innovation Culture in Indian Industry
<b>Institute Name</b>	Fraunhofer Institute
<b>Venue/ Location</b>	Not Specified
<b>Broad Description:</b> "Nurturing Innovation Culture in Indian Industry" - Technical Workshop by Experts From Fraunhofer Institute	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.autoexpo.in/components-show-2014/conference-visitor.aspx">http://www.autoexpo.in/components-show-2014/conference-visitor.aspx</a>

<b>Code</b>	IN_113
<b>Industry Need</b>	Industry Overview
<b>Learning Methodology</b>	Exhibitions
<b>Training Type</b>	Mid-career/ Specialized
<b>Exhibition Name</b>	Auto Expo 2014 -Component Show
<b>Institute Name</b>	Automotive Component Manufacturers Association of India Confederation of Indian Industry Society of India Automobile Manufacturers
<b>Venue/ Location</b>	Pragati Maidan, New Delhi, India
<b>Broad Description:</b> An exclusive display of Automotive Components, Technology and Services.	
<b>Dates/ Duration</b>	6-9 February 2014
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.autoexpo.in/components-show-2014/conference-visitor.aspx">http://www.autoexpo.in/components-show-2014/conference-visitor.aspx</a>

<b>Code</b>	IN_114
<b>Industry Need</b>	IT Skills
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Basic Computer Programs
<b>Institute Name</b>	NIIT
<b>Venue/ Location</b>	India
<b>Broad Description:</b> Enabling people to become technology aware, the SWIFT programs help learners use technology effectively in their daily lives thus bringing people and computers together successfully. NIIT SWIFT uses simple, unique and innovative tools and methods to get you started in computers.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://niit.com/services/ITEducationforIndividuals/BasicComputerCourses/Pages/BasicComputerCourses.aspx">http://niit.com/services/ITEducationforIndividuals/BasicComputerCourses/Pages/BasicComputerCourses.aspx</a>



<b>Code</b>	IN_115
<b>Industry Need</b>	IT Services
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Custom Training
<b>Institute Name</b>	Dell Education Services
<b>Venue/ Location</b>	Not Specified
<b>Broad Description:</b> Dell's methodical approach to training helps your organization and employees get the exact training needed to achieve your technology goals.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.learndell.com/downloads/Dell%20Education%20Services%20Overview.pdf">http://www.learndell.com/downloads/Dell%20Education%20Services%20Overview.pdf</a>

<b>Code</b>	IN_116
<b>Industry Need</b>	IT Services
<b>Learning Methodology</b>	Class-room based training programs/ Conferences
<b>Training Type</b>	Refresher/ Introductory and Mid-career/ Specialized
<b>Training/Course Name</b>	Technical Events and Conferences
<b>Institute Name</b>	IBM
<b>Venue/ Location</b>	Multiple
<b>Broad Description:</b> IBM technical events are an exciting, efficient way to advance your skills and gain ground on your key initiatives. Every year, IBM brings together leading-edge thinkers, technology gurus and business experts for more than 30 technical universities and seminars worldwide. Driven by a vast network of analyst research, our global events can help make the difference between success and failure in your business. We deliver the answers you need, when you need them.	
<b>Dates/ Duration</b>	Not Specified
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www-304.ibm.com/jct03001c/services/learning/ites.wss/zz/en?pageType=page&amp;c=H410780P20943T42">http://www-304.ibm.com/jct03001c/services/learning/ites.wss/zz/en?pageType=page&amp;c=H410780P20943T42</a>

<b>Code</b>	IN_117
<b>Industry Need</b>	Retail Management
<b>Learning Methodology</b>	Long Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	Retail Management Program
<b>Institute Name</b>	IIJT - Teamlease Services Pvt Ltd.
<b>Venue/ Location</b>	India
<b>Broad Description:</b> This course aims to train students on supply chain, retail finance, soft skills and retail store operation concepts. It is meant to train individuals primarily for customer interface positions, and some of them for logistics and back-end operations. The front office functions which need persuasive skills would demand good communication skills.	
<b>Dates/ Duration</b>	3, 6 and 12 month courses
<b>Fees</b>	INR 35,000
<b>Link</b>	<a href="http://www.ijjt.net/website/retail.aspx">http://www.ijjt.net/website/retail.aspx</a>

<b>Code</b>	IN_118
<b>Industry Need</b>	Retail Management
<b>Learning Methodology</b>	Seminar
<b>Training Type</b>	Refresher/ Introductory
<b>Seminar Name</b>	Retail Strategy and Resource Management Program
<b>Institute Name</b>	Retailers Association of India
<b>Venue/ Location</b>	Mumbai, India
<b>Broad Description:</b> This course aims to train students on supply chain, retail finance, soft skills and retail store operation concepts. It is meant to train individuals primarily for customer interface positions, and some of them for logistics and back-end operations. The front office functions which need persuasive skills would demand good communication skills.	
<b>Dates/ Duration</b>	24-25 <sup>th</sup> February 2014
<b>Fees</b>	INR 30,000
<b>Link</b>	<a href="http://www.rai.net.in/eventregistration.aspx?Id=5e91247c-184a-4024-a84b-1418fb787443">http://www.rai.net.in/eventregistration.aspx?Id=5e91247c-184a-4024-a84b-1418fb787443</a>

<b>Code</b>	IN_119
<b>Industry Need</b>	Knowledge of Travel and Tourism
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	International Air Transport Association Foundation
<b>Institute Name</b>	Kuoni Academy
<b>Venue/ Location</b>	India
<b>Broad Description:</b> This program enables the candidate to handle all major aspects of the travel agency business and provides accurate advice to clients on major tourist destinations. The candidate will thus be able to construct fares for routings by applying advanced IATA fare construction principles; issue tickets and other documents for all types of international journeys. Upon successfully completion of the two-paper examination, the candidate will become a qualified holder of the IATA-UFTAA International Travel and Tourism Foundation Level Diploma.	
<b>Dates/ Duration</b>	4 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.kuoniacademy.co.in/course/iata-foundation.ht">http://www.kuoniacademy.co.in/course/iata-foundation.ht</a>

<b>Code</b>	IN_120
<b>Industry Need</b>	Knowledge of Travel and Tourism
<b>Learning Methodology</b>	Short Term Courses
<b>Training Type</b>	Refresher/ Introductory
<b>Training/Course Name</b>	International Air Transport Association Consultant
<b>Institute Name</b>	Kuoni Academy
<b>Venue/ Location</b>	India
<b>Broad Description:</b> This program enables the candidate to handle all major aspects of the travel agency business and provide accurate advice to clients on major tourist destinations. The candidate will thus be able to construct fares for routings by applying advanced IATA fare construction principles; issue tickets and other documents for all types of international journeys. The consultant course is the second of four levels. By studying this course and successfully completing the examination students will be qualified with an IATA/UFTAA International Travel and Tourism Consultant Diploma which entitles them to use the letters DTTC after their name.	
<b>Dates/ Duration</b>	3 Months
<b>Fees</b>	Not Specified
<b>Link</b>	<a href="http://www.kuoniacademy.co.in/course/iata-consultant.htm">http://www.kuoniacademy.co.in/course/iata-consultant.htm</a>

## Contact Details

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# Capacity Building Project by Office of DC-MoMSME and GIZ :

*‘A step towards becoming a Learning Organization’*

## Training (Learning & Development) Cell Design

August 2013

To protect the confidential and proprietary information included in this material, it may not be disclosed or provided to any third parties without the approval of Hewitt Associates

**Aon** Hewitt

# Agenda

1

## Introduction and Context Setting

The Need for Training Cell

Understanding of Current Training Process

Gaps addressed and its linkage with Our Project Objectives

2

## Proposed Structure of Training Cell

Training (Learning and Development) Cell : Ecosystem

Training (Learning and Development) Cell : Structure Options and Evaluation

Director L&D : Role & responsibilities and Competencies

3

## Functioning and Implementation Process

- Framework for Functioning of Training (L&D) Cell – Complete Life Cycle

1. TNA : Competency and Program Framework

2. Planning : Budget and Learning Methods

3. Design : Knowledge Assets

4. Delivery : Training Delivery Partners

5. Evaluation : Evaluation Methodology

4

## Annexure

Details of our Understanding of Existing Training Process

Performance Metrics of Training Cell

Process Maps for Functioning of Training Cell (For all 5 steps of Training Life Cycle)

Training Management Information System (TMIS)

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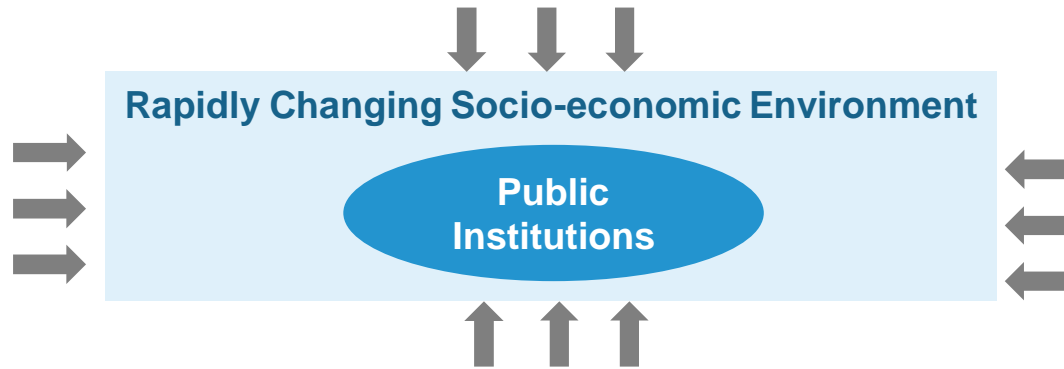
## 1. Introduction & Context Setting

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- The Need for Training Cell
- Understanding of Current Training Process
- Gaps addressed and its linkage with Our Project Objectives



# The Need : Introduction and Context Setting



Increasing expectations of performance and ability to respond more effectively and efficiently to the needs of the MSMEs/other relevant stakeholders from Public institutions

## Evolution of Human Resource Management System

- ✓ Individual should not be looked upon as a cost; rather as a **vital resource** who need to be valued, motivated, developed and enabled to achieve the Ministry/Department's mission and objectives.
- ★ ***Within this transformational process, it is essential to match individuals' competencies with jobs they have to do & bridge competency gaps for current and future roles through training.***

★ Adopt systematic approach to training through 'Training Cell'



# Our Understanding of Existing Training Process

## Plan Training

### Head office

- Prepares charter of training programs with training name, objective, institute and duration
- Releases the same for nominations to DI/Br.DI/TC/TS in hard copy and also publishes the same on their website <http://dcmsme.gov.in/trainings.htm>

## Identify Target Participants

### Field Institutions (DI/Br.DI/TC/TS)

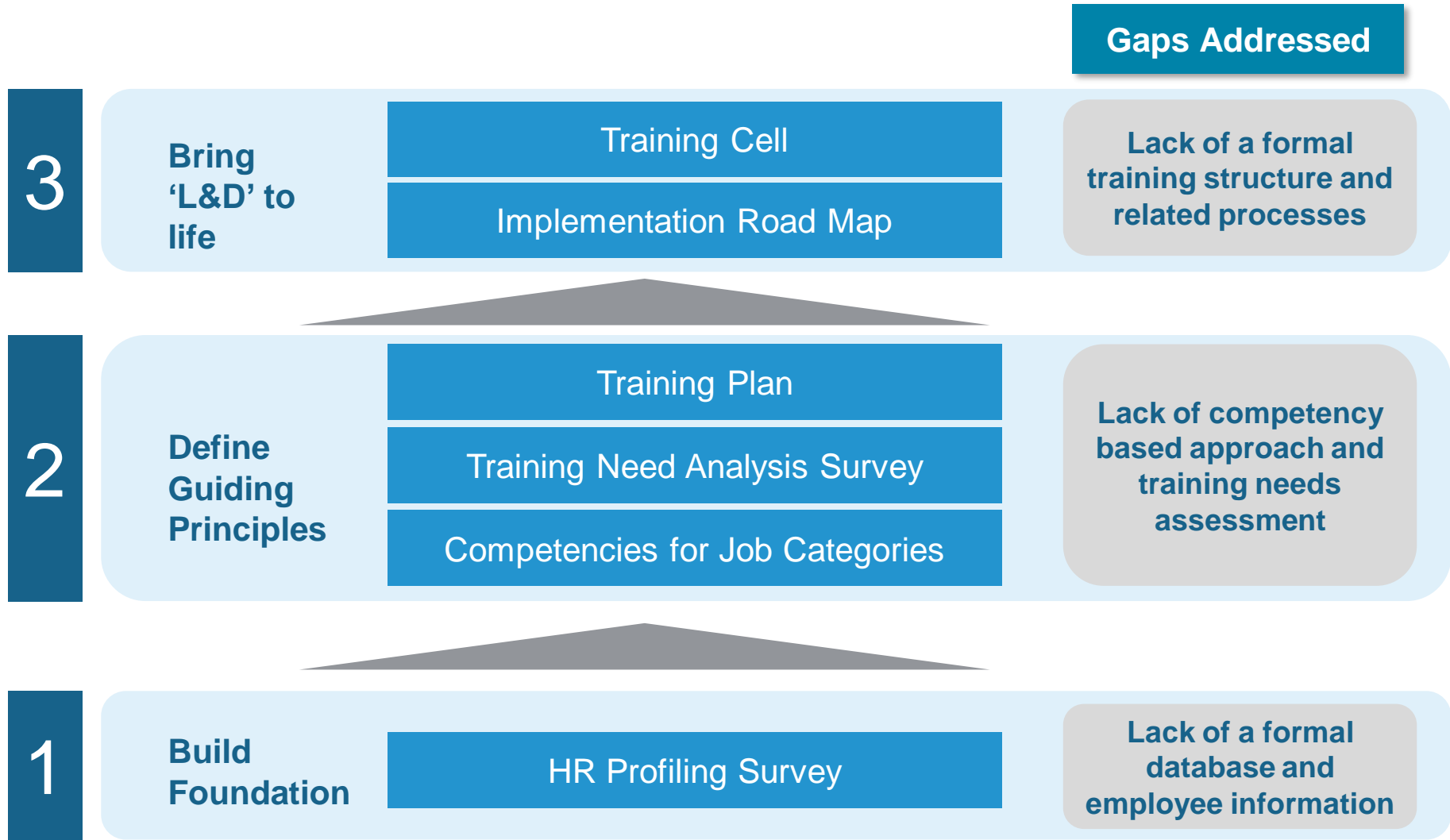
- Employees self nominate for the training programs as per the charter and send the same to their respective Directors
- Directors validate the nominations received
- Directors collate and send the same to Head Office

## Deliver Training

### Head Office

- Facilitates the training delivery as per the identified mode

# Objectives of our Project : Help Office of DC-MoMSME become a Learning & Development Oriented Organization



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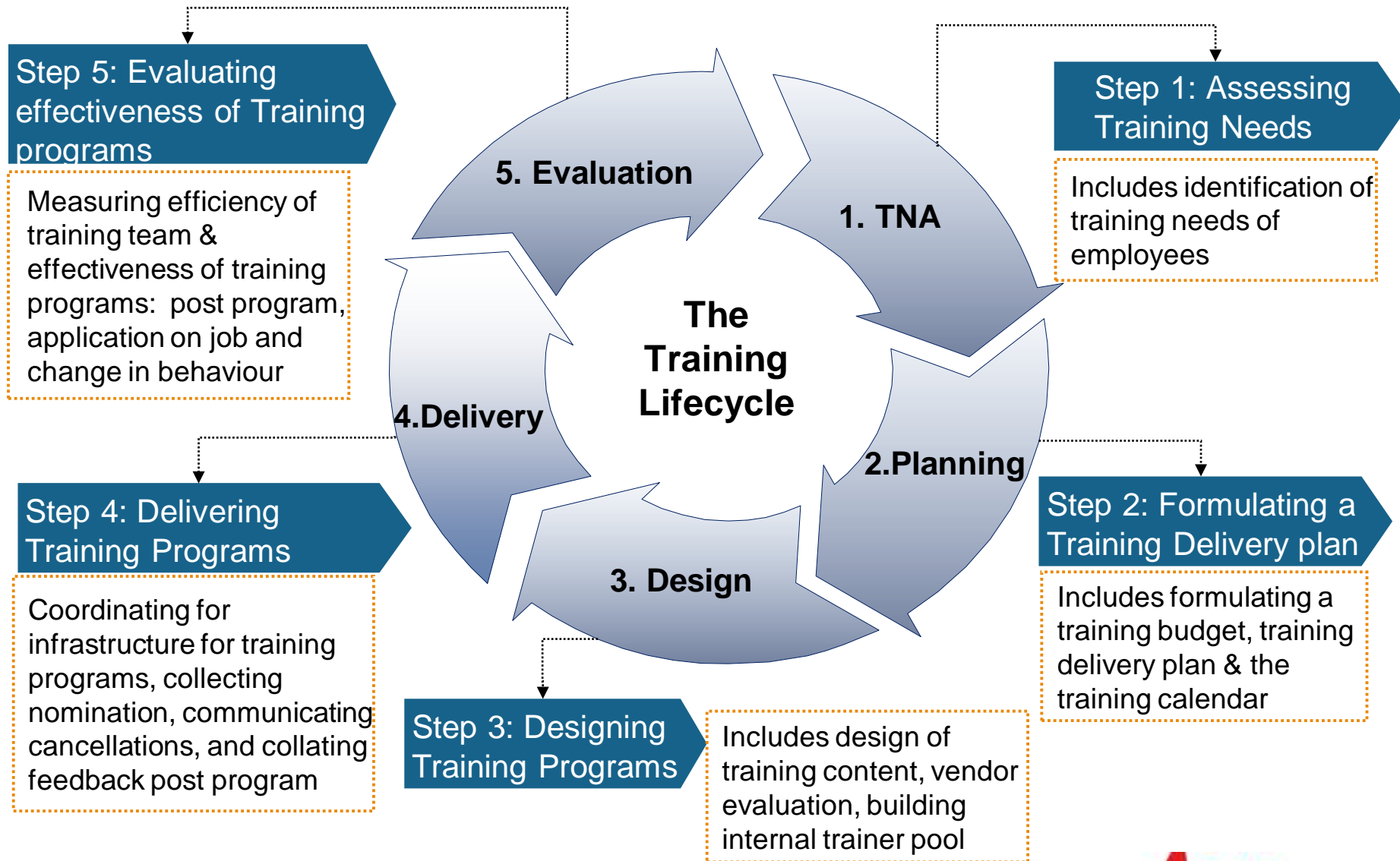
## 2. Proposed Structure of Training Cell

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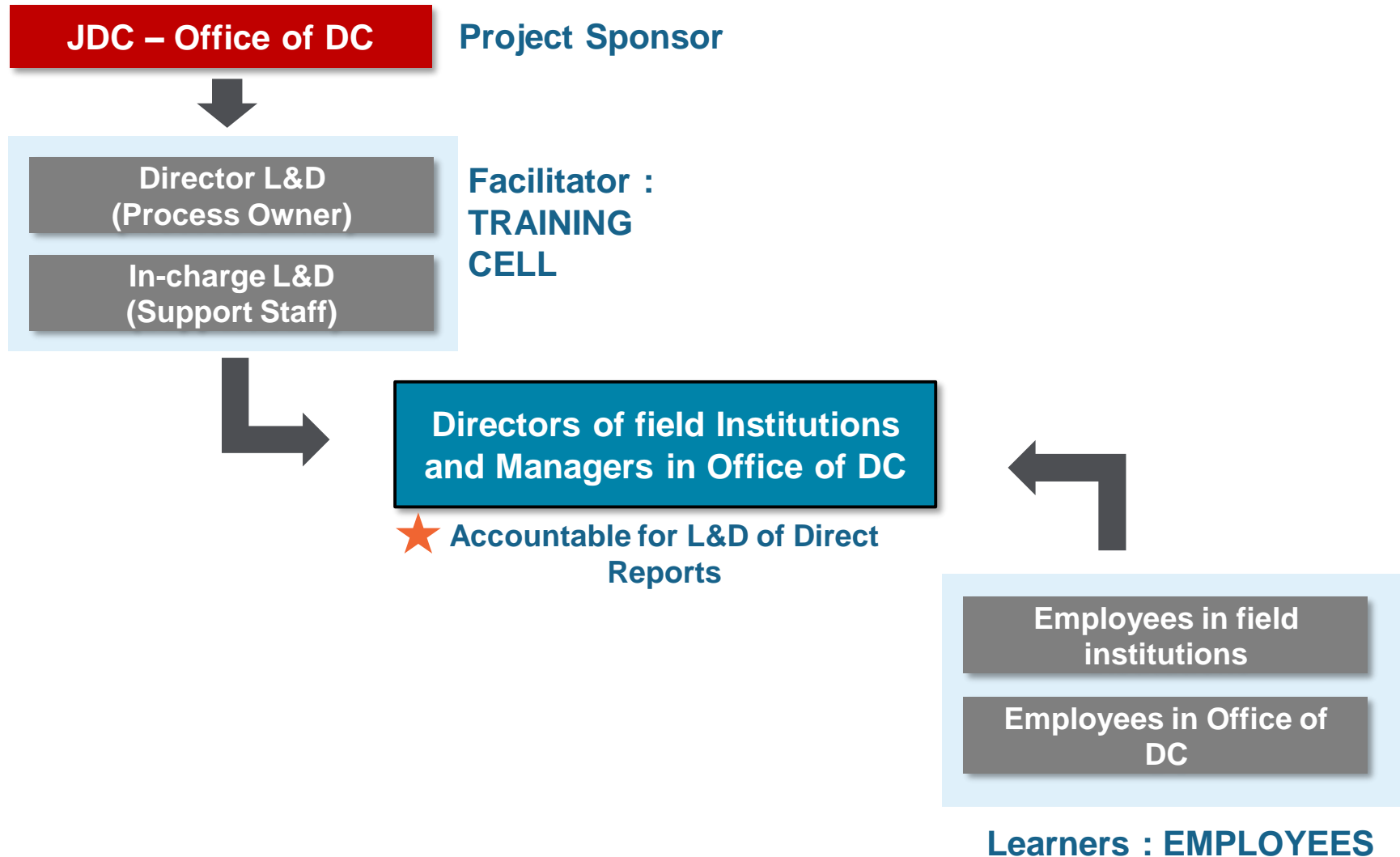
- Training Cell : Ecosystem
- Training Cell : Structure Options and Evaluation
- Director L&D : Role & responsibilities and Competencies



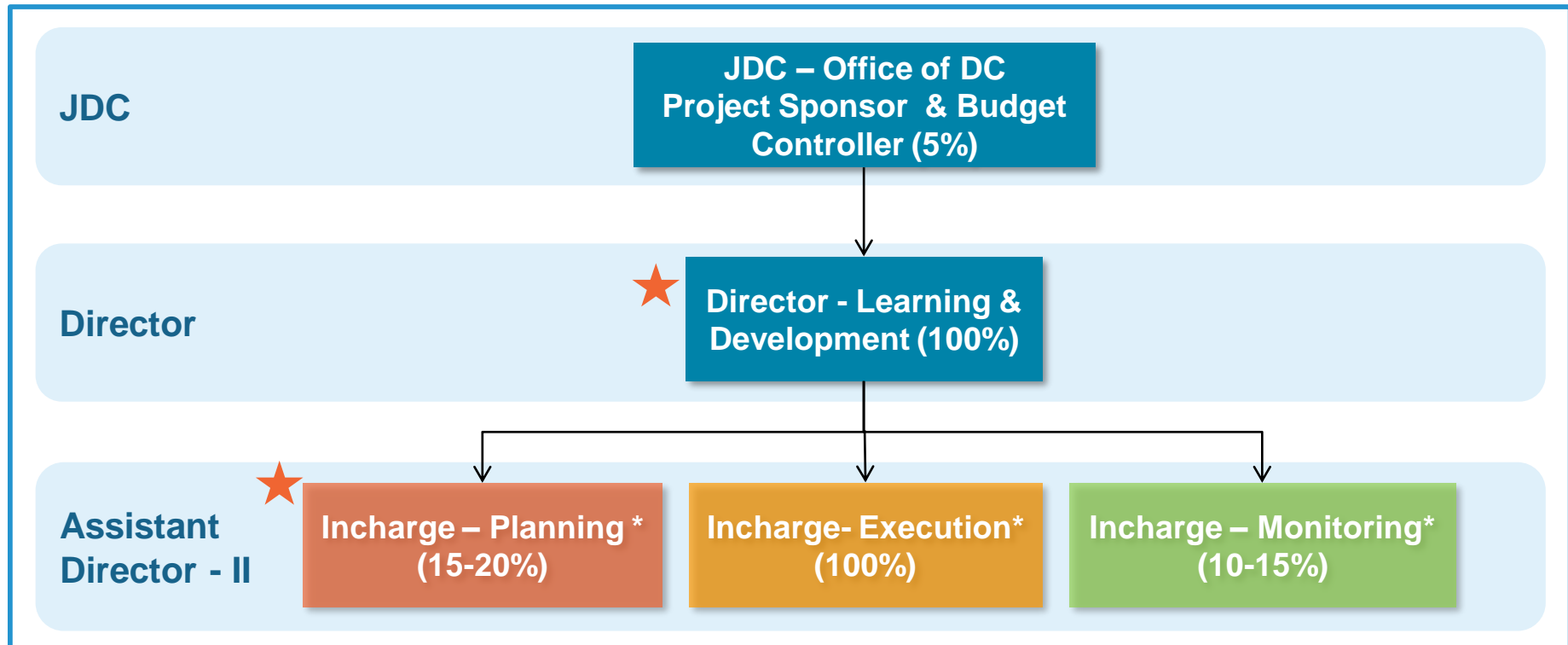
# Training Life Cycle



# Training (Learning and Development) Cell - Ecosystem



# Training (Learning and Development) Cell: Option 1 – Functional Structure



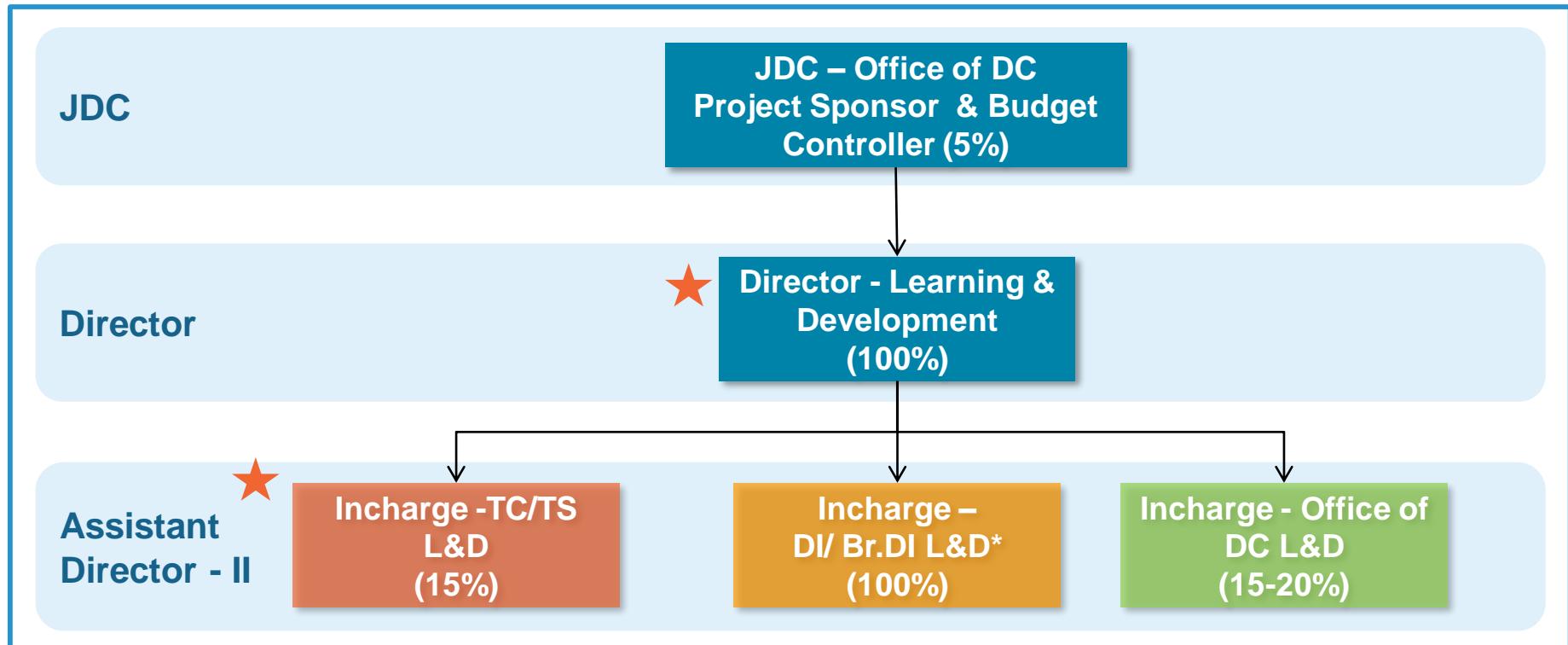
Build Capacity of Field Institutions by focusing on Core / Behavioral, Techno-functional and Industry specific competencies. Also, ensure proper onboarding and Induction program for new role-holders

*Manpower recommendations have been made taking thumb rule of approx 500 employees per L& D staff*

*The figures in % indicate percentage of man-days role holder need to spend in the said role*

*\* Planning, Execution and Monitoring roles will involve step (1,2) ,(3,4) and (5) of Training Life Cycle across field institutions and Office of DC*

# Training (Learning and Development) Cell: Option 2 – Divisional Structure



Build Capacity of Field Institutions by focusing on Core / Behavioral, Techno-functional and Industry specific competencies. Also, ensure proper onboarding and Induction program for new role-holders

*Manpower recommendations have been made taking thumb rule of approx 500 employees per L& D staff  
The figures in % indicate percentage of man-days role holder need to spend in the said role*

# Option Evaluation



## Option1 : Functional Structure

### Pros

- Process based SPOCs
- Each incharge need to be fully aware of **only** his/her own process
- This kind of a structure typically leads to process efficiency
- Independent monitoring and evaluation department will act as a governance mechanism

### Cons

- End-to-end ownership of training process will **only** be a Director-Training level
- This kind of a structure typically leads to silo-focus

## Option2 : Divisional Structure

- Institute based SPOCs
- End-to-end ownership of training process at incharge level
- Only one incharge will reach out to a particular institute for any training related activities ; and vice-versa

- All the people in training cell need to have the capability to support the **entire** training process



# Training Cell: Roles & Responsibilities

## *Director L&D*

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### **Mandate of the Role:**

- Be the nodal person for implementation of the training function. Ensure capacity building of employees in all the field institutions (DI/Br.DI/ TS/TC) and Office of DC in line with objectives of the MoMSME

### **Responsibilities :**

- ★ Roll out and regularly update Cadre Training Plan based on competencies required and training needs
- ★ Prepare and implement Annual Training Plan for capacity building of employees
- ★ Adopt multiple and appropriate approaches for building capacity such as on the job, in-house, liaising with external training institutions etc
- ★ Ensure that induction training is provided to new entrants. Prepare and upload the induction material on the website of the Ministry/Department for easy accessibility
- ★ Prepare separate section in the Ministry's annual report on training and capacity building activities undertaken during the year
- ★ Allocate appropriate funds to enable capacity building of employees to be carried out by institutions under its control or outside
- ★ Facilitate certification of internal trainers on training techniques & domain specific trainings need to be conducted regularly under the Trainer Development Programme
- ★ Develop and build relations with vendors and service providers
- ★ Establish effective training feedback mechanism aimed at continuous improvement of training programs

# Training Cell: Competencies

## *Director L&D*

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### **Minimum Qualifications:**

- Post-graduate degree in Human Resources or equivalent

### **Technical Skills:**

- Good knowledge of global best practices in area of Human Resources
- Good knowledge of various training and capability building techniques
- Good knowledge of training process (TNA, planning, delivery, evaluation etc)
- Good knowledge of training content design techniques
- Good knowledge of training institutes

### **Behavioral Skills:**

- Good written and oral communication skills
- Good project management skills
- Good negotiation skills
- Good collaboration & partnering skills
- Display complete ownership & accountability

### **Experience:**

- Minimum experience of approx 15 years
- Should have at least 3 – 5 years experience in a training function

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### 3. Functioning and Implementation Process

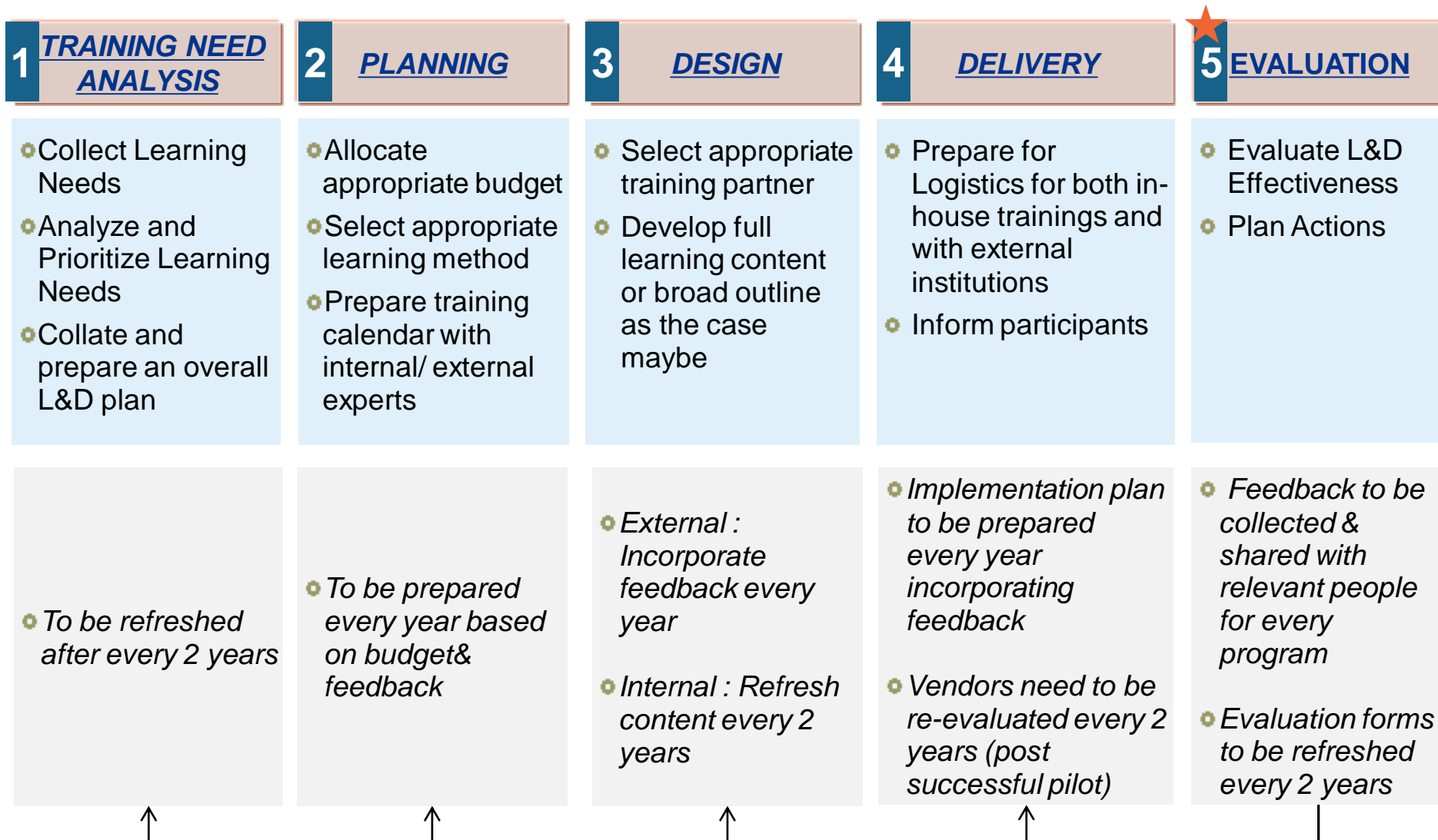
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#### Framework for Functioning of Training (L&D) Cell: Complete Life Cycle

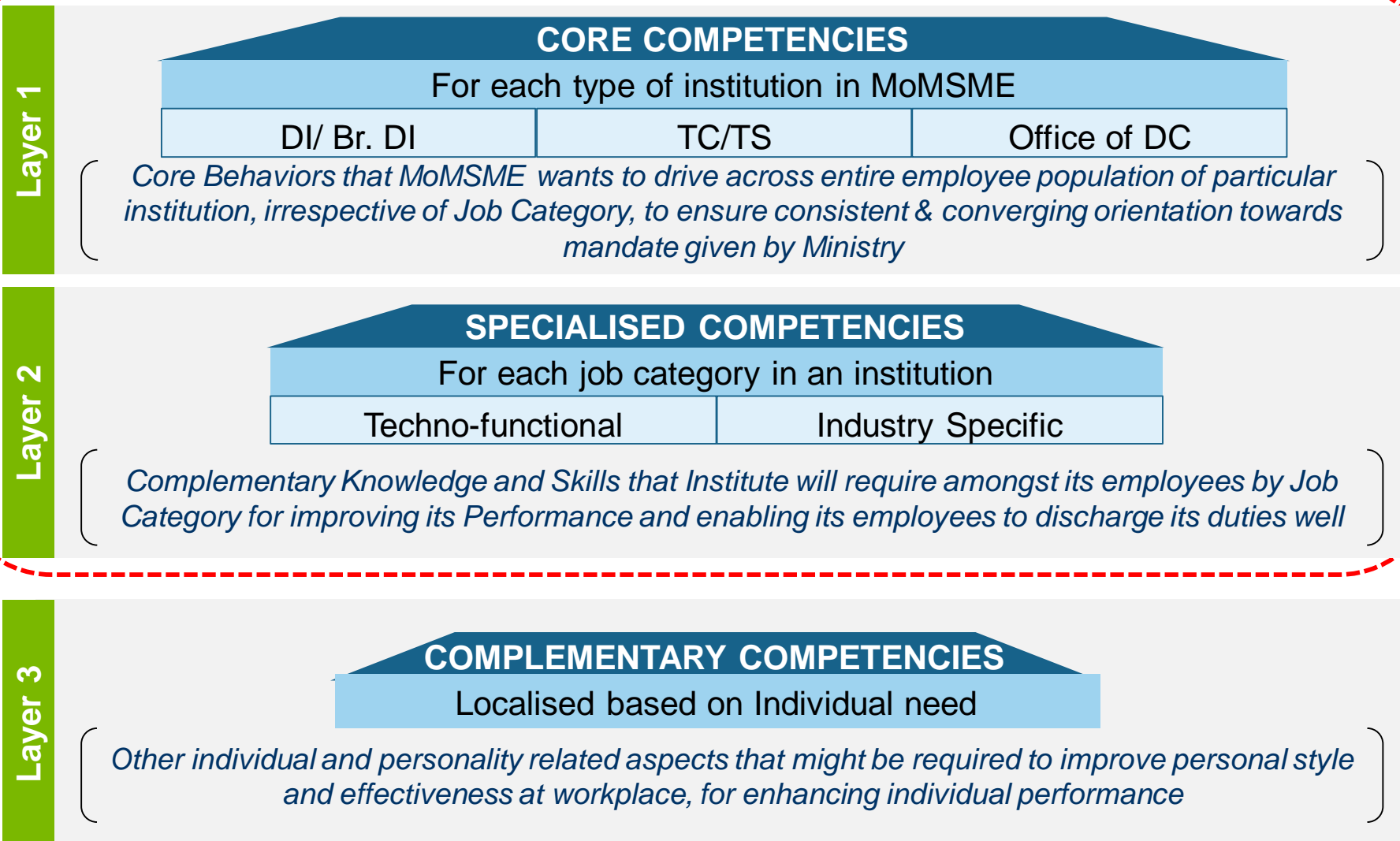
1. TNA : Competency and Program Framework
2. Planning : Budget and Learning Methods
3. Design : Building Knowledge Assets
4. Delivery : Training Delivery Partners
5. Evaluation : Evaluation Methodology



# Framework for Functioning of Training (L&D) Cell



# 1. Holistic Training Need Analysis (Refreshed once in 2 years): Competency Framework



Focus of our project will be on articulating the Core and Specialized Competencies

# 1. Training Need Analysis (Refreshed once in 2 years): Capacity Building Programs Framework

		Mandatory	Non-Mandatory	
Layer 1	<b>CORE COMPETENCIES</b> For each type of institution in MoMSME DI/ Br. DI    TC/TS    Office of DC	●		Centralized trainings launched by Training Cell
Layer 2	<b>SPECIALISED COMPETENCIES</b> For each job category in an institution Techno-functional    Industry Specific	●	●	
Layer 3	<b>COMPLEMENTARY COMPETENCIES</b> Localised based on Individual need		●	Localized trainings at Director's Discretion

- ★ **Mandatory programs** : These will be centralized trainings based on Core and Specialized competencies launched by Training cell. There shall be 2 types of mandatory programs – Development oriented and Induction oriented. Since the average tenure of officers in office of DC is 2 years, there will be greater focus on Induction programs therein.
- **Non- Mandatory programs** : These will be discretionary trainings and participation will be based on nomination (self or manager). There shall be 2 types of non-mandatory programs - Launched by Training Cell for Specialized Competencies and Managed locally by Directors for Complementary Competencies

## 2. Planning (Annual Activity) : Learning & Development Budget

Total Amount

★ The **National Training Policy, 2012** had recommends that **2.5 percent** of the salary budget be set aside by each Ministry/ Department to be used solely for the purpose of training :

- 1.11 cr (2.5% of 44.42 cr\*) – Excluding staff salaries
- 2.51 cr (2.5% of 100.44 cr\*) – Including staff salaries

### Total Salary Including Staff Salaries

Institute	Officers	Strength	Pay (Rs in thousands)	Allowances (Rs in thousands)
Office of DC	AS&DC, Joint Development Commissioner, Industrial Adviser, Director, Dy. Director, Asstt. Director, Accounts Officer, Section Officer, Assistant Director, Accounts Officer, Personal Private Secretary, Private Secretary etc.	180	58100	59800
Promotional Service Institutions	Director, Industrial Designer, Asstt. Indl. Designer, Dy. Director, Asstt. Director, Accounts Officer etc	662	160200	166100
Sub Total			218300	225900
Total Salary Budget = 444200				

\* BE 2013 as per detailed demands for grants of MoMSME for 2013-14 – includes only officer salaries

## 2. Planning (Annual Activity) : Learning & Development Budget

### Total Salary Including Staff Salaries

Institute	Officers	Strength	Pay (Rs in thousands)	Allowances (Rs in thousands)
Office of DC	AS&DC, Joint Development Commissioner, Industrial Adviser, Director, Dy. Director, Asstt. Director, Accounts Officer, Section Officer, Assistant Director, Accounts Officer, Personal Private Secretary, Private Secretary etc.	180	58100	59800
	Staff Asstt. Personal Assistant, Sr Acctt., Hindi translator, Steno, UDC, LDC Investigator, Daftry, Peon	197	32000	33500
Promotional Service Institutions	Director, Industrial Designer, Asstt. Indl. Designer, Dy. Director, Asstt. Director, Accounts Officer etc	662	160200	166100
	Staff (Supervisory Staff, Superintendent, SIPO, Assistants, Senior Investigators, Stenographer, Gr.D, ProofReader, ETO, UDCs, JFCs, Clerks etc. Class IV Establishments)	1506	243700	251000
		<b>Sub Total</b>	<b>494000</b>	<b>510400</b>
<b>Total Salary Budget = 1004400</b>				



## 2. Planning (Annual Activity) : Learning & Development Budget

### Allocation & Control

Total training budget should be split to fund aggregated and localized training needs :

- **Centralized at Training Cell:** Almost **80%\*** of the budget needs to be centralized at training cell level for building capacity on 'core' and 'complementary' competencies
- **Decentralized with the Directors :** Remaining amount can be apportioned to the Directors for building specific capacity at an Individual level. The number of employees in an institute / targeted training man-hours per annum are benchmarks that may be used for allocation of funds

### Investment

- Investments in L&D assets such as following needs to be accounted for :
  - ★ [Training Management Information System \(TMIS\) / Learning Management System \(LMS\)](#)
  - Content design
  - VC facility
  - E-learning system
- The Budget should clearly differentiate these investments from recurring expenses (such as venue, travel cost etc). Investments should be charged to the L&D budget as depreciation over the period of their estimated useful life

## 2. Planning (Annual Activity) : Identifying Learning Methods

Learning Quality varies with different methods thereby making it critical to clearly evaluate the various learning methods and pick the most appropriate one to meet the learning needs. Following is an indicative list of learning methods that can be used to develop an integrated training plan:

### **Educate**

- Classroom In-House Trainings (Application based learning, case studies etc )
- Classroom External Trainings (Training Institutions like CPRI, National Physical Lab, NISBUD etc.)
- Certifications
- Books/Journals (Individual Reading)
- E-learning based programs

### **Experience**

- Action Learning Projects (Individuals & Teams)
- On-the-job Training, Job Rotation and Role Enrichment
- Exposure Visits (Ex: Learning missions wherein the learner goes to other organizations in order to understand best-practices implemented there)

### **Exchange**

- Coaching (including internal coaching and executive coaching)
- Mentoring

### 3. Design (Part Annual) :

## Focus on Building Knowledge Assets

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#### Content Creation (Build Vs Buy)

- There are **2 options** which can be looked at for building content – building it in-house OR buying it from external vendor
- **Availability and capability of SMEs, Funding available and Reusability of content** (based on demand and criticality of a particular course) should be considered while making the choice
- Typically, content/courses for employees at higher levels are purchased as against courses at lower levels that are built internally due to availability of subject matter expertise

#### Content Design

- There are **2 options** which can be looked at for designing the content – customize the content OR buy standardized content.
- When the course is highly **institute specific** and **reusability is high**, then the learning content must be customized
- **Funding available** to develop learning content should also be kept in mind as customization is expensive

## 4. Delivery (Re-evaluated once in 2 years): L& D Partner : Appropriate Selection

### Option 1: Existing Mechanisms

#### External Partners

- It is recommended that Training Cell should **explore more tie-ups** and partnerships with External institutions in order to get right expertise for conducting trainings
- **Technology and VCs** could be used to broadcast external training programs and optimize cost
- Some of the **key factors** to be kept in mind while liaising with External Training Partners is as follows - Expertise in Content Area, Industry and Market Context, Client Credentials and Previous Experience, Financial aspects, Timely Delivery and Flexibility

#### Internal Resources

- ★ **Centers of Excellence** : Undertake benchmarking/evaluation study of training institutions under its control to mould them as COEs. E.g. Specific Testing centres / Testing stations can be identified as internal COEs for some of the areas.
- **Nodal Officers / Pool of Experts** : Training cell can build in-house team of experts based on their past experience and merit. These nodal officers can then undergo **specialized train-the-trainer programs (both on training skills / techniques and domain specific)** on an ongoing basis

#### Related Institutes

- Office of DC can also leverage related training institutions such as NIMSME under its control for some specific training programs

## 4. Delivery (Re-evaluated once in 2 years): L& D Partner : Appropriate Selection

### Option 2 : Set up a Training Institute \*

#### Pros

- Minimal dependence on external / third parties
- In-house trainers will have full understanding of nature or work or reality of work
- Can act as a shared asset with other Ministries

#### Cons

- In-house trainers as experts in all relevant areas might be a challenge
- Huge investment in Land & Building, Infrastructure. Also, there would be a gestation period of making the facility up and running
- Need to have perennial funds to accommodate recurring variable cost such as regular maintenance, administration, trainer salaries etc
- Only 600 employees are to be covered for training

*\*For Discussion*

## 5. Ongoing Evaluation (For every program) : Learning Effectiveness

Level 1	Reaction	<p><b>Purpose:</b> To capture the immediate reaction of the learner after the training has been conducted.</p> <p><b>Suggested method :</b> Pre-designed questionnaire</p> <p><b>Recommended time for feedback:</b> As soon as the course ends</p>
Level 2	Learning	<p><b>Purpose:</b> To capture enhancement in learning due to attending the course</p> <p><b>Suggested method :</b> A pre-test and a post-test of similar level of difficulty</p> <p><b>Recommended time for feedback:</b> Pre-Test is just before the course begins and post-test is just after the course ends</p>
Level 3	Behaviour	<p><b>Purpose:</b> To capture the change in on-the-job behavior of the employee after attending the course.</p> <p><b>Suggested method :</b> Discussions with Directors and immediate seniors</p> <p><b>Recommended time for feedback:</b> 3 months after attending the course</p>
Level 4	Outcome	<p><b>Purpose:</b> To capture the impact on business due to employees attending a training since any training course should ultimately result in the achievement of business goals.</p>



NTP clearly states that there is a need to embed comprehensive impact evaluation where evaluation is not only based on post-course questionnaires (Level 1) or the learning derived by the participants (Level 2) but also evaluates changes in the job behaviour (Level 3) and its impact on organizational effectiveness and improvement in the satisfaction level of clients/citizens (Level 4).

- Level 1 and Level 2 could be implemented in Year 1; followed by Level 3 and Level 4 from Year 2 onwards

# Next Steps

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- Training Needs Analysis Survey
- Training Plan
- HR Profiling Survey Analysis Template
- Implementation Roadmap : Possible partnership mechanism and tie-up institutions post this slide

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## 4. Annexure

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- Details of our Understanding of Existing Training Process
- Performance Metrics of Training Cell
- Process Maps for Functioning of Training Cell (For all 5 steps of Training Life Cycle)
- Budget Analysis














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## **Annexure 1 :**

### **Our Understanding of Existing Training Process**

# Snapshot of Website

## TRAINING

S No	Subjects	Datad	Detail
1	Training Programmes for the officials of O/o DC(MSME).	17/06/2013	
2	13AG-06-GE-TRC-B: Training of Trainers in enhancing Women's participation in Rural Enterprise Development from 23-29 September, 2013, Solo, Indonesia-regarding.	27/05/2013	
3	Nominations are invited from officials of DC (MSME) including Head Quarters for Workshop on Productivity Gain Sharing and Fair Distribution of Productivity Performance in the Busines Sector from 26-30 August, 2013, at Jakarta, Indonesia.	11/04/2013	
4	Energy Manager and Energy Auditor Certification Examinations (EM/EA) and reimbursement of the examination fee, Officers qualifying as EM/EA .	13/03/2013	
5	Nominations are invited from officials of DC (MSME) including Head Quarters for Training Course on "Lean Manufacturing Systems from 29th April - 10th May, 2013, .at Kuala Lumpur, Malaysia".	13/02/2013	
6	Nominations are invited from officers of DC (MSME) including Head Quarters for Training Course on "Total Quality Management for SMEs in the service sector from 24-28 February, 2013 at Dhaka, Bangladesh" .	21/12/2012	
7	Individual Training Programme in Energy Conservation Techniques for Small and Medium Enterprises organized by JICA from November 20, 2012 to Dec 13, 2012.	19/10/2012	
8	Training programme for DC(MSME) officials 'Total Quality Management and ISO 9001:2008/14001:2004/QHSAS 18001/22000 and 27000' at Ni-msme, Hyderabad to be commenced from 17/09/2012(5 days) .	17/09/2012	
9	Training Circular on TQM .	28/08/2012	

# Snapshot of Training Charter prepared by Office of DC

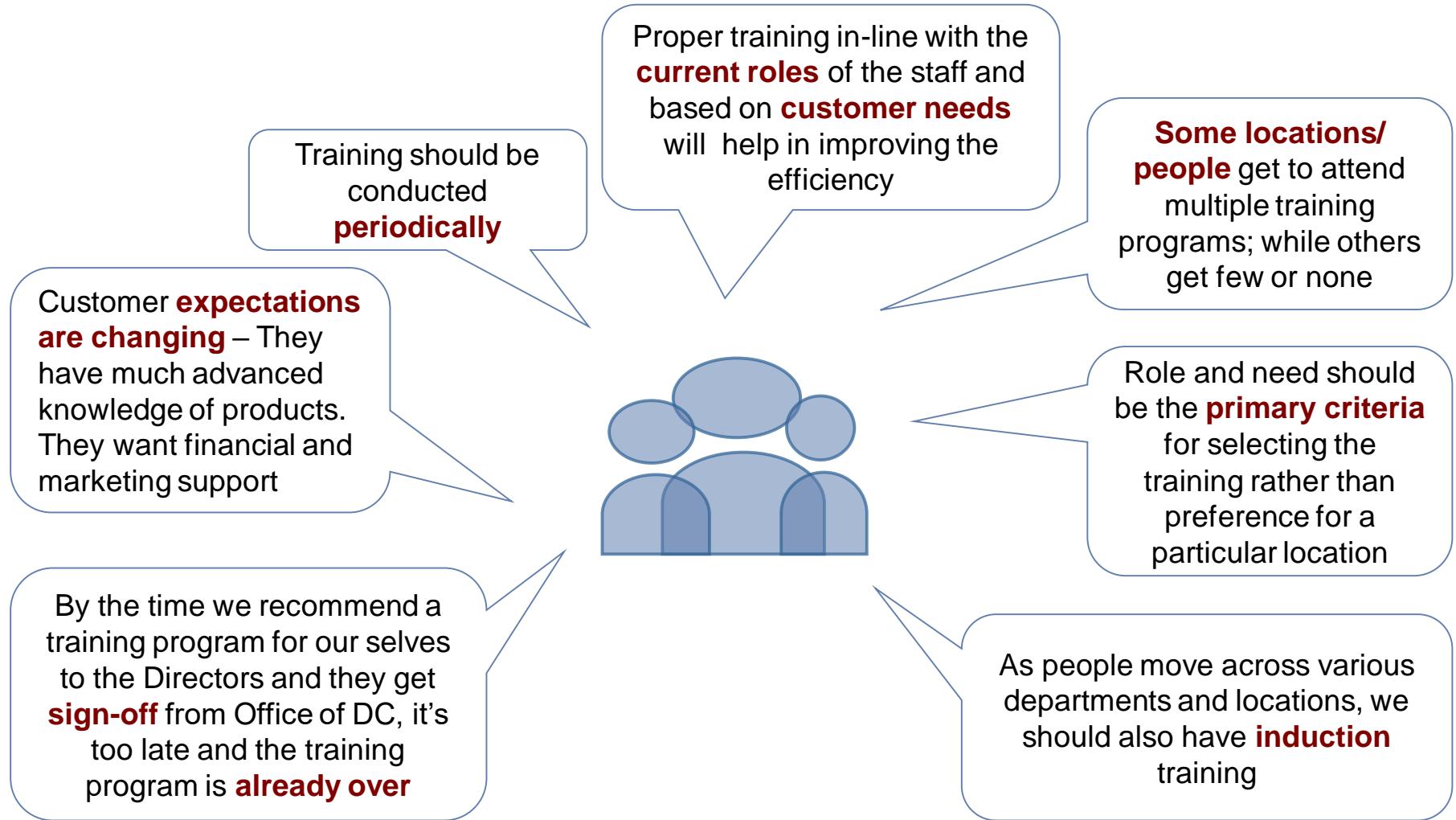
**Office of the Development Commissioner  
(Micro, Small & Medium Enterprises)  
Nirman Bhawan, New Delhi  
Admn-NG Division**

**Subject:** - Training Programmes for the officials of O/o DC(MSME).

This division is organising following training programmes for DC MSME officials:-

S. No.	Programme/ Venue	Training Institute	Duration	Objective of the programme
1.	<i>Trainers programme on Planning &amp; Organising EDPs/ [at Nainital (UK)]</i>	NIESBUD, Noida	15 <sup>th</sup> to 19 <sup>th</sup> July, 2013	The programme will build knowledge and skills for designing EDP curriculum for various target groups and sector/skill specific programmes and will also help in to carry out post-training follow up, monitoring and evaluation effectively.
2.	<i>Advanced Skills for Effective Executive Secretaries and Change Management/ [at Hyderabad (A.P.)]</i>	Ni-msme, Hyderabad	22 <sup>nd</sup> to 24 <sup>th</sup> July, 2013	To assess professional & personal strengths and weaknesses, focusing on interpersonal skills of the participants by providing practical guidance and assistance in designing tips and techniques for particular circumstances.
3.	<i>Project Management Training &amp; Certification [at Kasauli (H.P.)]</i>	NIESBUD, Noida	3 <sup>rd</sup> to 9 <sup>th</sup> August, 2013	To equip the officers with the working knowledge of project management covering both the hard aspects of tool, system and processes as well as the softener elements of leadership, teamwork, communication and ethics in the backdrop of management of risk, finances and often conflicting stakeholders.

# What We Heard: Employee Speak on Learning & Development (DI & TC)



# What We Heard:

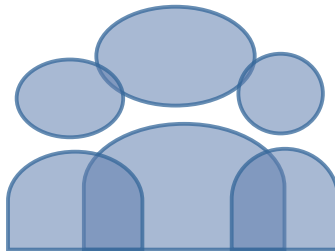
## Employee Speak on Learning & Development (TC)

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Unlike in DIs, theoretical training might not be of much help. We need more **hands-on experience**

Unlike DIs, our work is totally **technical and scientific** in nature

Our nature of work, our customers in TC are very different from those in Dis. We are **government laboratories**



Even people at **senior levels** need to be hand-on with work – do testing, write reports etc

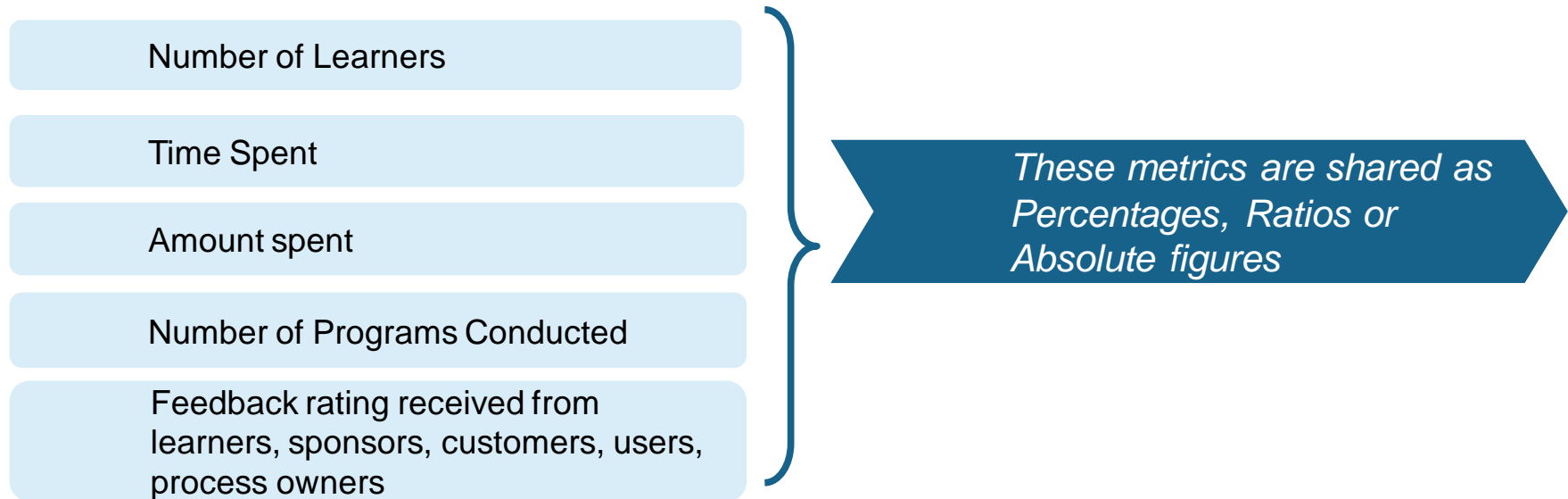
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## **Annexure 2 :**

### **Performance Metrics of Training Cell**

# Establishing Targets

Targets for Learning & Development can be established by dissecting & tracking the data so that it meets the Learning & Development objectives



Targets for Learning & Development can be established on several **comparators** as follows:

- ✓ **Targets based on Performance Against Budgets**
- ✓ **Targets based on Performance Against Benchmarks**
- ✓ **Targets based on Historical trends. Performance against Same Period Last Year (SPLY)**

# Establishing Targets

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Some commonly used Learning & Development metrics are:

## Leading Indicators

- **Employees Trained Percentage**

- Definition: Measures the number of employees trained as a percent of the total FTEs
- Method of Measurement:  $\text{Employees Trained} / \text{Total Head Count} \times 100$

- **External Staff Training Hours Percentage**

- Definition: Measures the percentage of training hours for training imparted externally as a percent of the total training hours imparted
- Method of Measurement:  $\text{External Staff Training Hours Provided} / \text{Total Training Hours} \times 100$

- **Training Cost Factor**

- Definition: Measures the average training cost per trained employee
- Method of Measurement:  $\text{Total Training Cost} / \text{Employees Trained}$

- **Training Cost Percentage**

- Definition: Measures training cost as a percent of the total operating expenses
- Method of Measurement:  $\text{Total Training Cost} / \text{Operating Expense}$



# Establishing Targets

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Some commonly used Learning & Development metrics are:

## Leading Indicators

- **Training Cost Breakdown as per Type of Training**

- Definition: Measures the training cost distribution for functional, behavioral etc. trainings to employees
- Method of Measurement: Type of Training Cost/Total Training Cost

- **Manpower training hours**

- Definition: Measures the average number of training hours per FTE per year
- Method of Measurement: Total number of training hours/total number of FTE

- **Training Cost turnover**

- Definition: Measures the average training cost per hour
- Method of Measurement: Total Training Cost / Total Training Hours

- **Internal Training cost**

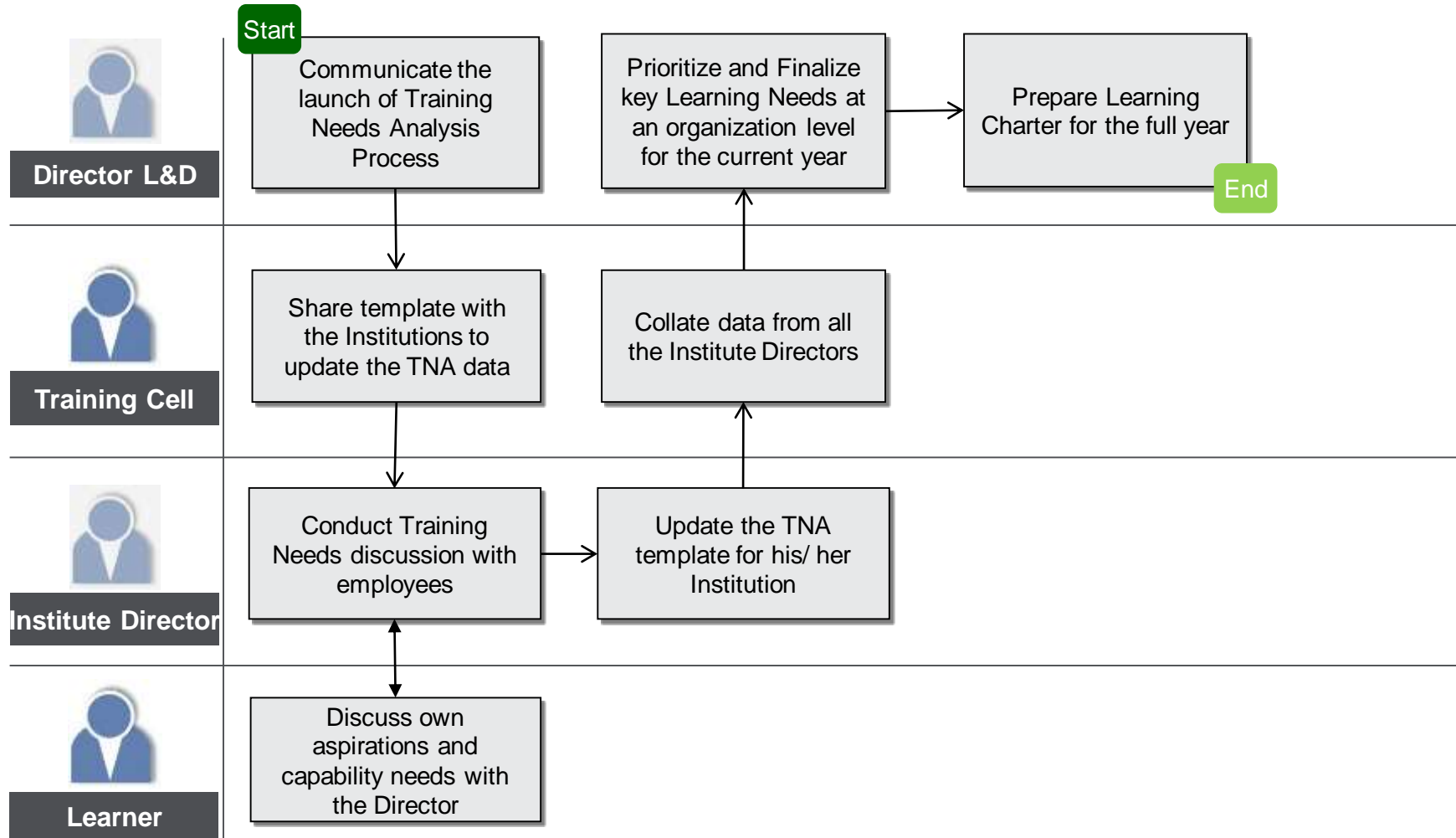
- Definition: Measures the number of hours of training provided in-house as a ratio of the total training provided
- Method of Measurement: Internal Staff Training Hours Provided / Total Training Hours

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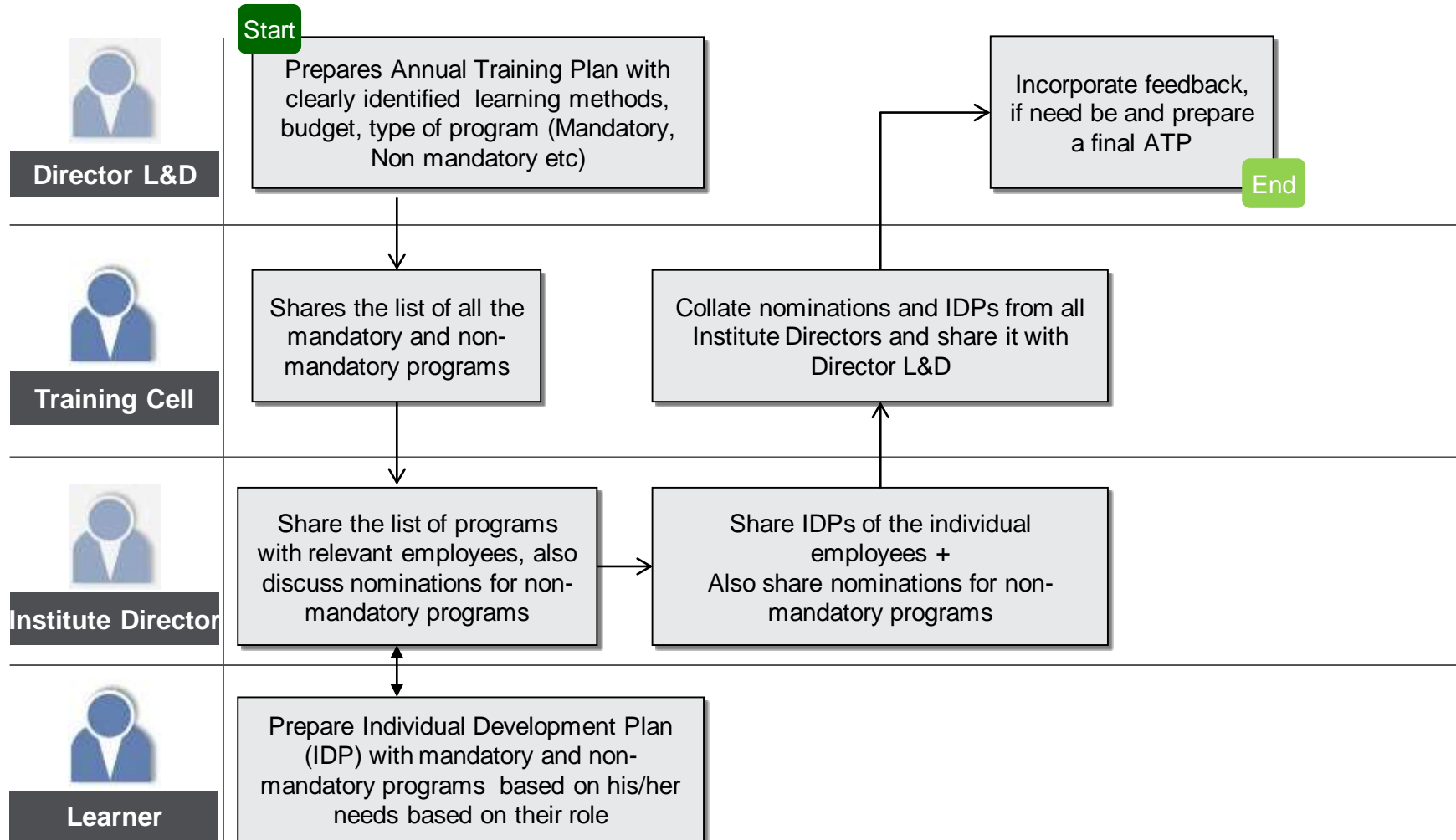
## **Annexure 3 :**

### **Process Maps for Steps in Training Life Cycle**

# 1. Holistic Training Needs Analysis : Process Map



## 2. Strategic Planning : Process Map



# Annual Training Plan - Best Practices

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Trainings should be scheduled over a period of time in order to allow for Training Cell to prepare for the training in advance

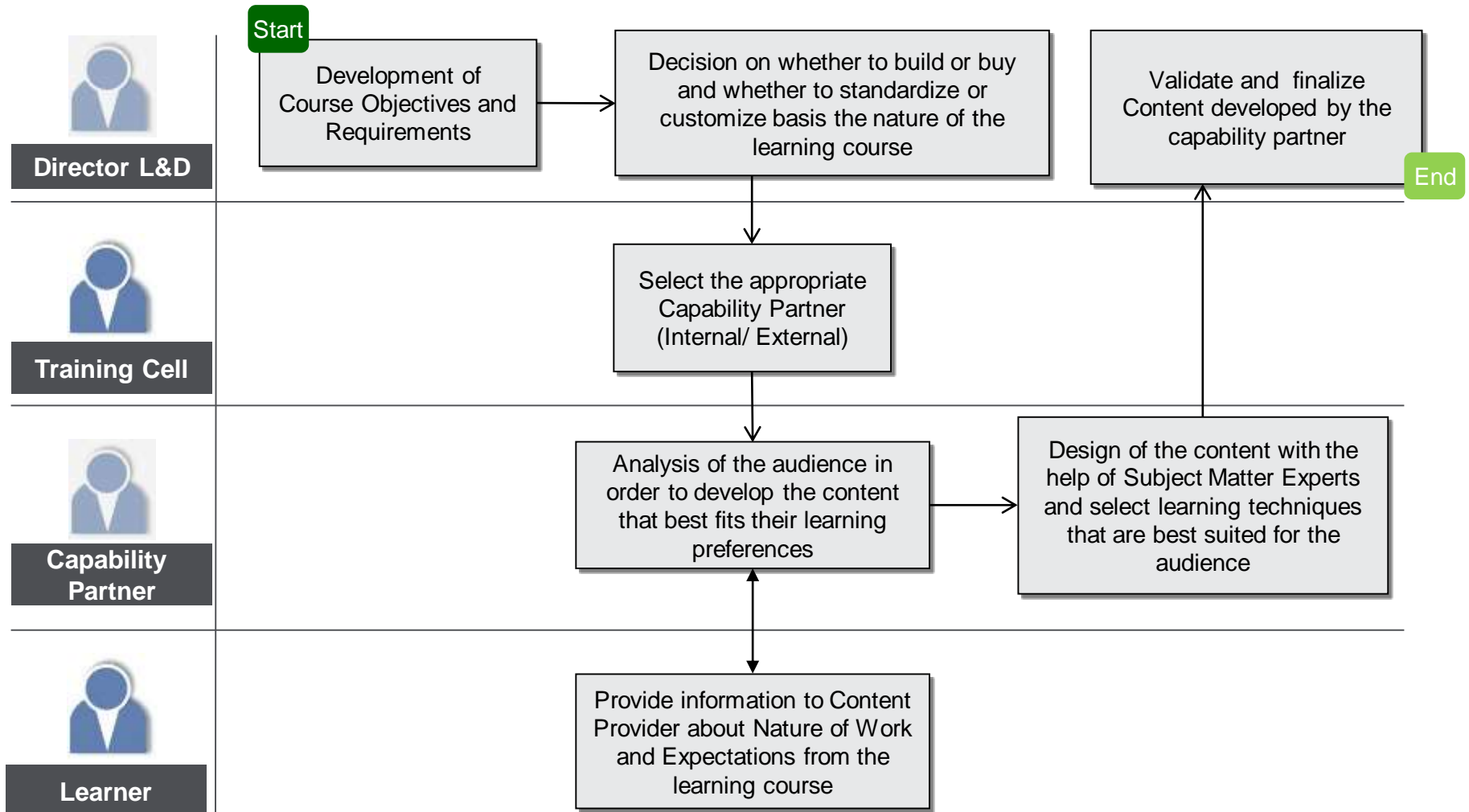
Trainings should be scheduled keeping in mind business peaks and troughs (in terms of time utilization of the employees) and holiday seasons while planning the training calendar

Different trainings (core, technofunctional etc.) should be distributed through different times of the year to allow learners to have well-spaced learning inputs, that do not interfere with work

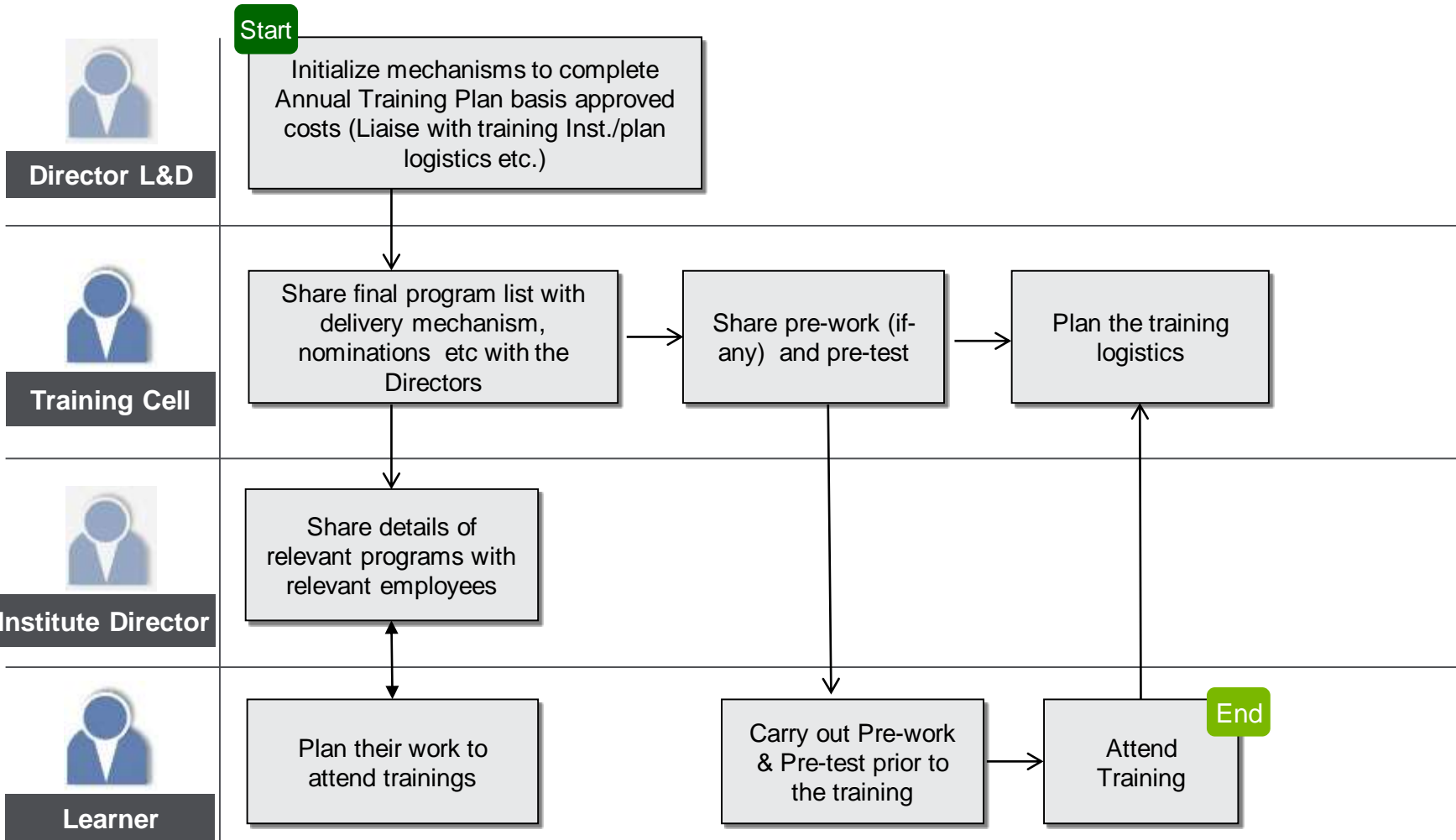
The annual training plan is prepared and circulated at the beginning of the year to everyone. The monthly schedules of trainings is also circulated, basis which employees nominate themselves

ATP should be built on training need analysis. Suitable learning approaches (classroom training, e-learning, on-the-job, exposure visits etc) should be used while building the ATP

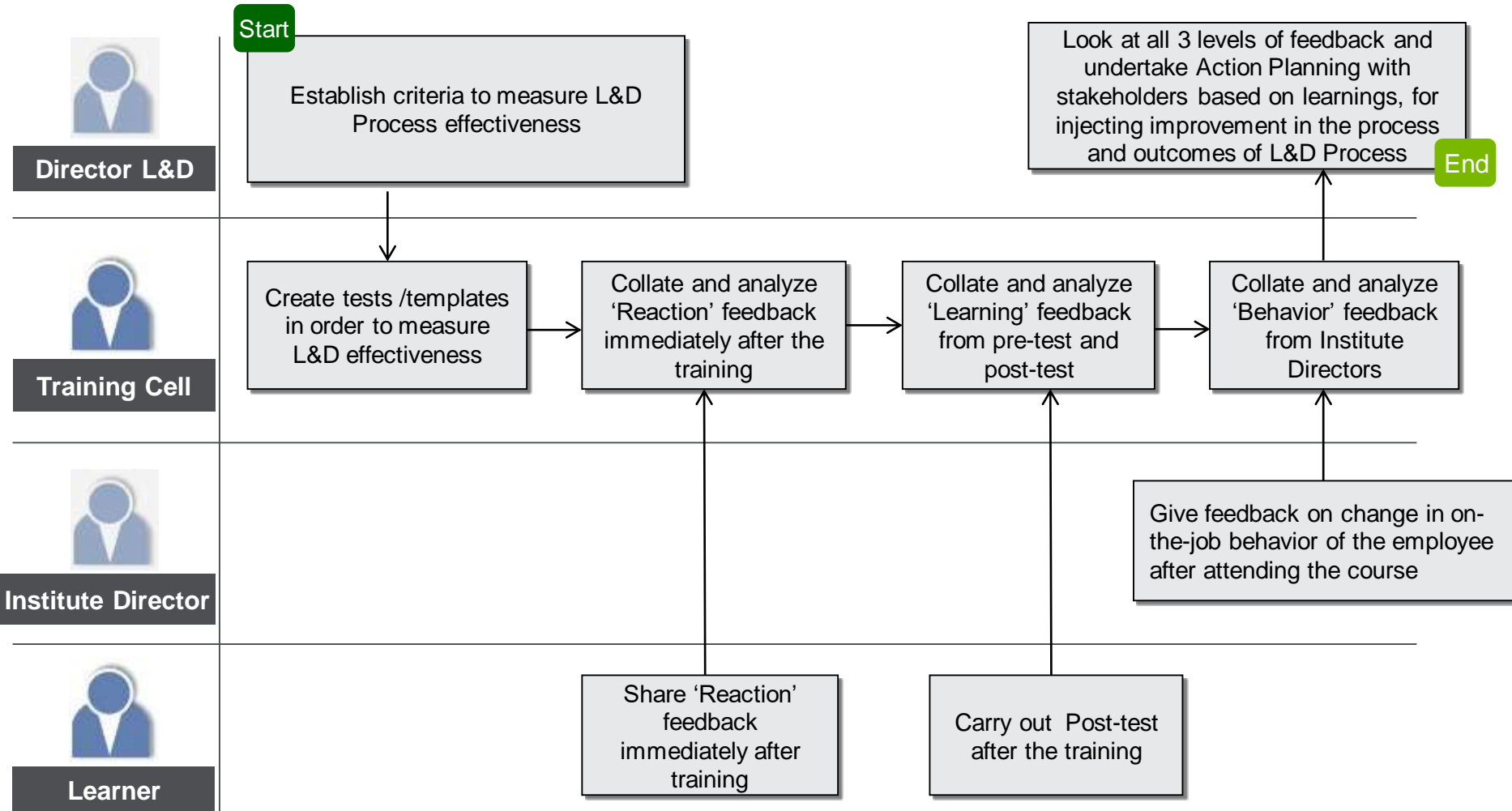
# 3. Comprehensive Design : Process Map



## 4. Effective Delivery: Process Map



# 5. Ongoing Evaluation : Process Map





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## **Annexure 4 :**

# **Training Management Information System (TMIS)**



# Training Management Information System (TMIS)

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Typical features of TMIS/ LMS (Learning Management System)

- Database of employees and all their details on training programs ( which course they have already attended, which are the ones that they are planning to attend, their feedback etc)
- Serves as a repository of training content ( e-learning modules, classroom content, pre-work for the workshops etc)
- Online sending of invites
- Online acceptance of invites and nomination
- Online hosting of training venue etc
- Online feedback collection
- Report generation
- Ability to host webinars

Some Vendors – Sum Total Systems, Saba Software, Cornerstone OnDemand, Kenexa, Peoplefluent



Thank you

**Aon** Hewitt

# For Discussion

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## Training Cell

- Will you hire people from outside OR have internal people from the Head Office in the training cell?

## Training Budget

- Currently how is the training budget decided ?
- Does it also include salaries of employees in Training Cell ?

## Existing Trainings

- Does MoMSME have any mandatory trainings currently?
- Does MoMSME currently have any benchmarks on Manpower Training days ?

## Others

- What are different Cadres in MoMSME?
- Can training needs be linked to Performance management system ?



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