



**TRAINING & DEVELOPMENT PRACTICES
AT
PAKISTAN ORDNANCE FACTORIES**

A Thesis submitted to Department of Management Sciences in
partial fulfillment of the requirement for the MBA degree

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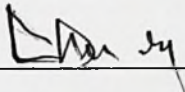
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Certificate of Supervisor

I **Dr Rafique A Khan** being the Supervisor of the above student, certify that the research work of the student has been completed to my satisfaction and that the thesis is in a format recognized by the department and is in accordance with the rules of the University. The thesis is appropriate for examination.

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ABSTRACT

Purpose: Major Aim of this study is to evaluate training & development practices of Pakistan Ordnance Factories (POFs) in order to see how much harmony with the latest global trend is there in the training & development policies and ongoing practices at POFs (Wah). The study report suggests some suitable recommendations to improve upon the overall performance of the organization.

Methodology/sample: The study involves use of literature review on the subject, POFs (Wah) survey in that research feedback questionnaire from respondent i.e worker up to BPS 12, staff up to BPS 15, officers from BPS 16 and above, interviews and discussion with HR professionals, line managers, supervisors and staff at POFs (Wah) to explore the actual practices in the organization. Data collected has been scored and sorted out on a five point Likert scale 1-to-5. Multiple instruments/approaches including central data tendency, standard deviation and hypothesis testing (T-Test) etc have been applied to determine the effectiveness of training & development practices at POFs (Wah).

Findings: As per results obtained through SPSS and discussions with relevant POFs managers, it reveals that effective performance improvement system and training quality exists at POFs and the training objectives are well defined. The analysis also highlights certain aspects where improvement is required these include Training Need Assessment, training opportunities, employees motivation and performance feedback. POFs has a well equipped institute 'POFIT' (Pakistan Ordnance Factory Institute of Technology) where technical courses are conducted for skill development of newly inducted and existing employees. POFIT facilities are also used to train the manpower for advanced machinery like CNCs and pneumatic, power and electronics control systems etc. POFs employees also accomplish training courses at various private and government institutes in different fields like Management, Information Technology and Production Mechanisms etc. The survey data analysis further indicates that POFs has well organized "training and development" system.

Practical Implications: The outcomes of the research in the form of recommendations will help the POFs to further improve their performance by adopting modern to improve upon training quality, better learning and working attitude.

Keywords: Training & Development, Global trend, Performance, Practices, Line Manager, Improvements

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