



PROMINENCE OF TRAINING AND DEVELOPMENT IN INDIAN IT/ ITES INDUSTRY

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India has climbed to countless pinnacles, an absolute Everest, in the software business. Software books for 25 % of the total Indian trades. From a bare minimum of \$2 billion industry in 1994-95, the Indian IT (Information Technology) / ITeS (Information Technology Enabled Services) industry has grown phenomenally over the years. (NASSCOM, 2009b)

The Indian information technology part has been contributory in pouring the nation's economy onto the rapid growth curve. According to the Nasscom-Deloitte study, the IT/ITES industry's contribution to the country's GDP has increased to a share of 5.2 per cent in 2007, as against 1.2 per cent in 1998.

Industries are considered to be the engines of economic growth. This is more so in the case of the developing countries like India which aims at achieving faster economic growth. However, with the poor capital formation, the objective of achieving a higher economic growth could be achieved only through the development of small scale and medium scale industries. The IT and ITes industries are playing a multifaceted role in the economy of Indian like the creation of employment, contributing to export earnings and eventually to the state and the national income of the economy.

With such an immense role being played by the IT and ITes, the major problem confronting the industries is their poor output and high average cost of production. With the important characteristics of such industries being the labour intensive units, an important cause of such a poor performance is their poor labour productivity. Most employees have one or the other weaknesses in their skills necessary at the workplace. A training program allows you to strengthen those skills that each employee needs to improve. An employee who receives the right type and necessary training required for his or her job is able to perform the job better.

A training program allows one to strengthen those skills that each employee needs to improve. More specifically, a well-structured training and development program organized by the firm ensures the employees to upgrade and update his skills and background knowledge constantly and consistently. Providing the necessary training creates an overall well-informed staff with employees who can take possession of for one another as needed, work on teams or work independently without continuous help and administration from others. A development program brings all employees to a higher level so they all have similar skills and knowledge.

The Indian software industry has grown from \$ 150 million in 1991-92 to a staggering \$ 5.7 billion (including over \$ 4 billion worth of software exports) in 1999-2000. With the industry's annual growth rate dipping to 16-17% in 2008 from about 30% in 2004, the aggregate revenues were \$ 60 billion, including export revenues of \$47 billion in 2008.

Training can be defined as the systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job. (Armstrong, 2006) It can also be defined as the act of increasing knowledge and skills of an employee for doing a particular job. (Flippo, 1993)

Training and development of workforces is precarious in businesses in this epoch of antagonism due to the point that organizations need to endure, cultivate and progress. Inevitably, training and development has turned out to be an issue of strategic prominence. According to (Baensch, 2004; Palo S., Padhi, 2003; Wills, 1994) Training is deliberated as the procedure for elevation of the knowledge, increasing skills, stimulation of attitude and behavioural changes, and enlightening the capability of the learner to accomplish responsibilities meritoriously and resourcefully in organisations. (Stewart, 1996) syndicates the two notions of training and development and gives an organisation meaning which has the conclusion of safeguarding that the involvement of personalities and crowds in accomplishing the organisational goals through the development of applicable awareness, skills and attitude of the employees. The support and enhancement of organisation enactment is principally over and done with expansion of individuals as personalities, work groups and as associates of the comprehensive establishment. Furthermore training and development of workers is a organized process

that intends to ensure that the organisation has effective employees to meet the exigencies of its dynamic environment

While knowledge management activities has been concentrating on collection of documents and their storage, in the past couple of years companies had realised the fact that employees are the real knowledge and asset of a company and that real knowledge management is by supporting the communication and networking among the employees. Cohen and Prusak have highlighted the high potential of networked employees by increasing the productivity and speed of innovations in a company.

Even though the use of administration records, auxiliary diagrams, business trips for newly employed graduates, job alternation packages and boundless sequence of official sequences have characterized training and development as a motorized procedure. It must be celebrated that organizations have initiated to appreciate that it is not satisfactory to consent everything to unintended and natural mixture and experimental and mistake henceforth, the propagation of training and development in organisations

Organisations have long back realised the importance of training and have started adopting various means of training. (Halleran & Wiggins, 2010; Summers, 2012) has tried out innovative methods of training for armed forces to better understand their roles and responsibilities. This is now emulated in the IT and ITES industries and innovative techniques of training need to be introduced to have a lifelong learning programme.

The purpose of this study is to find out the importance of training and development program in IT and ITES industries and the ways in which they are used as a tool for increasing the organisational efficiency. The study will also analyse the perception of various training programmes in the mind of the trainees, also to analyse the attitude towards various training programme, measure the influence of training and also to evaluate the prominence of feedback and models of evaluation.

It was decided that the US governments' would offer annual tax shield of \$5000 per employee per year to companies that keep jobs in the US. Indian software and outsourcing industry depends on the US markets for 65% of their revenues. President Obama's proposal aims to alter that to raise the revenues of the US government. Senior executives at several corporations now touring India also say that the anti-outsourcing policies are impractical and could adversely impact world trade.

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Figure 1: Indian IT Industry Segmentation

From the figure it is very clear that the Indian IT industry is divided into three major categories which are software, IT Services and the IT enabled services. The software would include engineering and research and development services and software products. A soft of products further includes infrastructure software and enterprise application software. The IT services includes project oriented services, IT sourcing and training and support. The project oriented services includes IT consulting, system integration, computer aided design and manufacturing, metal consulting and integration and finely software testing. Whereas IT sourcing includes application management, information system outsourcing and Web services which includes e-commerce. In training and support the major components are harder deployment support, software deployment and support and IT education and training. The information technology enabled services includes customer interaction services, financing and accounting, HR services and knowledge process outsourcing services.

The Indian IT industry is classified into three, they are, software industry, IT industry and ITES .i.e., the BPO industry. The software segment of the industry consists of software products and engineering & research and development services. The software products are demanded largely by all level of companies from small and medium enterprise to large listed companies because software makes their tough jobs easier. The software are of two types, they are infrastructure software and enterprise application software. The infrastructure software is the one which makes the people life easy in the business process and functions. In an organization the people and the system are connected with this infrastructure software. Security software, business intelligence tool, application development and operating system are some of the infrastructure software. Enterprise application software is used to make the enterprise works easy. It is used for easy accounting of business financial transaction, production and resource allocation planning, customer relationship management, enterprise resource planning, etc. Engineering & research and development is new to the Indian IT industry and many market players are exploring it. The industry if IT and ITES also includes IT services

The IT services is one of the major services provided by the Indian IT industry and the IT companies in India is one of the leading providers of the same. Offshoring is one of the basic models adopted by the Indian companies to serve their clients with good quality and executed with effective skills. The IT services segment comprises of IT outsourcing, project oriented services and training and support. The project oriented services includes services like system integration, IT consultation, CADM, software testing, network integration and consulting. IT consulting is a service provided by the Indian IT companies to other to include information technology into their business operation which makes their functioning more smooth and easy. They help the companies in devising, planning and implementing IT system in their company. Major players of Indian IT industry are providing this service to their clients.

System integration is the next service which comes under the project oriented services. This is a service which is focused on specific requirement of the users. The services include planning and implementing enterprise resource planning, supply chain and customer relationship management level services are integrated with computer and IT systems. The system integration service is also extended to database management and maintenance system, integrating business process and logistics, software and hardware assistance to the existing system. The service provided by the IT companies in maintaining, upgrading and designing software to suit the business requirements of the client is known as CADM. The IT companies in India are providing this service to the overseas client and that makes the export market more vibrant and the same is dominated by this service. Network integration and consulting is also a part of project oriented service of Indian IT

companies. Designing of computer networks and architecture, management of systems and projects using networks, connectivity and maintenance of networks are the service ranges of network integration and consulting. Examining the quality of a software product or a software service is called as software testing. It is a basic examining process to ensure the maximum quality and zero error. It includes the testing of response, security and load. In the response testing, the response and feedback of the users of the software is evaluated and checked whether it is up to the set standards. In the testing of security, the evaluation is made to ensure the safety and security parameters of the software. Load testing is done to check the density of the load the software can handle.

One of the large market players has a training program and it has structured training and development program across all groups and business support and lines of business. The training programs of the academy is mixed with internal and external training programs. The selection of training programs is decided by the trainees and they will choose the training program based on their needs of technical and managerial skills and soft skills. One of the leading IT companies, Tech Mahindra has its own exclusive training program. Mahindra group of companies has its own training and development center named Bodhivriksha. It is a management development center in house. Bodhivriksha, the in house management development center of Mahindra is established in the year 1999. The center is a residential training center for the management staff of Mahindra group of companies. The center is established to promote leadership skills and business values among the management staff of the group. The training center in built in a campus of four acres of land with excellent infrastructure of ultramodern type and rustic construction of building. The fully residential training offers residential management program blend with classroom lecturing session and action learning. The training center is an ideal place for the employees to get trained and the training center has a limitless potential for learning.

The process of outsourcing is the one in which an organization will help the other by doing their process of their behalf. Indian IT companies are acting as IT outsourcing companies for many organizations. The IT companies take the contract of system maintenance, IT architecture, deploying and managing of information systems of other companies in the form of outsourcing. The outsourcing also includes application management and information system outsourcing. In the application management involves the outsourcing activities like maintenance and updating of the information systems of their clients companies. IT Support services, operating system management, application systems, computer virus protection, etc. are some of the information system outsourcing services provided by the Indian IT companies. The IT companies also provide training and support to their client and that is one of their services after project oriented and outsourcing services. The IT companies help their client in software installation and maintenance in their client's system and also help in implementing hardware devices in the client's system. They also train their clients to how to use the implemented system effectively and help them in developing their systems skills as well.

Information Technology Enabled Services (ITES) are the services which are produced or made with the help of software and transmitted to the user through internet. India plays a major role in the global IT enabled services. India is one of the most preferred countries for IT enabled services for companies all over the world. The companies are giving their back office and IT function in India because of the factors like, low cost, English speaking technicians with good skills, superior services, development in infrastructure, developed indigenous software and IT industry, favourable government policies on foreign investments, etc. The IT enabled services also involves services like customer information services which is used to manage and maintain the customer relationship by maintaining the customer information. Financial and accounting services are also provided by the IT enabled services companies in India and India is the second largest exporters in this segment as well. IT enabled services is also used in human resource services. All the human resource management functions are made easy with the help of information system and software. Knowledge process outsourcing provides plenty of information like market analysis, strategy, content management, medical transcription, business and research.

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Training enhances the productivity of the employees working in IT/ITES industry. In India, IT was initially a small sector, but later it started evolving into an enormous industry accounting for 7.5% of GDP. It presently enjoys the top spot as an IT destination globally. In order to maintain its position, a number of effective training and development strategies have to be followed and revised to tackle

the global challenges. Three 'C's of training especially in the case of international operations are - Continuous, Contextual and Cost conscious. The training modalities for global IT/ITES industries may be in the form of classroom learning, e-learning, on the job training and coaching.

Training is a learning situation aimed at imparting knowledge or competencies to the learner, that is, the employee. There are certain conditions in which learning is effective. The training environment should be designed to maximize learning. This can be achieved by incorporating principles of learning in the training programme. The success or failure of a training programme is linked to these learning principles.

Increasing number of IT/ITES industry in US, UK, Canada, EU and Australia prefer BPO from low-cost countries like India. It evidences that IT/ITES industry has been struggling with several issues concerning availability and quality of talent.

The growing debate over the equality of wages and other benefits is yet another reason to be aware of vendors' HR issues. Several human rights associations advocate comparable wages and benefits for the outsourcing employees in the developing countries, but vendors looking for short-term profits exploit their employees financially as well as physically. In a high performance driven industry like IT, it is important that people have to be groomed to get in tune with the performance culture. Creating an environment that stimulates the creation of knowledge, its sustenance and its dissipation throughout the organization, will be a challenge for organisations in the future

Workplace in India is changing and many employees get to work while learning different skills. This helps the companies to develop the desired skills in the employee already hired instead of going around in search of a better employee. This also helps employees to develop their skills. Trends always have the seeds of counter trends within.

The design of any training programme can be undertaken only when a clear training objective has been set. The training objective focuses on the goal that has to be achieved by the end of the training programme i.e. what the trainees are expected to do at the end of their training. Training objectives assist trainers to design the training programme. The following aspects are considered as the outcome of effective T&D programmes.

Productivity: Increase the productivity of employees and help the organisation further to achieve its long-term goal. **Team spirit:** Inculcate in the employees a sense of team work, morale, and team spirit and inter-team collaborations. **Motivate Learning:** Initiate and encourage a learning culture within the organisation. **Organisational Culture:** Develop and improve the organisational health, culture and effectiveness. **Organisational Climate:** Build a positive perception and feeling about the organisation. Employees may get these feelings from leaders, subordinates and peers. Sometimes external trainers may also succeed in generating loyalty and commitment. **Quality:** Improve the quality of work and work-life. **Health and Safety:** Improve the health and safety of the organisation by preventing obsolescence. **Morale:** T&D help in improving the morale of the work force. **Image:** T&D leads to create a positive corporate image. A better corporate image makes a positive impression on a new employee. **Profitability:** Improve profitability and create more positive attitudes towards growth and sophistication

Training is a process of tuning the employees in such a way that they cope better with the company demands and fulfil them in a more satisfactory manner. The training portfolios that are followed currently need to be modified for better moulding of the employees. Hence, T&D play a vital role in any organisation to transform employees with best abilities where their contribution leads the organisation towards achieving the objective. The ultimate aim of T&D is to increase job satisfaction and morale among employees. Only when this scenario is achieved the organisation will reach its goal. The juvenile nature of IT/ITES industry makes the T&D needs as volatile and to be addressed with personal touch. The executives in these firms are so promising in excellence. These situations force the researcher to throw some useful insight into this vital, but neglected area.

In the present scenario, most of the countries around the world have relied upon Indian Software Companies for their software development activities, as the country possesses global competency in the IT sector. With job potential of 2.2 million, IT-enabled job roles require creativity, problem-solving, technical skills and good communication skills.

Globalisation of business, sophisticated technology, complexity of work and accelerating changes have made learning very important for organisations. Significant changes have occurred in organisations as a result of downsizing, technology transformations and customer demands for new and better products and services. Providing training and learning opportunities for employees are important, especially in the services economy. IT industry provides room for good professionals and skilled youngsters. It attracts employees irrespective of their origin either rural or urban. This indicates that geographical mobility is no more a barrier for the educated youth while seeking employment.

There exist a recognising importance for the need to study on the prominence of training in capability maturity level V Indian IT and ITeS industries. Training quality have to be enhanced by enhancing the training motivation and making the management oriented to the kind of training that is being offered which have to be aligned with the need that is been identified by the trainees. There can also be a scepticism between the training quality and the perceived benefits which also need to be addressed.

The literature exposes several areas that require immediate attention in Indian scenario. The evaluation of these kind of training programme also need to be done. The scope of considering, expectation and perception of two different variables in the framework have a clear relationship, which requires to be tested. The current trainees would expect adequate quality in Indian scenario. Hence an enquiry about the decider, expectation level of these trainees on the selected attributes also have to be done.

Even the literature on training have considered various dimensions that a significant to CMM level V Indian IT and ITeS industries as well as emerging virtual formats in the Indian context, especially in South India, where IT has shown as footprints for the last indicates the need to develop and validate a scale which is capable of capturing the existing need of training evaluation in South India as a serious issue to be addressed.

The theory regarding training demands a conceptual exploration, as most of the studies have considered perceived training quality as a parameter only for the trainees, rather than the Management orientation towards training which also needs to be considered. The study, either attempts to quantify satisfaction into a score or just evaluate the relationship between perceived training quality and perceived benefits. The multi-dimensional perspective of training requires a testing for empirical evidence. There exist a visible shortage of the body of knowledge related to trainee's motivation and perceived benefits and perceived needs and perceived benefits. Most of the previous studies are only concentrating on the way in which the training is being done and planned. Hence a need to provide a clear direction in which a theory needs to be developed in the various gaps that was observed.

The need for an authentic basis to design suitable T&D programmes is identified as a researchable area and the same has been the foundation for this study. In such a context, training of employees and managers is considered as the key element of business strategy for building successful service encounters. In IT industry, teams of people are constantly in the process of changing their role within the business. "For example, the present scenario requires the employees to use Microsoft Office Excel 2013, but they have the knowledge to use 2007 edition only. Hence it is clear that they need IT training to update their skills to the new version; but, assessing the level of their training need is a crucial element".

Organisations must have an ongoing process of learning if they want to maintain or improve competitive advantage. The most important source of competitive advantage for an organisation is its workforce, that is, its human resources. To ensure that employees continue to remain competent, firms need to engage in continuous T&D. However, IT companies meet severe shortfalls to conduct training programmes due to international outsourcing with its overseas manufacturing bases and highly computerised environments.

The employees of IT field work for long hours when compared to other manufacturing industries. Thus, it creates more stress related problems as they have to finish the project or reach the target within a stark deadline. This also creates and leads to health related problems augmented by the sedentary nature of work. The number of IT firms is more and so the IT professionals by and large are growing in our country, especially in places like Bengaluru, Hyderabad and Chennai. This scenario of IT employees creates a tremendous need for IT/ITES companies to concentrate on continuous skill building so as to increase the loyalty of the employees. Continuous skill building among the professionals is a challenging task. Hence, training for software professionals is an emerging field which also requires continuous feedback and research inputs.

Indian software industry is facing a stiff global competition. Growing competition demands the industry to provide high quality work as expected by foreign customers. In comparison to other countries, Indian software employees have sound technical knowledge and skills and they have good opportunities worldwide. In India, especially in Bengaluru, more than 1,700 registered and non-registered IT companies have emerged and all of these companies seek skilled software professionals. Thus, it could be understood that in the current competitive business environment, the demands from clients compel the Indian IT Industry to rethink their Vision and Mission about HRD (Human Resource Development) practices.

IT industry is facing problems in hiring talented people. The demand for engineers is more compared to other graduates in India. With job potential of 2.2 million, IT-enabled job roles require creativity, problem solving, technical skills and good communication skills¹⁸. Companies like TCS, Accenture and Infosys are trying to build this gap by having MoU's with selected educational institutions where in the course curriculum is extended to include their relevant subjects which make the students more job ready¹⁹. The current IT education in the coun-

try makes only 25% of the technical graduates and 10-15% of other graduates suitable for hiring in IT and BPO industries. Hardware and Software areas in this sector require science background and mathematical skills for the technical work. The busy corporates are more time-conscious and sometimes it is impossible for them to match the skills with job requirements and frame effective training schedules. Therefore, academics on the other hand fill this void by taking it upon themselves to conduct empirical researches on the existing training mechanisms and their impacts. The outcomes of these researches could very well be put to use by these IT industry which are on a perpetual roller-coaster ride. This research study is one such attempt to throw some light on the status of training in the IT/ITES industry.

The current study will be useful to a large spectrum of stakeholders in the field of IT and research, because training is important to develop the employees and make them competent in the job. Nature of jobs and organisational requirements are not static. They change from time to time in view of technological advancement, changing client expectations and job specifications. Trained employees would be valuable assets to an organisation. Organisational efficiency, productivity, morale, motivation, employee satisfaction, EQ (Employability Quotient) progress and develop to a great extent by training. Training is an important, though expensive as it constitutes, part of productivity management.

The growing need for highly talented and competent people in IT field makes it compulsory to train and mould an employee to become more efficient. Factors like stiff competition, pay hike, high attrition, stress etc, make it very difficult to maintain and retain talented workforce. Hence, to attract and keep such employees, they have to be trained and retrained intensively. The employees of IT/ITES field have to meet and discuss with domestic and foreign clients frequently. So, they have to be trained in software, hardware, project specs, communication, cross-cultural implications, crisis management and time management. Attrition also is one of the major factors which may be reduced by proper training methods. The following surprising attrition rates in IT giants make them think on various training programmes: Microsoft India-7.2%, Infosys Technologies-13.7%, iGate-13.36 %, Accenture-18 %, Honeywell Technology Solutions Lab-12 %, Mind Tree Consulting-15.7 %, Agilent Technologies-14.60 %, HCL-13.89% and Covansys India-18.25% etc20 . Hence the software and ITES firms have to employ some sophisticated methods of training in order to keep their volatile work force at par with internationals.

This comprehensive study will benefit a plethora of IT professionals both at managerial and executive cadre. A clear understanding on T&D, may help the IT firms to bridge the existing gap between the organisational vision and execution. On the other hand, the objectives of training and its outcome can be easily met in a cohesive manner provided the HR department and the other leaders get a clear picture of the existing state of their training programmes. The present study has taken a cross section of the employees from IT/ITES industry to gather their feedback through a structured questionnaire on the current status of T&D in their organisation. These data are analysed by using SPSS and inferences that may help to streamline the training efforts of these industry, were drawn.

The major cities of the country where IT/ITES organisations have significant presence were considered to decide the population for the study. The index published in 2009 October is the primary source of population. The following table indicates the major cities in India which employ technical and non-technical professionals

Table 1: IT Employee distribution Index

Location	Technical	Non-Technical	Total	Percentage
Cochin	25448	11052	36500	5.76
Trivandrum	76343	33157	109500	17.29
Chennai	35627	15473	51100	8.07
Coimbatore	100565	49085	149650	23.63
Bangalore	234543	52096	286639	45.25
Total	472526	160863	633389	100

(Athreye, 2005; NASSCOM, 2009a, 2009b)

There were totally around 633389 employees are employed in technical and non-technical fields. The researcher has adopted area sampling method by which the cities are selected. Based on the number of employees in IT/ITES industry of various cities the data were collected in a purposive sampling method for the current research by administering a structured questionnaire.

Out of the 59 CMM level 5 IT/ITES companies in India 6 CMM Level 5 IT/ITES Companies from different location of India. Out of the 1000 questionnaire that was distributed i.e., 200 for each location only 585 was filled up and received. Out of the 585, 200 of them was incomplete and 385 was only complete. Those incomplete questionnaires were deleted from the sample and only 385 was taken for the study. Thus the sample was restricted to 385 IT professionals across the selected cities in India.

IT exports from Cochin has a steady and continuous growth in 2013-14 with revenues rising 53% to Rs 2,350 crores which is much more than one-third of the State's total IT exports. ("Infopark's IT exports climb 53% in FY14 - The Times of India," n.d.) ("A year of double delight for Infopark - The Hindu," n.d.) In the recent years Cochin has witnessed heavy investments in all areas including information technology and information technology enabled service, retail, travel and tourism. Availability of cheap and fast bandwidth through undersea cables which has tremendously reduced the operating cost. Various IT parks are already there and many more are coming.

Cochin is called the "commercial capital" of the state. It has been identified as the front-runner for setting up of software product industry. With the exponential growth of this industry, the city has been classified into the "emerging IT hubs" by NASSCOM. Cochin is being rated as a robust region having tremendous potential to develop IT companies. Cochin has become a hot seat of IT activities due to the development of Info Park, the city's pet project "The Smart City Project" and Cochin Special Economic Zone. The ambitious Smart City project is aimed at helping knowledge industries and is considered a challenging city to capture the imagination of IT companies. Cochin Info Park is emerging as the champion of IT honchos and has been seen as a driving force that changed the landscape of Cochin. Info Park aims at delivering tech-driven solutions to clients. Kerala government has been instrumental in facilitating a conducive environment for IT/ITES faculties. It is trying hard to make all the cities digitally empowered. Cochin is also considered investment friendly.

Though the concept of IT Park was started way back in the 1990s, it did not materialise as expected due to slack policies and bad management. But ever since the inception of Info park in 2004, the rate at which IT services grew skyrocketed the image of Cochin as a perfect IT destination thereby attracting investment from IT majors. With the mushrooming of IT companies, the sector has seen a boom in the city. Investors are optimistic that their effort and investment will pay off, in the near future. Cochin has become a much sought after IT centre for global IT corporations since the establishment of Info park. It has a vast built up area and intends to double this in the near future and plans to generate 10000 additional jobs.

The main attraction of Cochin is its connectivity. Its airports and seaports are the gateways to economic activities. Further, a roadmap for an integrated transport system is being worked out and Cochin Metro is advocating great opportunities as far as infrastructure needs are concerned. Cochin's growth owes to its strategic port position. For centuries, Cochin had been a trading point and business transactions were handled among traders from all across the globe. This evolved Cochin into a cosmopolitan city.

Cochin, though thought to be a late entrant in IT Infrastructure, it has shown exemplary growth. Cochin is a viable alternative to Tier 1 cities. The workforce in IT/ITES sector in the city has doubled over the past couple of years. The city has a HR advantage over other cities because of happy employees and thereby having lowest employee attrition rate. Companies have access to best of technical talents. 100% literacy rate and high e-literacy ensures a healthy and dedicated IT/ITES habitat. Cochin, the port city of Kerala has strong growth drivers like cheaper land cost, power and communication, at par support infrastructure including housing, luxury hotels, entertainment avenues and international school and professional colleges. Cochin is open to companies who are keen on reducing operational cost, hiring talented people and reducing attrition rate. Cochin is poised to become a dream destination with focus on BPO, customer interaction cells, training at the domain level to ensure the all time supply of quality manpower. The high density of science and technology personnel and low employee attrition rate are sure highlights of the city. Cochin encompasses many companies who focus on investment with high earning potential backed by committed Human Resources. Kerala is making a ruthless attempt in the establishment of the Cochin Smart City, a business township, set to be operational by 2015. It aims to revolutionise the job market in Kerala, estimating 90,000 openings by the year 2020. Cochin does not lag behind in literacy, but do so in terms of generating employment opportunities. Once the job market expands, Cochin will surely attract double the number of investors.

Cochin is the second best IT destination in terms of land cost, power and communication infrastructure. The city has a cost advantage for the companies since the operational cost is just half of what will be incurred in major cities. Rentals are lower by more than 50% compared to other Tier 2 cities. Power and water tariff are considerably low in the state. For telecommunication connectivity, Cochin is one of the four Indian cities which is connected to the rest of the world through undersea fibre optic cable (submarine communication cable), other cities being Chennai, Mumbai and Tuticorin.

Cochin has a style statement different from rest of Kerala, in the sense that it offers a blend of modernity, old world charm and a global perspective. Cochin is a bustling city and is a confluence of tech-savvy manpower, cost advantage, strategic location as a result of which it provides a holistic environment for IT business. Cochin is a major draw for IT investors because of its international linkage, improved connectivity and availability of skilled manpower. Cochin has a history of having the best traders. Trade began very early and various commodities like spices were traded even in pre-independent era. So it has a proven track

record of intellectual and financial capability. Cochin can be viewed as a thriving expanding market providing avenues for growth.

The city of Trivandrum is known for its trading capabilities for ages. It also has the crown for having the first IT park in Kerala. (First IT Park in Kerala, n.d.) The City contributes to almost 80% of the IT exports of the state. And this has been one of the hottest place in the country for IT trade. ("Exports from companies in Technopark: Chapter 21, page:220, section:21.66," 2010, "Trivandrum tops in the number of International tourists," n.d.)

In March 1990, the Government of Kerala visualized Thiruvananthapuram as a destination to promote the development of high-tech industries in the state. The concept of IT paved way for Techno Park. It is the largest IT facility in India in terms of built up area. It is the greenest IT park too. As of now, Techno park is on an expansion spree with construction of Phase 1V building underway. The park is thrown open to IT ventures. With its inception 1990, Techno park as of 2015 has 9.33 million square feet of built-up area, and encompasses over 300 companies, and is the job provider to nearly 46,000 employees. It has ambitious plans of creating another 45000 jobs by 2016 and it has charted out the roadmap to achieve the same. The economic liberalisation policy initiated by the government of India in 1991 and the tremendous growth of the global software industry during the 1990s accelerated its growth. The establishment of the Techno park has further escalated growth of the software business thereby crediting Thiruvananthapuram the best 2nd tier metro with IT/ITES infrastructure. The city has seen phenomenal growth in its economy after the Techno park was set up. Thiruvananthapuram was ranked the best city by India Today in the category of "Housing and Transport"

Techno park strives to provide all the infrastructure and support facilities needed for IT/ITES and electronics companies to function. In addition to office space, it also provides all utilities as well as the connectivity. Thiruvananthapuram has huge opportunities for the growth of IT. The state government has shown keen interest to speed up IT infrastructure development projects that will further encourage IT players to set up their businesses in the city.

Thiruvananthapuram can be named as the "Silicon Valley of Kerala" because of its massive contribution of nearly 80 percent of the total software export from the state. The city has ample human talent and employable youth. A big portion of highly qualified IT professionals in Kerala comes from Thiruvananthapuram. Thiruvananthapuram is also a well known academic hub having fifteen engineering colleges, medical colleges Ayurveda colleges, Homeopathy colleges, and two law colleges in the city and its suburbs. Knight Frank, U.K has ranked Thiruvananthapuram as the No.1 upcoming city for IT/ITES ventures. NASSCOM has identified two major cities as "Challengers" – Thiruvananthapuram being one.

The state that is home to over five hundred IT/ITES companies churns out 50,000 Engineering students per year. Offering the best access to the Middle East and the rest of the world Thiruvananthapuram is where software business endeavour is supposed to be. Thiruvananthapuram is taking giant leaps to develop itself into a competitive IT centre. Thiruvananthapuram has made steady progress in IT field and the city has seen huge investments, thanks to the initiatives taken by the state government. Growth was planned in a phased manner. Economy received a major boost from contributions received from IT professionals. Thiruvananthapuram houses leading science, technology and research institutions and we need to wait and watch if it can steer the companies away from cities like Bangalore and Coimbatore.

Key driving factors that make Thiruvananthapuram a hot IT destination are it is the capital city of the state and has all the facilities like residential accommodation, educational institutions, healthcare facilities, domestic and international airports, entertainment avenues, etc., Stable infrastructure plus provision and maintenance of the same, Uninterrupted power and water supply, Employable youth having sound technical expertise, Robust support facilities, Lesser operating cost of 30% compared to Tier 1 cities, Excellent data connectivity, Convenient location accessible to major cities by rail and by air. The government is planning to commence the construction of light metros in the city to ease commutation. The airport is also of much importance because it is the southernmost airport in India and is the closest option to neighbouring Sri Lanka and the only option to Maldives

Thiruvananthapuram is expected to see an unprecedented growth in the years to come. But with the rising number of people employed in IT parks of the city, infrastructure needs a boost. There is an urgent need to chart out public transportation woes in order to ease congestion and above all to stay competitive. The city needs a better transportation infrastructure with metro systems and flyovers. For the effective implementation of smart city technology, city authorities need to become proactive in taking developmental measures.

Chennai has seen a streak of success on businesses on the IT front especially those offering software products. Chennai has wooed many MNCs-both IT and non IT and there has been quite a debate on Chennai being crowned as the biggest IT hub though Chennai has not taken over Bangalore, it houses some of the best corporate houses. Though a metro city, Chennai is quite traditional in lifestyle

but the attitude of the locals is slowly gearing up to modernity.

Chennai ranked on top in the best overall city for 2014 in a survey conducted by India Today and the established companies have begun to leverage on the expertise that the city offers. That is why big companies have their enterprise operated from Chennai. The IT corridor in Chennai is being promoted as a world class technology destination. Analysts say that Chennai has all the ingredients to beat all other cities in terms of infrastructure, skilled HR and proactive government policies. Chennai is a reasonable and viable outsourcing avenue for IT, health care and life-sciences. Companies have rightly positioned their development centres in the city to exploit the potential and earn a fair share of income. With Chennai having the reputation as a strong industrial base, it is evident can it can provide an ambient atmosphere to set up IT centres in the vicinity. Chennai is India's second largest exporter of BPO and IT services as on 2012. According to Confederation of Indian Industries (CII), Chennai is estimated to grow to US\$100 billion economy.

Apart from the government promoted IT parks, several private buildings have come up in different parts of the city. With widespread penetration of IT into all spheres, there is immense potential for further growth. To boost up the economic growth, the state government has formulated exclusive IT policy.

The highlight of the same are to remove constraints in starting and running IT business, Government sops and tax benefits to attract companies, Continuous power supply to all IT parks, Market and promote IT and knowledge based industries in the state, attract inward investment, promote R & D and encourage technology tie-up with foreign counterparts

What attracts IT businesses to Chennai are a well-connected road and rail infrastructure. Even without a metro, the city is well connected by local trains, the cost of living is also surprisingly low compared to other metros, lesser hustle and bustle compared to other metros, Good student community in the IT corridor belt, Bangalore's crumbling infrastructure and its inability to handle unprecedented demand for IT development paved way for companies to look for greener pastures like Chennai, International connectivity- Chennai is connected to many major cities of the world by air. For telecommunication connectivity, Chennai is one of the four Indian cities which is connected to the rest of the world through undersea fibre optic cable, other cities being Cochin, Mumbai and Tuticorin, Lower attrition rate among IT workforce compared to other metros and IT hubs

The areas being developed for IT parks are Siruseri and Perungudi- both suburbs of Chennai along the IT corridor of Old Mahabalipuram Road. There was a significant growth in real estate in these previously uncared regions after it began housing IT majors. Real estate prices grew exponentially due to the availability of prominent schools, residential complexes and entertainment centres. Chennai is the automobile hub of India. Chennai thrives on the economic activities like automobile, computer, technology software and hardware manufacturing and health care sectors.

However the dampeners of the city are its hot and humid weather conditions. The hot climate turns off many employees and investors. There is also a language barrier that turns of many. One may seem totally lost without the knowledge of the local language. Sometimes English proficiency may not be of much help especially in hospitality and transport fields. Another drawback is the unclean surrounding and high level of pollution. This is detrimental for attracting business. The large IT parks are very commercialized and spacious adding to the standardization and economic development of the city. With opportunities for investment and quality interest of the investors, IT market of Chennai is witnessing a rush in demand and a big turnover in economic growth.

Coimbatore, also known as "Manchester of South India", is slowly emerging as the IT hub in South India next to Chennai, Bangalore and Hyderabad. Coimbatore is considered one of the most industrialized districts of South India and is the second most industrialized city of Tamil Nadu after Chennai. It is shedding its image from a traditional textile manufacturing city to software manufacturing hub. Coimbatore has all the charms of a metro city as far as facilities like housing, hospitality, educational institutions and infrastructure are concerned. It has all the luxuries of a metro with an added advantage of a serene environment. And this has invited many IT majors to form a beeline to set up their operations in this city.

What makes Coimbatore a promising destination for IT and ITES activities is the availability of fresh talents. With around 75 engineering colleges in the district and around 60 arts and science colleges it churns out thousands of fresh, talented graduates every year. Coimbatore is well connected to all leading cities of the country by road, rail and air. Coimbatore airport is the 15th largest airport in India. Coimbatore being situated in the rain shadow region of Western Ghats, enjoys pleasant climate round the year. Also it gains prominence as one of the lesser polluted cities of India in spite of a bustling industrial base. Coimbatore was ranked the best emerging city in India for 2014 and CII has ranked it fourth in cities having favourable investment climate.

Coimbatore fulfils IT/ITES business factor requirements by two standpoints. Firstly it Utilize existing knowledge base in IT related fields. There has to be expansion of knowledge to IT from manufacturing and this area remains largely

unexplored. Secondly it tap alternate quality skills of people at competitive cost. Coimbatore was considered an erstwhile destination for retirement at the same time a prosperous engineering haven and now it is rapidly developing into a flourishing hi-tech city. IT initiatives began in the district way back in 1988 after National Informatics Centre (NIC) came into existence. Currently the city has seen the rise of IT industry especially after the setting up of IT parks. Software exports stood at around 7 billion. Apart from these there are many BPOs serving various other industries.

Coimbatore's strength lies in its strategic location that is the city's proximity to many leading industrial and metro cities, adequacy of real estate, availability of skilled manpower passing out of the numerous engineering colleges. The education infrastructure is the strongest component of Coimbatore. It has a long standing tradition of a major learning centre. The pleasant climatic conditions being located in the rain shadow region. Telecom connectivity, Lesser cost of operations, Low cost of living, High quality of life because people lead a contented life, Proximity to places of tourism, Clean environment with better sewage and waste management, Good roads thus less congestion and traffic snarls. In addition, city transportation facilities are one of its kind with town buses covering entire area of the city. Buses ply in all routes of the city, High literacy rate of 82.43% making it the best option for getting educated workforce, though a traditional city, Coimbatore is more cosmopolitan than any other cities of the state of Tamil Nadu

The companies are leveraging on the talented pool of technically qualified graduates and have ranked the city really high on talent parameters. It has an enviable engineering tradition and has all the intellectual capability to attract investment. Coimbatore is ideally suited destination for low end businesses because of the advantages of being a Tier 2 city. It has been found that companies are optimistic about the viability of setting up their IT/ITES businesses in Coimbatore. Coimbatore boasts of medical tourism and is the home to many multi-speciality, state of art hospitals. It is the preferred medical care destination for people not only from the neighbouring districts but also from the neighbouring state of Kerala. So BPO related to health care has been a great revenue generator

However the city has its own challenges as well. The supporting infrastructure is a big hindrance to the development of business. To facilitate IT businesses there needs to be better flight connectivity to other major cities of the world, better luxury hotel facilities and adequate power and water supply. Efforts are being taken to rectify the loopholes and authorities have begun its initiative to promote this Tier 2 city and positive results are emerging. But sometimes it becomes difficult to encourage IT companies to set up their business in Tier 2 cities. It becomes more of a struggle to market the city than the IT property/park itself. In spite of the lower rent, lower attrition rate and lower operating cost, tier 2 cities like Coimbatore loses out to metro cities like Chennai solely due to the latter's Tier 1 status. According to statement given by CII, one major factor where Coimbatore lags behind in the growth of IT and ITES sector is lack of better international air connectivity.

The areas (SEZ) being developed are Coimbatore Hitech Infrastructure at Saravanampatti and TIDEL Park at Peelamedu. Another five more SEZs are in the pipeline. Many notable IT/ITES companies have kindled the fancy of the local population and there is visible improvement in the amenities of the city due to the foray of these companies.

The city, in other words, the prospective employees, will have plenty of things to cheer about as all IT bigwigs are planning to hire in bulk. The slow but steady development of the city has enabled the realty market to crystallize into a favourable one for the investors and customers alike. As ITES is driven by availability of excellent HR powered with affordability of doing business, performing low end jobs can be promoted to Tier 2 cities like Coimbatore because of the ease of operations at a lower cost. The infrastructure hurdles can be overlooked at the initial stages and differentiation of products especially the lower end ones should be scaled from performance to price. The growth dynamics are expected to change with the functioning of various planned infrastructure and commercial projects. Only Tier 2 cities like Coimbatore can be explored for cost benefits. Also Coimbatore has been considered a viable and feasible alternative to Bangalore because of the similarity in climate. Indications are that it may emerge as the best outsourcing destination among Tier 2 cities.

In the 1980s, when our country's very own IT giants, Infosys and Wipro, forayed into this industry, they chose to set up their business in Bangalore. But the city's got its tag as 'IT centre' only after Texas Instruments set up their facility here. With the establishment of Electronic City-one of the largest IT parks of the country, Bangalore became the host to global majors and MNCs. With over a lakh-strong workforce in Electronic city, involved directly and indirectly in the country's software and hardware operations, Bangalore was where the IT revolution truly began.

Realising the tremendous potential of IT and outsourcing competence, corporations are vying with each to establish a stronghold in the city. Bangalore finds a place in the list of best hi-tech cities of the world. It is rightly named "Silicon Valley of India" due to the concentration of R&D centres, electronics and software/hardware production. Bangalore, previously known as "retirement para-

dise" transformed itself in to a high technology cluster producing unique services and products and high value jobs. Further, Bangalore is a fertile base for start-ups and it has out-grown rather out-thrown its image as an outsourcing centre to global IT power centre. Bangalore owes its success in attracting new IT investments to an amalgamation of political, industrial and geographical factors.

Snapshots of the attractiveness of Bangalore as an apt destination for IT business are there is a huge cost advantage – a big pool of English speaking talented manpower is available for lesser salaries as compared to US, A big pool of technical institutions that promote research and industries that specialize in electronics is located in this garden city. Bangalore is a hotspot for Science, development and research centres, around 40% of India's IT industry is concentrated in Bangalore. Being the home to IT powerhouses, revenue of around US\$17 billion worth of exports is generated annually. The city boasts of having the highest number of engineering colleges in the country. As a result, technically qualified manpower can be acquired easily. It has the highest number of tech savvy workforce in the country, Bangalore is the backbone of India's outsourcing industry. Outsourcing top quality work will incur only half the cost when operated from Bangalore. It offers a mix of qualified manpower, network of vendors and partnerships options, Bangalore has a proven success record for many a big IT giant and it is a safe gamble for any new IT firm. Its fame and legacy itself is seen as a yardstick to start the venture and operate the business from the city, Bangalore's cosmopolitan culture acts as a magnet in attracting employees from diverse backgrounds. This resulted in migration of people from other states to Bangalore. The free social lifestyle with its distinct culture owes it to the British period. It has quality real estate, many international schools and weekend getaways, The government support and effort has spurred the IT activities in the state and many multinational companies are being wooed to set up their facility here. The authorities were quick to react to the changing demands in the economic environment. The government is trying to develop the city's infrastructure and bring it to world class standards. It has built metro rail services, ring roads, elevated expressways and also an international airport. Availability of land and government subsidies spiked the interests of MNCs, Its expertise in diverse IT domains further accelerated its status as the IT hub. One can find an apt supplier in Bangalore for any service one may require, The pleasant climate throughout the year attracts workforce not only from different parts of India but also from round the globe, With the entry of high profile IT companies, the city claims to have largest number of household with annual income of over a million rupees. IT boom has led to a spurt in jobs and wages, Bangalore has the best telecom and communication infrastructure in the country. Sadly, the phenomenal growth of the industry, the city underwent over-commercialization resulting in sky rocketing real estate prices, traffic snarls and higher cost of living. The unplanned nature of growth of the city gave rise to massive traffic congestion such that even flyovers and one-ways were not able to mitigate the issue. Though the industry does a commendable job of generating high employment opportunities with decent salaries, the youth have gone astray in disposing their income. The selected income pocket has brought about social inequality widening the gap between those employed in varied sectors. The growth of IT has forced the city to confront unique challenges- urbanisation. The proliferation of large facilities has put the city's infrastructure under immense strain. There is disparity in haves and have nots, public health crisis, pollution, sewage problems and water shortage. There is poor urban planning and the city is incapable of meeting the growing demands of the exploding population. Indiscriminate growth, population explosion and constraints in urban infrastructure like local transportation, sanitation and water shortage is detrimental to the IT health of the city. Many new contenders feel that infrastructure leaves a lot to be desired. The administrators have woken up to the ground reality and all efforts are being taken to make it a fine city and bring it back to its original beauty and grandeur.

Despite the criticism faced by the city, Bangalore is still the IT powerhouse and there is no denying the fact that it is the treasure land of efficient resources. Many other cities have emulated the Bangalore Model to attract IT infrastructure. The city has almost reached a saturation point where it is difficult to attract new businesses. Yet IT parks are being set up with the distinct objective of accelerating software exports and to provide a value addition to the sector. These IT parks aim to promote quality and security standards in IT industries. The areas being developed to accommodate the growing demands are Whitefields and Sarjapur-Marthahalli Outer Ring road. The area called Electronic city already proved why it was named so.

Bangalore is truly the undisputed leader of IT. Bangalore is the perfect epitome of India's growth potential and no other city can replace its present 'Silicon valley status' in the near future. Entrepreneurial dynamism, high value export generation, advancements in science and technology has led to a high surge in the growth of the city and hopefully these factors will sustain over a long term to attract investments. An aggressive, target driven, 'can do it' attitude workforce, a great consumption driven market and a congregation of all cultures with a great education system, media ecosystem and a readily employable market, Bangalore, undoubtedly, is the perfect destination for IT in the country.

Demographic details like gender, education qualification, age, job role, income level, length of association was collected and descriptive statistics of these demographic variables was done with the help of SPSS. This has helped the researcher to better understand the sample on which the study was conducted.

Majority of the respondents 75.3 % are males and only 24.7 % are females. This proportion is purely incidental and not intended. The reason for a male-dominant atmosphere could be the inconvenient / unsafe shift system practiced in these industries. The perception difference of both gender is considered for this study.

The minimum qualification is found to be Graduation. IT/ITES industry requires a minimum of a graduate degree. This study considers B.Sc.(CT), B.Sc.(IT), B.Sc.(CS), BCA, B.Com(CA), B.Com degree holders as Graduates, M.Sc., M.Com(IT), M.Com(CA), MIB, MFC, MSW degree holders as Post Graduates and MBA, MCA, BE, B.TECH as Professionals. IT being a sophisticated knowledge industry attracts more Professional degree holders. In the present study, 41.3 % of the respondents are Professionals. 21.6 % are Graduates and 37.1 % are Post Graduates. This clearly shows the level of interest the IT jobs have created in the minds of professional degree holders.

Age of the respondent's ranges from less than 25 years to more than 46 years which has been divided into four groups such as below 25, 26-35, 36-45, above 46 and 19.2 % of the respondents are less than 25 years old. Only 12.5 % of them are in the age group of above 46 years. If this study was done 10 years back we could see a big difference in the number of people in both the age groups listed above. But since the IT is here for some time it is observed that the people in the age group of 46 and above are not that low when compared to the people in the age group below 25.

Income of the respondent's ranges from less than 2.5 lakhs to above 4 lakhs. It was observed that the majority of the people where in the income level of above 4 lakhs which constituted to 32.7%. The figure when compared to the experience and length of association in the company it was clear that those people who have more experience were paid more. IT industry is providing good platforms for IT professionals by offering more attractive salary packages than the other industries. The recent depression led to a series of reverse negotiations and displacements among these employees. Fortunately the recovery was quick and it has again become the usual business.

It is very typical in the IT/ ITES industry for employees to switch jobs in short time spans. This is so because it is a budding sunrise industry which seems to be growing fast. But it was observed that these people who belong to the CMM level 5 companies had a good collection of people who have been working for more than 5 years. Almost 70.1% of the people where working for more than 5 years. This might because of a good environment which is as a result of the standards of operation of the CMM level 5 companies.

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