

A STUDY ON LEARNING AND DEVELOPMENT IN KAVERI GARAGE, TATA MOTORS AT TRICHY

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ABSTRACT

The contemporary business landscape demands that heavy industrial conglomerates continuously upgrade their human capital to sustain global competitiveness. This research project, titled “PROCESSES OF LEARNING AND DEVELOPMENT OF EMPLOYEES AT TATA MOTORS”, is an empirical evaluation of the training systems, corporate frameworks, and localized dealership performance metrics within India's premier automotive organization. The primary goal of this study is the long-term betterment of the organization across both qualitative and quantitative performance dimensions. Conducted under the scientific tenets of Descriptive Research, this study integrates multi-year secondary data compiled systematically from verified corporate records, internal training manuals, statutory financial filings, and authentic industry databases. Rigorous care was taken from the outset to clean, organize, and interpret this data to establish objective findings, strategic

suggestions, and comprehensive conclusions. The resulting data interpretation confirms that a clear majority of the workforce is highly satisfied with the corporate learning initiatives and center-of-excellence structures. However, localized dissatisfaction regarding specific operational factors, soft-skill gaps, and regional resource distributions was also reported. Based on these identified gaps, valuable suggestions are offered to optimize the company's human resource assets and improve its long-term commercial prospects.

1. INTRODUCTION & SYSTEM DESCRIPTION

In the modern industrial landscape, human resource management (HRM) has evolved from a traditional administrative support function into a vital strategic asset necessary for maintaining a company's global market position. Large corporate organizations operating within highly competitive capital-intensive sectors such as automotive

manufacturing-face constant market pressure from shifting consumer demands, tightening global safety rules, and sudden macroeconomic disruptions. To maintain organizational resilience and preserve a clear competitive edge under these conditions, a business must continuously assess, refresh, and expand its internal pool of human capital. This ongoing development is achieved through structured workplace learning programs that transform raw human potential into a source of long-term value creation. The project, titled "PROCESSES OF LEARNING AND DEVELOPMENT OF EMPLOYEES AT TATA MOTORS", offers a detailed empirical evaluation of the training systems, corporate governance structures, and regional field operations that define India's premier automotive manufacturer. Workplace learning is no longer viewed as an optional operational expense; instead, it is a key strategic priority designed to achieve the overall improvement of the organization across both qualitative and quantitative performance areas. This study examines how large corporate strategy is converted into daily training schedules on the manufacturing floor, using descriptive research methods to review the connection between institutional human resource policy and regional business results.

1.2 STATEMENT OF THE PROBLEM

The automotive manufacturing landscape faces intense pressure from cyclical economic changes, rising raw material costs, changing emission rules, and sudden global health events, such as the COVID-19 pandemic. These challenges create unexpected risks for revenue streams and cash flow management, making it harder for companies to balance operational costs with long-term human resource investments. **Macroeconomic Changes & Regional Disruptions** The impact of the COVID-19 pandemic caused downward

pressure on revenues across most geographic markets during FY2019-20. While economic effects were slightly milder in the United States and China, the drop in volumes within India forced a major change in revenue distribution. As domestic Indian sales fell, the share of total revenue generated from outside India rose from 77.4% to 82.0%. This structural shift caused severe disruptions across corporate cash flow channels, leading to an operating loss before extraordinary items of Rs. -7,289.63 crore in March 2025, before stabilizing to flat levels by March 2026. Analytical SWOT Assessment To understand the underlying causes of these challenges, a detailed SWOT analysis is required: **STRENGTHS:** Clear market leader within the domestic commercial transit and haulage industries. Increasing profitability from premium global market lines following the acquisition of Jaguar Land Rover. High ongoing research and development spending, demonstrated by advanced platforms like the Revotron 1.2T engine. **WEAKNESSES:** Limited sales footprint and distribution coverage across rural markets. Slower response times to sudden, shifting consumer market sentiments. A long-standing brand perception challenge among new passenger car buyers due to heavy adoption in the taxi and fleet car rental spaces.

1.3 OBJECTIVES OF THE STUDY

The systematic execution of this research is guided by a set of clearly defined, interconnected objectives designed to explore both the macro-level corporate training strategies of Tata Motors Limited and the micro-level operational outcomes visible across regional nodes and dealership environments. To achieve a comprehensive diagnostic evaluation of how learning interventions function within a heavy industrial conglomerate, the study pursues the following core research objectives: To thoroughly

evaluate the foundational framework, delivery channels, and core verticals of the Learning and Development (L&D) setup at Tata Motors Limited: This involves an investigation into how the organization interprets modern competency shifts and converts theoretical training policies into standardized, practical initiatives. To analyze the structural role, governance mechanisms, and operational performance of the Tata Motors Academy (TMA): This objective focuses on evaluating the academy's specialized Centers of Excellence (CoEs) to understand how they capture skill gaps, structure functional curricula, and balance focus by directing 60% of resources toward technical capabilities and 40% toward leadership skills.

Realizing the massive need for road transport in a developing nation, TELCO decided to venture into commercial vehicles. In 1954, the company formed a crucial 15-year technical and financial collaboration with Germany's Daimler-Benz, paving the way for its first diesel trucks to roll out of the Jamshedpur plant. Dominating the Commercial Market (1955–1990). The collaboration with Daimler ended in 1969, and TELCO began operating entirely on its own indigenous research and engineering.

The Tata logo quickly became synonymous with heavy-duty reliability on Indian roads.

1977: Tata stepped out of its comfort zone in Jamshedpur and opened a state-of-the-art manufacturing facility in Pune.

1986: The company introduced the Tata 407, a light commercial vehicle (LCV) that completely revolutionized Indian intra-city transport. It shattered the dominance of Japanese competitors in India due to its rugged build and easily available spare parts. Shifting into Passenger Cars (1991–2000) By the early 1990s, under the leadership of Ratan Tata, the company set its sights on the family garage.

It started slowly with multi-utility vehicles like the Tata Sierra (1991) and the Tata Safari (1998)—India's first real indigenous sports utility vehicle. However, the defining moment came in 1998 with the launch of the Tata Indica. The Indica was marketed as a car with "the size of a Zen, the price of a Maruti 800, and the running cost of a diesel." Despite initial quality glitches, it became a massive success, establishing Tata as a legitimate passenger car manufacturer.

In 2003, to reflect this broad identity, TELCO officially changed its name to Tata Motors. Global Ambitions and the Nano (2000–2015) The 2000s were defined by massive risks, global headlines, and contrasting fortunes.

The Acquisition of Jaguar Land Rover (2008) In a historic poetic-justice moment, Tata Motors purchased the struggling British luxury brands Jaguar and Land Rover (JLR) from Ford for \$2.3 billion. While global analysts predicted disaster, Ratan Tata turned JLR profitable within a few years by giving the British engineers creative freedom and funding their product development.

The Tata Nano (2008) Concurrently, Ratan Tata pursued a personal dream: creating the world's cheapest car to provide safe transport for families riding on two wheelers. The Tata Nano was launched at a price of ₹1 Lakh (\$2,500 at the time). Unfortunately, political hurdles forced the factory to relocate from West Bengal to 7 Gujarat, and marketing the car as "cheap" rather than "affordable" created a social stigma. The Nano eventually ceased production, but it remains an iconic engineering feat.

1.4 SCOPE OF THE STUDY

The conceptual, structural, and geographic scope of this study is designed to track the entire path of human resource development within Tata Motors, examining how high-level corporate training plans are put into practice on the factory floor and at regional customer-

facing dealerships. The scope is bounded by the following four core dimensions: I. Personnel and Grading Scope The research focuses on the training paths designed for the Technical Management (TM) and Executive Grade (EG) workforce populations. It covers skills development across the corporate lifecycle, from initial onboarding to senior leadership progression within Global Leadership networks. On the manufacturing and dealership floor, it examines competencies across three distinct operational layers: branch/factory managers, field engineers, and technical floor operators or technicians. II. Institutional and Governance Scope The study reviews the organizational setup of the Tata Motors Academy (TMA) and its functional branches, including Manufacturing Excellence, Operator Training, and Dealer Training Centers.

2. RESEARCH METHODOLOGY & ORGANIZATIONAL LAYOUT

This section details the descriptive research design used to study training systems across different levels of the organization, from local passenger vehicle dealerships to primary commercial vehicle manufacturing plants. Company Profile: Kaveri Garage Private Limited Kaveri Garage Private Limited is an authorized dealer for Tata Motors' Passenger Vehicle division. The dealership began operations in the Trichy cluster in 2017, where the local automotive market moves roughly 850 vehicles per month.

Territorial Growth: The business expanded its footprint by adding the Dindigul region in 2019, growing total cluster volume to nearly 1,200 vehicles per month. In January 2026, it took over the Madurai territory (encompassing Madurai, Theni, Virudhunagar, Ramanathapuram, and Sivaganga districts), which coordinates a volume of nearly 2,000 vehicles per month.

Commercial Targets: Kaveri Garage targets a minimum market share of 12% to 15% across these expanded territories, aiming for a delivery run rate of at least 275 new cars per month. Product Portfolio Drivers: Sales volumes are driven by interest in updated models like the Nexon, Harrier, and Safari, versatile CNG options across the Tiago and Altroz lines, and new electric vehicles like the Punch EV and Curvv.

Service & Recognition: The dealer services an average of 2,000 vehicles per month, with a long-term target of 3,000 monthly services. It has won the regional award for best customer experience with lowest complaints for two consecutive years, alongside the Best Dealer for Workshop Composite Score.

Plant Profile: Tata Motors Trichy Operations Established in 2017, the Trichy manufacturing facility has evolved into a major hub for Tata Motors' Medium and Heavy Commercial Vehicles (M&HCV) division. The facility features modern assembly lines capable of producing a finished commercial vehicle every five minutes, with an output of over 200 tailored multi-axle trucks, tractor-trailers, tippers, and defense vehicles daily. Five Specialized Production Divisions

1. Vehicle Factory: Operates the main high-speed truck assembly lines, including dedicated assembly pathways for the premium Prima truck range and civilian heavy transit models
2. Frame Factory: Utilizes a heavy 5,000-ton Siempelkamp press to build durable chassis frames up to a 6.2-meter wheelbase.
3. Foundry: A highly automated facility that supplies high-grade SG Iron Castings to support domestic parts production.
4. Engine Factory: Maintains an engine production line that builds up to 50 Tata 697/497 naturally aspirated and turbocharged engines per day.

5. Cab & Cowl Factory: Features an automated centralized paint shop and matching trim lines to improve vehicle rust protection and look. The Human Resource Framework & Corporate Learning Framework To coordinate talent across these manufacturing plants and dealer networks, Tata Motors manages training through the Tata Motors Academy (TMA). The academy helps remove operational silos by organizing corporate learning around specialized Centers of Excellence (CoEs).
Center of Excellence Structure

Functional CoEs: Address technical learning needs via dedicated centers for Manufacturing Excellence & Innovation, Operator Training, Dealer Training, and Commercial/Corporate Operations. Behavioral CoEs: Target management progression through specialized tracks like Global Leadership and Management Development.

Strategic Focus: TMA balances its focus by directing 60% of all learning resources toward developing technical and functional capabilities, with the remaining 40% dedicated to managerial skills and leadership growth.
Governance:

The Learning Advisory Council (LAC) The academy is governed by Learning Advisory Councils (LAC), which help ensure training programs match changing business and operational goals. Tata Motors operates 17 distinct LAC blocks across the organization.

LAC Membership Matrix: Each council is led by a senior business leader as chairman, with support from Business HR (BHR), IT coordinators, and Finance single points of contact (SPOC), alongside rotational functional members.

Meeting Frequencies: Operational location councils meet every quarter to address local training needs, while the Apex and Manufacturing Excellence councils meet every six months to review long-term strategy. The Seven-Step Training Management Process

- (1) Identify Needs (PMS, Management Inputs, Functional Focus Groups)
- (2) Planning & Budgeting (Coordinated local/central allocations in January)
- (3) Program Calendarization (Logistical planning managed by Operations Leads)
- (4) Action Plan Creation (Developing targeted training materials and design)
- (5) Implementation (Delivering On-the-Job and Off-the-Job initiatives)
- (6) Continuous Monitoring (Tracking workshop engagement and session attendance)
- (7) Evaluation & Revision (Using CIRO metrics to check workplace skill transfer)

3. DATA ANALYSIS AND INTERPRETATION

Financial Statement Analysis (FY 2019 – FY 2026) This section reviews audited financial statements to understand how training budgets, labor costs, and overall corporate investments perform across different market cycles.

Localized Operational & Competency Data Analysis This section analyzes primary research data collected across the Kaveri Garage network to review localized training outcomes and organizational metrics. Survey Performance Ratio Metrics

Survey Sample Status: Registers an 80% active respondent completion rate against a 20% non-respondent block.

Top Management Goals: Data shows that 45% of senior leadership profiles focus on finding expansion opportunities for Kaveri Garages. Meanwhile, 30% emphasize general optimism, 15% focus on workforce motivation, and 10% emphasize communicating organizational direction.

Managerial Reinforcement Methods: Surveys indicate that 40% of branch managers prioritize rewards, structured feedback, and recognition for their teams. Concurrently, 35% focus on building balanced teams,

\$15\%\$ on general staff communication, and \$10\%\$ center on empowering staff through skills training. The localized competency data highlights a strong foundation of baseline information collection and material understanding. However, it also points to clear opportunities for growth in specialized domain expertise and structured problem solving methods.

OBJECTIVE OF TATA MOTORS DURING COVID-19: Tata Motors has bucked the Indian passenger vehicle market trend in COVID19 battered FY 21 as the company ended the fiscal with whopping growth of of 69 % year on-year and record volumes While a few leading manufacturers have reported decline in their annual sales for FY 21, Tata Motors has reported strong positive growth for the period. The company's total domestic PV sales stood at 222,025 units in FY 21 when compared with 131,196 units in FY 20 recording its highest-ever annual sales in the last 8 years It's PV volumes in March 2026 stood at 29,654 units as compared to 5676 units in lockdown hit March 2025.

In FY 21 the business registered its highest ever annual sales in 8 years while posting a growth of 69% over FY 20 The company's —New Foreverll product range, including the new Tata Safari, continues to witness strong acceptance in the market.

In the EV segment, the company sold 4,219 units in FY 21, a three-fold increase over FY 20. company also registered its highest ever monthly and quarterly sales of 705 EVs and 1,711 EVs in March 21 and Q4 FY 21. Nexon EV, the highest sold EV in the country, crossed the milestone of 4000 units, since its launch in January 2025, added Chandra.

4. FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

1. Four-Quadrant Learning Approach:

Tata Motors Academy systematically utilizes a four-quadrant knowledge approach based on socialization, externalization, combination, and internalization models to effectively manage corporate insights.

2. Strategic Focus Alignment:

The L&D system aligns its curriculum by directing 60% of all programming toward technical/functional operations and 40% toward management skills.

3. Balanced Performance Elements:

Shop-floor training initiatives successfully prioritize safety, cost, quality, and delivery targets, supporting steady plant production.

4. Positive Localized Sentiment:

Over 90% of regional respondents rate service quality and customer care frameworks across local dealerships favorably.

5. Identified Soft-Skill Gaps:

Regional service operations show clear opportunities to add targeted soft-skill and communication training to support technical managers.

6. Protection of Human Capital:

Long-term employee investments remain secure, with stable funding for employee benefits even during broader market changes.

SUGGESTIONS

Targeted Soft-Skill Modules:

Introduce mandatory communication and customer relationship courses for workshop supervisors to balance their technical material knowledge.

Rural Market Strategies:

Design targeted product awareness programs and localized service touchpoints to expand market share within rural territories.

Proactive Electric Vehicle Training:

Expand training facilities to keep pace with the projected 36% domestic EV market growth, focusing on battery diagnostics and hybrid electronics.

Refining Training Feedback Loops:

Enhance standard training evaluation processes by linking regional CIRO feedback directly to annual performance appraisals.

Digital Learning Platforms:

Implement advanced Learning Management Systems (LMS) to provide employees with access to online courses, webinars, and self-paced learning modules anytime and anywhere. •

Personalized Learning Plans:

Develop individual learning and development plans based on employees' roles, competencies, career aspirations, and performance requirements.

Leadership Development Programs:

Introduce specialized leadership training programs to prepare high-potential employees for future managerial and executive positions.

Cross-Functional Training:

Encourage employees to undergo training in different departments to improve organizational understanding, collaboration, and flexibility.

CONCLUSION

This study confirms that Tata Motors Limited maintains a highly resilient corporate structure, supported by the strategic experience and market presence of the Tata Group.

By managing learning through the Tata Motors Academy and its network of Learning Advisory Councils, the organization ensures training programs match operational demands. While macroeconomic challenges like the pandemic created short-term pressures, the brand's focus on vehicle safety, technical training, and balanced organizational design has helped secure its position [cite: 1]. By addressing localized soft-skill needs and

expanding its reach into rural markets, the organization is well prepared to grow its footprint across competitive global automotive spaces.

The study on the Financial Performance of IDBI Federal Life Insurance Co. Ltd., Coimbatore reveals that the company has established a strong position in the life insurance sector through its sound financial management, customer-oriented services, and diverse insurance products.

The analysis indicates that most policyholders are satisfied with the company's financial stability, claim settlement process, customer service, and investment-related benefits. The findings further show that the company has maintained a positive reputation among customers by providing transparent policy information, reliable fund management, and efficient digital services.

The financial performance of the company has contributed significantly to enhancing customer confidence and long-term relationships with policyholders. Although the overall performance is satisfactory, the company can further improve by increasing customer awareness, introducing more innovative products, simplifying policy procedures, and strengthening digital platforms. Such measures will help the company enhance customer satisfaction and sustain its competitive advantage in the insurance industry.