

**Employment Communication- A Lab Based Course**  
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**Lecture – 29**  
**Group Discussions Lab (Practice Session) 4**

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**THE TRAINING BUDGET**

**SITUATION**

You work for Bajaj Allianz, a large insurance company with its head office in Mumbai. Of the 400 employees at head office, over half work in the claims department and nearly 100 work in sales and marketing. The other departments are much smaller: the personnel department and the finance department each employ about 30 people, and the communications department and the international department each employ about 20 people.

The main activity in an insurance company is of course to sell policies, and then to deal with claims. This is why three-quarters of the staff at Bajaj Allianz are involved in these activities. Your company recently installed a new computer network in your offices: every employee has a PC on their desk, and all the processes of drawing up policies and dealing with claims are computerized. All the departments can use the network for their type of work (accounting, billing, payslips etc.) and everyone has access to the electronic mailing system.

Because many of your customers travel abroad, you have more and more contact with foreign countries, particularly Europe. In addition, your company has decided to expand its activities into Europe and has recently signed agreements with a German and an Italian firm, who are going to market your health and life insurance policies in their countries. The company is hoping to sign similar agreements with firms in several other European countries.

You are meeting today to discuss the training budget for the next year. The company spends a generous 5-6% of turnover on training. Most managers agree that this is generous but necessary, where you have more difficulty agreeing is how to share out this budget. You each have a list showing how the budget was allocated for this year's training.

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**You must decide:**

- *Whether money allocated for training this year has been well spent*
- *What training should be done next year*
- *If any new courses should be added to the list*
- *How many people in each department should benefit from each training course?*

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Courses	This Year		Next Year	
	No. of participants	% of budget	No. of participants	% of budget
Computers (handling policies and claims)	45	19		
Languages (French, Spanish, Italian, German)	22	17		
Sales techniques	25	15		
Public Relations	15	10		
Telephone manners	15	10		
Accounting, financial management	7	10		
Using e-mail	20	9		
Personnel management (pay, recruitment)	5	6		
Aesthetics (flower arranging)	1	2		
Physical development (tennis lessons)	2	2		

New types of training for next year

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Hi, this is Thanvi.

Hello, this is Anupam Das.

Hi, this is Rithika Das Gupta.

Hi, this is Poorva Chaudary.

Hi, this is Theertha.

Hi, this is Poulomi Saha.

Hi, this is Arithro Laheri.

Hi, this is Rajashree Trivedi.

So, good afternoon everyone. Today's topic is training budget. Actually it is about the allocation of budget towards training and development in an organization. The organization that we have been taking as an example is Bajaj Allianz, which is basically a large insurance company with its footprints all over India and maybe abroad yeah, it is they are abroad also. So, there is a good estimate of how many employees are there in head office and all that.

So, now what they are trying to do is they are trying to venture out two parts of Europe, Germany and Italy, and they are now setting up the training budget for the same purpose. So, according to me training budget is a mandatory thing and a primary thing to do, when people are trying to venture out in certain sections of the society. So, I would open it to all participate.

So, as it mentioned in this case, we can see that for Bajaj Allianz in the in the offices basically computers are been recently computer network has been recently introduced in the office, and every employee has a PC on their desk. So, lot of the processes which are happening in this particular Bajaj Allianz is a computerized now. So, I think the people have not they are not used to using a computer before this, so right now training a first and foremost should it provided for you know for the people to become a comfortable working with the computers, so that they can do everything on line of digital manner, so that is first and foremost of importance.

We also know that European countries are really not more acquainted with English as a language, and they believe in having their own local languages as their first languages. So, if we are trying to expand our business in the European market, it is necessary that we also invest some money on letting our employees know more about their language like for example German, and Italian (Refer Time: 02:46), so that can be also one of the solutions.

And because, we are looking at different markets, here also we have to look at new sales techniques, so that the gather the market we get more market shares, so that is also important.

So, all these techniques could be digitized is not it, right from language skills to handling of computers, nowadays we do not have face to face feelings as much per say as previously. So, this could be included as modules within their very office section yeah, we are part of their regular within their regular activities or day work is not it?

Yeah, yes.

(Refer Time: 03:19) certifications for the different people on client interfacing of their relationships,

Yes, I think.

I think those are going to be very useful.

Exactly, I will take it from Rajashree that in this era of digitization, digitalization, so it will be easier, if we can invest more on digital trainings, for example training and go like Infosys has started recently Lakes. Lakes is an android app, which promotes learning on the (Refer Time: 03:44) let us let us learn, let us learn is Lakes.

When that company is going to spread its business throughout the globe, and taking trying to take a venture in the in different countries in a larger area, then I think that the company the base of the company of we say the profit that depends on the that the person the employee, employee the company has so I think the personal management should take it is a role here. And I should we should allocate some more budget on the personal management ok.

So, currently we saw then that whether or not basically answered the question, whether or not that training and development should be continued for the next year.

Yes.

So, let us come to the first question, whether or not the budget that was allocated was actually properly allocated and spent the last year. If we see the number of participants in computers, handling policies and claims, those things there were 45 participants and only 19 percent of the budget were spent on it. And if you (Refer Time: 04:37) it to the languages sent 22 participants were there and 17 percent of the entire budget was spent. So, I think there is a mismatch in the kind of priorities that should be allocated to the different I would say the

Exactly as my friend Rithika just mentioned that seems, they are new to they are newly exposed to this digital world of computers and also, I think more budget should be allocated to training of computers and handling policies and claims.

Also taking to an, they would be learning like the that is the software's that they would be using on computers are going to be very easy that is not something very more budget is to be allocated, but learning a language will take more efforts will take a a larger amount of budget. So, maybe that is the reason that 17 percent is allocated to it.

Can I (Refer Time: 05:20).

We cannot really compare it with why 19 percent was put for computers.

Yeah exactly, because that (Refer Time: 05:24). However, I could?

Can I use?

(Refer Time: 05:25) point something here yeah like, because there were recently introduced to it, I think that there was (Refer Time: 05:30)

Yeah.

If it is if it was something like yeah they was continuing on that Infosys stethoscope before as well.

I think your point would have been valid.

Yes.

But (Refer Time: 05:39) maybe for the next.

Computers were.

This would have been a much better.

Yes, yes.

Fit.

Computers were introduced to them for the first time not that they had been using computers, and this was a new software that was launched then. So, about 200 people, who manage claims and the personal department the finance department. So, once the 200 people only 45 people were trained, and 19 percent of the budget was used in the computer, who have computer training.

So, since this is mainly a financial firm and a handling policies and claims are their major department, more personal management and under number of participants in that in training of computer should be increased. And I think the share of budget should be put to maximum in terms of computer training, since this is been newly launched.

But, (Refer Time: 06:25).

And.

Training and languages.

As Poulomi was pointing out, because it is a financial firm do not you think like more budget should be put on to financial management and accounting, why is it that (Refer Time: 06:34).

See from (Refer Time: 06:35) from actually the spat sheet what should be eliminated is the aesthetic part of it, because just one there is just one participant for that particular section.

Finally, you are spending two person.

And two percent of the budget has been spent.

Yes.

Towards the aesthetics like flower arranging and stuff. So, we should actually eliminate this and we should include a the part of the budget that is being spent over here towards the more important part that the sales techniques or the computer learning on the languages.

But, aesthetics are important in to this (Refer Time: 06:59)

Yes (Refer Time: 07:00).

Yeah, but.

Outsource is (Refer Time: 07:01) higher someone else to train, we do not need to train on our own main.

(Refer Time: 07:04) he is actually do not need to train on our employees our own employees for that. So, I think we are pretty much done with the first question.

Right.

So, let us next coded on the second one. What training should be done next year, so according to me here its mentions sales techniques.

Yeah.

15 percent of the budget goes towards that. So, when you are venturing out to a new market altogether a new country, I think this should be increased from the next year onwards.

And also with the same time the languages here the last year French, Spain, Italian, German only the four language as was in the training program. I think the to venture out in more European countries and other American countries, the languages which are in the development and training program the languages should be increased and some (Refer Time: 07:44).

Some more (Refer Time: 07:45).

Yeah.

Decrease the number of languages from four, we should make it into two.

Two exactly.

Which are more relevant?

Yes more relevant to the other German and Italian should have been.

More prevalent in the other countries of the.

But, German and Italian (Refer Time: 07:58).

That would essentially be done (Refer Time: 08:00) and effective survey and feedback.

Yes.

From the first year right.

Exactly, exactly yeah.

We got in a what happened the preceding year based on the data and results you can.

Definitely.

Invest your budget in the next year.

Yes.

To specialize our (Refer Time: 08:10).

Assuming beforehand, where the more budget needs to be put in, so that essentially would depend on feedback I.

And I think that physical.

And?

Physical development only the two participants are there, because the only the tennis sessions are there being in the physical development session only you can include apart from tennis more other games, and I think the number of participants can go up, because people usually do not low do not like tennis that may (Refer Time: 08:38).

Ok. So, at adding to this, I would just like to mention one point this handling policies and claims, this is actually a very vital training that is required.

Yes.

For a financial sectors.

Yes.

And I can relate to my experience for the last four years in a software in the software industry that if the project is of banking client or that of an insurance client, we use to have a lot of trainings to take place.

Yes lot of trainings.

For the vendors also, like for the software industry itself. The people working in the software industry, so I do not think that should be reduced next year, so that is my point.

And since the company is also trying to venture out into several other European countries, and signs similar agreements. I think pay recruitment should be the more focus



should be made on personal management that is pay and recruitment, since they would be.

Yes.

Needing more employees to work for the new ventures in European sector. So, I think the budget could be increased from 6 percent there cutting of the aesthetics or physical development.

Even for this part way they using the email, there are only 20 participants in 9 percent of the budget is used for that I do not think such a huge amount of the budget.

Yes.

Is required train them, how to write emails.

But, client handling and communication is very essential.

Communication is there, it is already there in telephone manners.

Email is a part of the communication.

Yes.

Written communication.

Yes I know, but I think if you there is already a part being spent on telephone manners, and when you do spend that.

That is verbal communication.

Yes, absolutely when you do to that, but then is certain amount you get to know, certain amount of how to address the clients as well. So, using email 9 percent should not be used.

Yes, maybe.

We can reduce.

Maybe, maybe we can reduce.

Yeah, reduce it to (Refer Time: 10:09).

And yeah.

And it should be there in the first year, maybe from the next year onwards.

Next year exactly.

We may reduce that and concentrate more on the new employees were joining the organization.

Yes.

But, (Refer Time: 10:17) also telephone manners, I guess that also.

Yes, yeah.

These are the basic trainings that are required for the telephone manner.

For the first year its fine, we should (Refer Time: 10:24) first year is fine.

(Refer Time: 10:25) lot of people are actually interested in those 15, 20 out of purpose of 100 is a pretty huge number. In case, we can we can make them available and put it on a need basis.

Ok.

Yeah.

So, (Refer Time: 10:35) maybe for next year (Refer Time: 10:36).

For the long run profit of an organization the sales technique sales one sales technique there are 25 participants, so it is 15 percent of 1 or 2 percent budget, we can also increase in this that sector, but that obviously, project is same that we have to that depend on the survey of the last year.

While we are in agreement that are restructuring of the different categories of (Refer Time: 10:54) training and development is required. I do not think, we should actually increase the total budget that is already.

Yes.

There, because it is currently already have.

Yes.

Very generous measures.

Yes.

So, while we can cut out two or three different categories, we had maybe like physical development or aesthetics, maybe we can repurpose those into different.

Yes.

So, maybe we could make.

Which are more required?

Those should be made voluntarily means.

Exactly like they should (Refer Time: 11:16)

It should be compulsory.

Of course, ok.

So, probably we can get on to the third question, which is already pretty much answered, if any new courses.

Yes.

Should be added or modified in the list. Like I told that sales techniques is there, and maybe some amount of marketing should also be included, because they are venturing out to a new market, and they should be aware about the new market while penetrating into that.

So, the fourth question is how many people in each department would benefit from each training course that pretty much evident from the figures.

(Refer Time: 11:45).

Facts and figures we have.

Yes,.

So, probably we can conclude as we have a common consensus that the companies handling a pretty much well that just that it has to reduce and change in some.

Yes.

Areas of training. Basically, policy handling policies and claims, since it is financial sector should be taken care of. Then public relations maintaining like Rajashree said, it is very important to handle clients and all. Using email can be reduced, personal management pay structure recruitment and all that should be increased with time, an aesthetics we should get rid of that also. We do not need our own employees to venture out in that, so that is pretty much it thank you.

Thank you.

Hello everyone. I am Ankur Agarwal; and I am part of the observer group. First of all, I would like to congratulate everyone, who giving such a fantastic performance. The case was quite other fun, and you delivered a fantastic performance, few highlights I like to tell.

First of all, I like to point miss Poorva, she highlighted important point regarding the trainings part. As soon as I read the case study, I noted a point immediately in the first 5 minutes that point was discussed. Second of all, I like to call upon mister Rajashree, he had some valid points in almost every questions. It is a Theerta Nandi was the first one, who actually put down the stats part. And after that only the stats part was discussed, and that that was a beginning strategy in first parts.

Thanvi is a very soft skill spoken person; it is just that you should participate a little more. You are you have a very good points, and you are soft as very good, but you just participate a little more and that is all. I like to highlight Mister Arithro Laheri for highlighting every question which was discussed, and then pointing out that we should

move the next question. And everyone's performance was appreciated, and you delivering (Refer Time: 13:42) performance, thank you.

First of all, I would (Refer Time: 13:44) congratulate to all of you that was very nice discussion, and that was briefly explained every things like standard department should be (Refer Time: 13:52) given there. And everybody was able to put their points, and but the only thing which I feel that everybody should be given a fair chance, so that he can speak little bit up. So, this is the only think which I wanted to intervene in the group discussion, thank you so much.

Thank you.

Hi, my name is Kaustub. We had a very good fish bowl discussion; I was in the bowl section of it. So, I saw the entire group discussing on the financial aspects of the Bajaj Allianz, how should be allocated to each and every training section. So, it was a well-known discussion. We had points taken among the team (Refer Time: 14:26) discussed before.

I will be giving some individual feedback that I noted down, while discussion was going on. I will start with Rajashree, who spoke who maintained a very active listening skills, and you also put forward with relevant comments on it. And he also put up the fact of recharges iteration of the listening of different training modules that was very well done, because it is the new page today.

Next I move on to Arithro, who started with the statistics self-facts which was not done previously. And he moved on to the rebased requirement which was a very good point about how the module should be needed, and what is need to be done. Then I will move to Poulomi, who focus more on the personal management to be management aspect to be increased. So, she put forward those points. And I also found (Refer Time: 15:17), very good at listening and putting forward different ideas.

And next to Rithika, she have come the telephoning manners and emails, how this should be increased or decreased, and how that should be done. So, she have comes those points. And to Thanvi thanvi spoke less, yes obviously. But, she should have she could have got more area to speak on she spoke only on the financial issues, and did not take much point to speak on, but should have been a better chance to give to her.

To Arithro act as a natural facilitator though she he was not elected, but still he acted that. He drove all the questions he moved from different questions to questions, he (Refer Time: 16:02) all the questions. And then he also have (Refer Time: 16:05) claim and policy question which was very needed, because this is financial company, and so the (Refer Time: 16:09) are important points.

For Anupam anupam and Thanvi spoke less, but Anupam is spoke a bit more than her, but still Anupam also (Refer Time: 16:20) on expansion of the physical and development expansion, because that was the very less that point was not tasked on. He tasked on those points of expanding the physical development and skills.

So, I covers (Refer Time: 16:31) all over. Poorva is left. And Poorva, I found Poorva to be supporting with good evidences who put forward forth her ideas very much well that is all. And we also then (Refer Time: 16:43) good conclusion about how policies how budget of policy being increased and aesthetics will increase public relations to be increased sales to be increased. So, there was those were very good points.

I noted down some of the areas of improvement like as I told that facilitator was not elected that the first point that could be done that facilitator be elected first point who will be in moving the entire discussion. One more point is that I thought that it could be included is the discussion of (Refer Time: 17:15) analytics and predictive tools which could happening you see understanding the which training modules could have been done that point was not raised I believe that could have been tabled also that is (Refer Time: 17:27).

Thank you so much. Thank you sir.

Start.

Hi, I am Aronika Roy. I am part of the observer group of this group discussion. The group discussion was very nice, I have just used the sample group fish bowl discussion evaluation form. And I have just take the positive and negative (Refer Time: 17:48) I have seen. So, first Rajashree, starting with rajashree takes the position on an issue plus 2, provides a relevant comment plus 1, supports position with evidence plus 2, and demonstrating active listening plus 2, so total 7, no negative points. Arithro the same, same points, so 7. Poulomi takes a position on an issue provides a relevant comment and

demonstrating active listening, so it is 5. Theertha same with Arithro and Rajashree, so it is 7. Poorva same with Poulomi 5. Rithika same with Poulomi 5. Anupam same 5. And Thanvi with her new parameter ask a clarifying question so plus 1, so you are 6 that is all I have. (Refer Time: 18:50).

Thank you, thank you Aronika.

Hi, I am Versha Vijay. I will be giving the general feedback on the discussion that we saw right now. We saw very well coordinated group discussion with excellent speakers on the floor, special mentioned to Arithro Laheri for acting as a facilitator. He began the GD well introduced and explained the case to all of us, gave the concluding comments. What he could have done as a facilitator was he could have also made way for the speakers who wanted to table put forward their ideas. The GD began with Rithika and Poorva giving their views and in very lucid manner. The other speakers also spoke well and followed soon. Special mention to Theerta Nandi for highlighting the budget aspect of the case which was the most important one. And then what I actually liked about the discussion was that every aspect of the budget who discussed which or how much should be allocated to each of the courses, questions were raised on why some courses should be given more importance than the others, and they were well answered by the others. So, that is pretty much from my side. Thank you all had a very good discussion.

Thank you Versha.

Thank you.