

Training and Development
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Module - 12
Lecture - 63
Some Examples / Cases

Welcome back to the sessions on Training and Development. As we promised to you like after we complete the discussions on the different topics under the different headings of training and development, we will be bringing forth to you certain discussions on cases and examples which will help you to understand the different sub topics in a much better way.

The henceforth sessions that will be there, will be on the case discussions or discussions of such elaboration of certain examples. So, we have tried to map it chapter wise or the like module wise as far as possible. So, let us see and begin with the discussions on the Cases.

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So, this part of the lecture session will be held to share various successful cases, examples relating to employees training and development.

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The slide features a blue and white background with a stylized atom symbol in the top right. The title 'Aging Work Force: Indian Scenario' is in a green box. The main text is in a yellow box. A video inset in the bottom right shows a woman in a pink jacket. The bottom of the slide has logos for IIT Kharagpur and NPTEL.

Case/Example No. 1, Relating to Week 1 Lecture

Aging Work Force: Indian Scenario

Euromonitor International estimates that by the end of year 2030, India will overtake China as the world's most populous country. UN estimates that India's population will reach 1.6 billion, compared to 1.4 billion in China by 2050. Also, report suggests that by 2020, the average age of an Indian will be 29, while the average age of Chinese will be 37.

Between 2010-2030, India will add 241 million people in working-age population as compared to China who would be able to add a meager 10 million people during the same time. Further, it is estimated that the share of the working-age population in China will start declining from the year 2014,

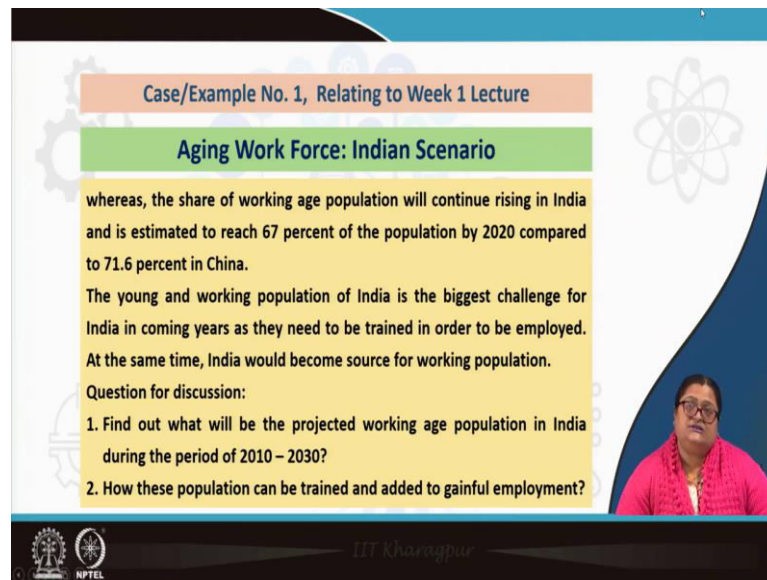
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So, this the first case that we are going to discuss is mapped to the week 1 of the lecture session on training and development.

Now, the case is on the aging workforce in the Indian scenario. So, Euromonitor International estimates that by the end of the year 2030, India will overtake China as the world's most populous country. UN estimates that India's population will reach 1.6 billion compared to 1.4 billion in China by 2050. Also, reports suggest that by 2020, the average age of an Indian will be 29, while the average age of Chinese will be 37.

Between 2010 and 2030, India will add 241 million people in working-age population as compared to China who would be able to add a meager 10 million people during the same time. Further, it is estimated that the share of the working-age population in China will start declining from the year 2040.

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The slide is titled "Case/Example No. 1, Relating to Week 1 Lecture" and "Aging Work Force: Indian Scenario". It contains the following text:

whereas, the share of working age population will continue rising in India and is estimated to reach 67 percent of the population by 2020 compared to 71.6 percent in China.

The young and working population of India is the biggest challenge for India in coming years as they need to be trained in order to be employed. At the same time, India would become source for working population.

Question for discussion:

1. Find out what will be the projected working age population in India during the period of 2010 – 2030?
2. How these population can be trained and added to gainful employment?

The slide also features a small video inset of a woman in a pink top speaking, and logos for IIT Kharagpur and NPTEL at the bottom.

Whereas, the share of working-age population will continue rising in India and is estimated to reach 67 percent of the population by 2020 compared to 71.6 percent in China the young. And the working population of India is the biggest challenge for India in coming years as they need to be trained in order to be employed. At the same time India would become source for working population.

Now, in this backdrop what you see, what has been discussed over here is the growing population or the changing population with respect to India in its different time frame and also India with respect to China and how it is going to overtake China; what will be the working-age population during this time.

So, we can understand the cases focus towards like the work force like, what will be the age of the work force, how to what will be the size and then if you have a bigger work force it is a case of like macro manpower planning. And like how do you train them, how do you educate them, how do you make them job ready and also like how you take them for their lifelong journey in terms of like if you have an aging workforce also. So, you can get sensitized from this discussion like more or less it is around this area.


Now, let us see what are the questions which are there. The questions for discussion are find out what will be the projected working-age population in India during the period of 2010 to 2030. As we are telling like, so here a bit of calculation is involved where you

need to like given the data that has been given to you, you need to project on the population of India during the period of 2010 to 2030.

And also, the second question is how this population can be trained and added to gainful employment. So, it is not only like you find out what will be the projected population, but as it is a part of macro manpower planning it is a lot of policy involved in it. So, you have to think of how you can like arrange for the training and gainful employment for the population that you are thinking will enter into the working-age population.

So, let us see how we can solve the or how we can answer the two questions that are given for the case.

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The slide is titled "Case/Example No. 1, Relating to Week 1 Lecture" and "Aging Work Force: Indian Scenario". It contains two numbered answers:

1. India will add 241 million people in working-age population as compared to China a meager 10 million during 2010-2030.
2. Need assessment can be done to identify the needs of various trades of training. Skilling and re-skilling to these large number of population can be done by partnership and outsourcing or by enhancing placement cum on-job training.

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Now, the answer for question 1, is like the India will be adding 241 million people in the working-age population as compared to China who will be adding a meager 10 million during 2010 and 30. So, this this answer if you have seen the case properly out, if you have seen the case properly out of all the data given this data is already there and you have to pick up the appropriate data and report.

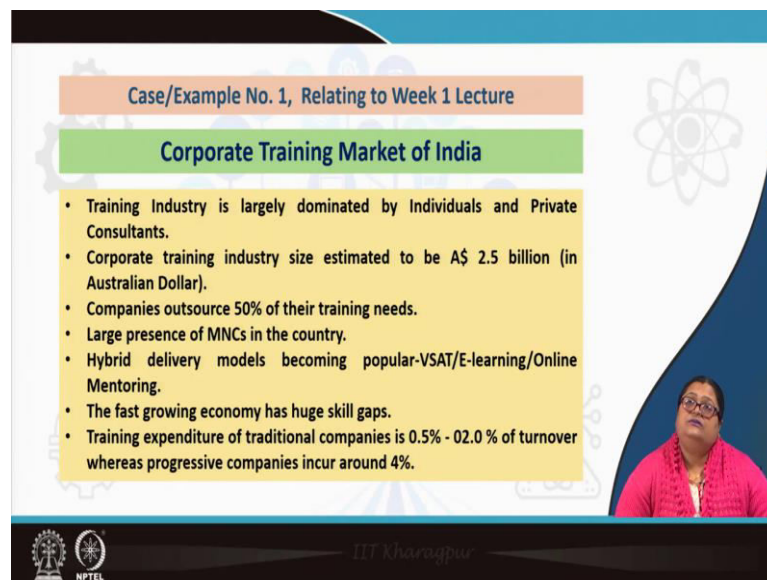
Now, when you are asking of how do you train them, then throughout the chapter you have read through different techniques of training and how to like different methods of training, how to strategically plan for training. So, but for the first thing that we need to understand we need to do a need analysis.

So, we need analysis of what? Like what are the different trades, various trades which are there and the skill sets required for it. So, what we need to do? We can answer it this way need assessment can be done to identify the needs of various trades of training.

Skilling and reskilling of these large number of populations can be done by partnership and outsourcing or by enhancing placement come on the job training. So, you can see the different portals of the government also. A lot of initiative has been taken by the government of India in terms of like the skilling employees, we skilling people, reskilling people and like trying to make them prepared for the different trades which are there.

And, so the different government initiatives are there and like the gender like woman participation is also very much promoted, then it is like the people from the weaker sections of the society, their participation, their learning is also promoted. So, different ministry are taking different initiatives. So, that the skill based training is happening and people can get employed in different kinds of trades which are prevalent trades in India.

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Case/Example No. 1, Relating to Week 1 Lecture

Corporate Training Market of India

- Training Industry is largely dominated by Individuals and Private Consultants.
- Corporate training industry size estimated to be A\$ 2.5 billion (in Australian Dollar).
- Companies outsource 50% of their training needs.
- Large presence of MNCs in the country.
- Hybrid delivery models becoming popular-VSAT/E-learning/Online Mentoring.
- The fast growing economy has huge skill gaps.
- Training expenditure of traditional companies is 0.5% - 02.0 % of turnover whereas progressive companies incur around 4%.

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Another like example which is again related to week one of the lecture is like the what is the corporate training market in India. So, training industry is largely dominated by individuals and private consultants. Corporate training industry size is estimated to be like the dollar 2.5 billion in Australian dollar.

Companies outsource 50 percent of their training needs. Large presence of MNCs are there in the country. Hybrid delivery models are becoming popular like VSAT, E-learning online mentoring. This we have already discussed while we have gone through the different modules and discussions and different kinds of training.

The fast growing eco growing economy has large skill gaps. Training expenditure of traditional companies is 0.5 percent to like 2 percent of turnover, whereas progressive companies incur around 4 percent.

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Case/Example No. 2, Relating to Week 1 Lecture

Indian Ranked 51st in World Talent Competitiveness

Out of 63 countries survey in the IMD World Talent Ranking 2017, India stood at 51st rank; whereas, in the year 2016, the rank was at 54. Switzerland was awarded the first spot followed by Denmark and Belgium taking 2nd and 3rd spot, respectively. The major three categories under which the performance was evaluated were investment and development, appeal and readiness. India's ranking in these three were observed to be at 62, 43 and 29, respectively.

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Now, with this we can understand like the needs as we have seen in the corporate training. These are going to emerge further more with this change situations because after this like new normal coming in after the pandemic and new ways of working have emerged, new skills have come to demand, and people will need training based on like more adaptation to technology and information system and knowing different ways of interacting in hybrid mode.

So, different kinds of training will be required, reskilling will be required and again training in a will become a very important part, so that people can adjust to the new situations which in their newly created job situations and job responsibilities and task requirements. So, there also the new demands, new set of skills have become more demanding in the change situation.

We are discussing on example number 2 which is again related to the week 1 of the lecture, which is again Indian ranked 51st in the world talent competitiveness. So, out of the 63 countries surveying the IMD World Talent Ranking in 2017, India stood at 51st rank whereas, in the year 2016 the rank was at 54. Switzerland was awarded the first spot followed by Denmark and Belgium taking 2nd and 3rd spot, respectively.

The major 3 categories under which the performance was evaluated were investment and development, appeal and readiness. India's ranking in these 3 were observed to be at 62, 43, and 29, respectively. I repeat the in categories that were evaluated were investment and development, appeal and readiness were appeal and readiness. So, India's ranking in these 3 were observed at 62, 43, and 29, respectively.

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Case/Example No. 2, Relating to Week 1 Lecture

Indian Ranked 51st in World Talent Competitiveness

Some of the reasons suggested by Arturo Bris, the Head of Competitiveness, IMD Switzerland are:

- India is unable to retain local talent as well as attract foreign talent owing to its poor remuneration policy, deteriorating quality of life, lack of security and property rights.
- The country also failed to invest in education when compared to its significant counterparts.

India was ranked 51st in employee training with a score of 4.98 on a scale of 1 to 10.

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Now, let us see what are the questions related to it or what are the reasons. Some of the reasons suggested by Arturo Bris, the Head of Competitiveness, IMD Switzerland are India is unable to retain local talent as well as attract foreign talent owing to its poor remuneration policy, deteriorating quality of life, lack of security and property rights. The country also failed to invest in education when compared to its significant counterparts.

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Case/Example No. 2, Relating to Week 1 Lecture

Indian Ranked 51st in World Talent Competitiveness

Questions for discussion:

1. What are the important lessons we have learnt from this ?
2. What can we think for increasing investment in higher education and retention of talented workforce in India?

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Now, the obvious questions for discussion in this when you have this information given to you is what are the important lessons that you learn from is from this, like the information that has been shared with you? And what can we think for increasing the investment in higher education and retention of talented workforce in India?

So, one thing as we are discussing the questions you may find like these are more sort of reflective questions, strategy questions that we are discussing on. Because as a trainer as a person who is in the domain of training and development, it is important that we not only think of the different training methodologies or we just impart training for development of certain skills.

But it is very important that we also get to understand the background, we also get to connect the training activities with the; with a bigger picture and the vision of the organization, mission of the organization. And like when it is a and it is a macro scenario like here, we are talking of a macro scenario across India and we have seen like the like generally the investment has been on the lower side or like the people are leaving so and the retention of talent has become a challenge.

So, as a trainer we have to be innovative enough to think also, it is a part of responsibility not only to train, but also to think out solutions for the problems which are there in the field and find out what can be done, how can we connect to others maybe

form collaborative approaches or connect the efforts taken by the corporate with the initiatives taken by the government also.

And like connect both of these things together for the enrichment and development of the youth of the country or the special groups maybe that we are discussing under the domain of training and development. So, let us see how do we answer these questions.

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Case/Example No. 2, Relating to Week 1 Lecture

Indian Ranked 51st in World Talent Competitiveness

Answer:

1. Important lessons may be include the following:
 - Failure to invest in education in comparison to its counterparts.
 - Investment and employee development are significantly poor.
2. We can think but not limited to the following for retention of local talent:
 - More thrust need to be given on retaining local talent and attracting foreign talent.
 - Remuneration policy should be developed maintaining conformity with global scenario.

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So, what are the important lessons that we have learned from here is the failure to invest in education is compared to its counterparts. Investment and employee development are significantly poor. So, in terms of like Indian scenario. So, in order to retain the local talent what we may think of like we need to give more trust and retaining local talent and attracting foreign talents.

We can do that by creating more of job opportunities, finding out new exploring, new domains finding out where like what is the USA may be like whenever we are talking of developing fields like tourism, and like which or some local trades handicrafts. Or any other thing which is going to like retain people or creating no more entrepreneurial opportunities which will help people to stay back. So, that is and there is less of brain drain or less of migration. So, these kinds of things we need to find out.

So, first the opportunities why the problem is that needs to be addressed. The remuneration policy should be developed maintaining conformity with the global

scenario. This is very important like if there is too much of disparity in remuneration, then what happens? Generally, people will move out in search of a better living and livelihood. So, if not equal to the to whatever the foreign companies are paying, but at least a decent comparable amount needs to be given. So, that people are willing to stay back.

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Case/Example No. 2, Relating to Week 1 Lecture

New Initiatives by Indian Government

- 1,500 Industrial Training Institutes
- 125 New Polytechnics through Public Private Partnership (PPP)
- 50,000 New Skill Development Centres
- 400 existing ITIs upgraded to Centre of Excellence with World Bank Assistance.
- 100 ITIs upgraded with Central Funding and
- 1,396 ITIs upgraded through PPP Mode

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Now, here in this like it is very important that we know about the government initiatives taken by the sure for training and development. And this is also like related to the week 1 of the lecture that we have discussed.

So, what are the new initiatives which is taken by government of India? Like 1500 industrial training institutes. 125 new polytechnics through public private partnership. 50000 new skill development centers. 400 existing ITIs upgraded to center of excellence with World Bank Assistance. 100 ITIs upgraded with central fundings. 100 ITIs upgraded with central fundings. And 1396 ITIs upgraded through PPP mode.

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The slide features a blue and white background with decorative icons of a gear, a lightbulb, and a network diagram. The text is organized into colored boxes: a blue header box, a green title box, and a yellow content box. A small inset video shows a woman in a pink jacket speaking. The bottom of the slide includes the IIT Kharagpur and NPTEL logos.

Case/Example No. 3, Relating to Week 2 Lecture

Airtel to Upskill its Employees for the Future

Bharti Airtel, which was one of the leading telecommunication services providers in India, was founded in the year 1995 by Deshdeepak Gautam and was headquartered in New Delhi, India. It collaborated with Coursera, a leading online training website to provide an enriching learning experience and prepare employees for the future challenges. Coursera for businesses was specially designed for Airtel employees to enhance their skills in areas such as emerging technologies, network technologies, cloud computing, leadership and soft skills.

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So, these are very nice initiatives taken by government of India. And we need to take like utilize these things to the fullest amount, we utilize the potential of these things to the fullest amount. So, that and maybe make people it is the part of our responsibility also to make people aware of it, so that they can take the advantage of the help that is provided or the initiatives taken by the government and learn from it and develop oneself through it.

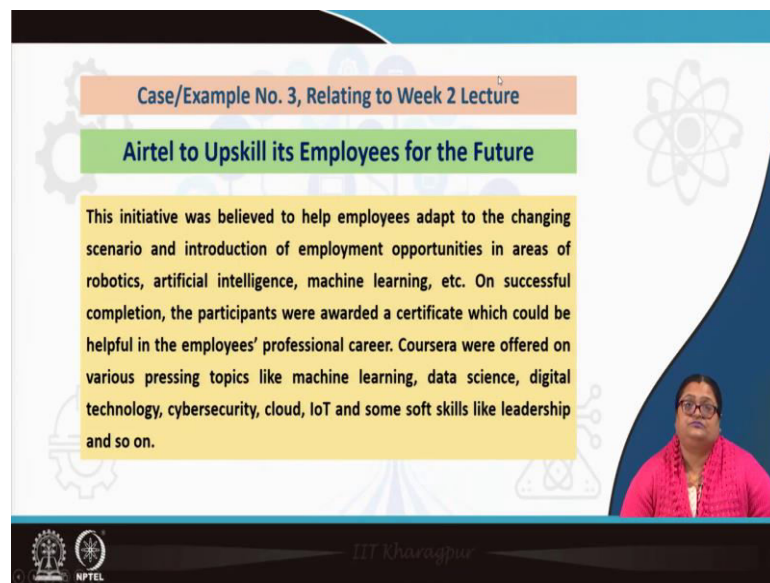
So, after this we are going to discuss on the week 2 of the lecture which was on strategic development. And here we have a case which is related to the week 2 of the lecture session. So, the case is on Airtel to upskill its employees for the future.

Bharti Airtel which was one of the leading telecommunication services providers in India, was founded in the year 1995 by Desh Deepak Gautam and was headquartered in New Delhi, India.

It collaborated with Coursera, a leading online training website to provide an enriching learning experience and prepare employees for the future challenges. Coursera for businesses was specially designed for employ Airtel employees to enhance their skills in areas such as emerging technologies, network technologies, cloud computing, leadership and soft skills.

So, if this part of the information tells us that the Coursera develops special courses which is suited for the purpose of the Airtel employees to enhance their skills in the areas, like emerging technologies, network technologies, cloud computing, leadership and software skills.

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Case/Example No. 3, Relating to Week 2 Lecture

Airtel to Upskill its Employees for the Future

This initiative was believed to help employees adapt to the changing scenario and introduction of employment opportunities in areas of robotics, artificial intelligence, machine learning, etc. On successful completion, the participants were awarded a certificate which could be helpful in the employees' professional career. Coursera were offered on various pressing topics like machine learning, data science, digital technology, cybersecurity, cloud, IoT and some soft skills like leadership and so on.

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This initiative was believed to help employees adapt to the changing scenario and introduction of employment opportunities in areas of robotics, artificial intelligence, machine learning etcetera.

On successful completion, the participants were awarded a certificate which could be helpful in the employee's professional career. Coursera were offered on various pressing topics like machine learning, data science, digital technology, cyber security, cloud, IoT and some soft skills like leadership and so on.

So, you see like the certificate as reported till here is like on successful completion, they were give the participants with they were given a certificate which could be helpful in the professional career progression like they have achieved certain level to be eligible for the next high level. And the it was like based on topics which are up to date topics and very relevant topics like machine learning, data science, digital technology, cyber security, IoT etcetera.

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Case/Example No. 3, Relating to Week 2 Lecture

Airtel to Upskill its Employees for the Future

Question for discussion may be:

1. What initiative was taken by Coursera for Airtel employees?
2. How these initiatives have enhanced opportunities to the employees?
3. What are the strategic training courses adopted by Coursera?

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The questions like related to it are like if; what initiative was taken by Coursera for Airtel employees? How these initiatives have enhanced opportunities to employees? What are the strategic training courses adapted by Coursera?

Now, whenever, like when I was discussing through the case I was just telling you the important key areas that needs to be focused on. So, whenever you read a case like this or when you get a problem situation like this, you have to read it maybe 1 or 2 times to find out what are the key focus areas and what it is trying to tell. So, in the case you found like the Coursera which is a leading training course delivery like platform. So, what it is done? It is customized courses with respect to Airtel's need. So, that is where the answer to these questions lie.

So, how do we answer the questions given over here?

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Case/Example No. 3, Relating to Week 2 Lecture

Airtel to Upskill its Employees for the Future

Answer may be as follows:

1. Ans: Airtel employees to enhance their skills in areas such as emerging technologies, network technologies, cloud computing, leadership and soft skills.
2. The initiatives believed to help employees adapt to the changing scenario and introduction of employment opportunities in areas of robotics, artificial intelligence, machine learning, etc.
3. Ans: Coursera were offered on various pressing topics like machine learning, data science, digital technology, cybersecurity, cloud, IoT and some soft skills like leadership and so on.

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So, the to the first question Airtel like, Airtel employees to enhance their skills in areas such as emerging technologies, network technologies, cloud computing leadership and soft skills. These were the requirements from the Airtel side and courser Coursera customize their courses for these requirements.

And how did it help the employees which was the question 2, is to how did it help the employees to enhance their like competency is the initiatives in belief to help employees adapt to the changing scenario and introduction of employment opportunities in the areas of robotics, artificial intelligence, machine learning etcetera.

So, it was not only like contributing to the organizations development, but it was also very helpful for employees own personal development because it made them more employable for these kind of newer job opportunities like robotics, artificial intelligence, machine learning etcetera.

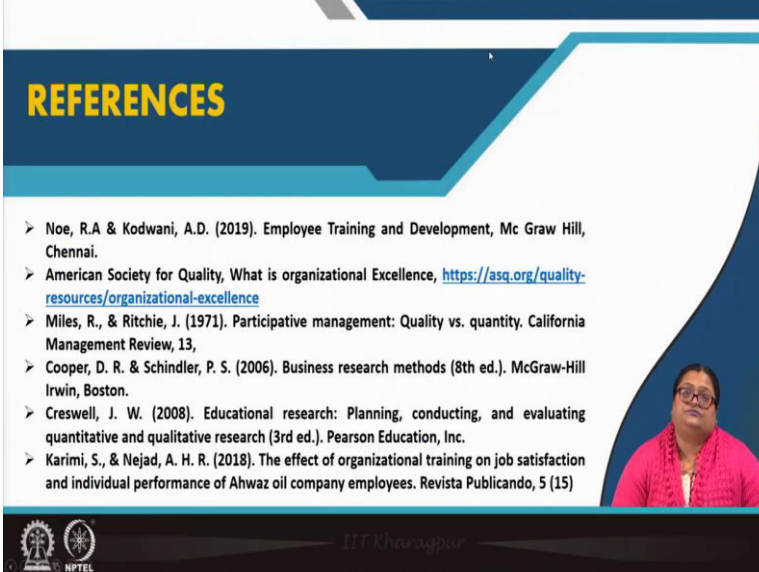
And the question 3 was like the that we find like how it was a strategic decision, how it was related to the strategic vision and all. So, whenever we are talking of the strategy decision mission, it is always future focus and it tries to understand what will be the very like areas of importance in if we have to do a business in a particular field and we have to remain updated in the particular field and sustain in it.

So, in that cases, so these topics like machine learning, data science, digital technology, cyber security, cloud, IoT, so these are some of the related topics which needs to be known by the people of Airtel who are there in in this particular business.

Along with that in order to come up to a higher level in the organization, soft skill trainings like leadership is a very is one of the important and necessary things that they need to know about. So, so like how it was strategically focused the Coursera courses is that it offered courses which are future focused which will help them to survive and keep updated not only in the present, but also in the future.

And also the focus towards those soft skills which help them to like adjust value the organizational situations work with team members and to lead the organization forward. So, these are the answer for that question.

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So, these are the some of the references that we have used for finding examples which are related to the different modules of discussion and the different cases. And we will again meet with you in the next lecture session, with some more examples, some more cases related to the sub topics of the area of training and development.

Thank you.