

**A MINI PROJECT REPORT
ON
“A STUDY ON PROBLEMS FACED BY EMPLOYEES
IN LEARNING AND DEVELOPMENT IN FLIPKART,
BANGALORE”**

*MINI PROJECT SUBMITTED IN FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE OF*

**MASTER OF BUSINESS ADMINISTRATION
FROM
BENGALURU CITY UNIVERSITY**



SUBMITTED BY
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UNDER THE GUIDANCE OF
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ASSOCIATE PROFESSOR, AIMS



**AI-AMEEN INSTITUTE OF MANAGEMENT STUDIES
AFFILIATED TO BENGALURU CITY UNIVERSITY
(2021-2022)**

CERTIFICATE OF INSTITUTION

This is to certify that this Project entitled **A Study on Problems Faced by Employees in Learning and Development in Flipkart, Bangalore** has been successfully completed by **MD Afsar Ameen** of Reg. No. **MB206216** during the year **2021-22** and the report is submitted in partial fulfillment of the requirements for the award of the degree of **Master of Business Administration** as prescribed by the **Bengaluru City University** under the guidance of **Dr. Irfan Mumtaz K.S.**

Place: Bangalore

Date:

Dr. B.A. ANURADHA

Principal

CERTIFICATE OF GUIDE

This is to certify that this Project entitled **A Study on Problems Faced by Employees in Learning and Development in Flipkart, Bangalore** Submitted by **MD Afsar Ameen** bearing Reg. No. **MB206216** is an original work of the student and is being submitted in partial fulfilment of the requirement for the award of the degree of **Master of Business Administration of Bengaluru City University** under the guidance of **Dr. Irfan Mumtaz K.S.** This report has not submitted earlier either to this university/ institution for the fulfilment of the requirement of a course of study.

Place: Bangalore

Date:

Guide's Signature

Dr. IRFAN MUMTAZ K.S

CERTIFICATE OF HEAD OF THE DEPARTMENT

This is to certify that this Mini Project Report is submitted by **MD Afsar Ameen** is an original work of students and is submitted in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** of **Bengaluru City University** under the guidance of **Dr. Irfan Mumtaz K.S.** This report has not submitted earlier either to this university/institution for the fulfilment of the requirement of the course study.

Place: Bangalore

Date:

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CERTIFICATE OF ORIGINALITY PLAGIARISM

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STUDENT DECLARATION

I hereby declare that the Project Report entitled **A Study on Problems Faced by Employees in Learning and Development in Flipkart, Bangalore** has been prepared by me under the supervision and guidance of **Dr. Irfan Mumtaz K.S**, during the year **2021-22** in a partial fulfillment of the university regulations for the award of the degree of **Master of Business Administration** by **Bengaluru City University**.

I further declare that this project is based on the original study undertaken by me and has not been submitted at any time to any university or institution for the award of any other degree or diploma.

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Last but not the least I present my heartfelt thanks to my family, Friends and well wishers for their help and support.

MD AFSAR AMEEN

TABLE OF CONTENTS

CHAPTERS	PARTICULARS	PAGE NO.
CHAPTER 1	INTRODUCTION	1 - 15
CHAPTER 2	METHODOLOGY	16 - 19
CHAPTER 3	SWOC ANALYSIS	20 – 22
CHAPTER 4	OUTCOMES OF THE STUDY	23 – 27
CHAPTER 5	LEARNING EXPERIENCES AND CONCLUSION	28 – 30
BIBLIOGRAPGY		31 – 32

CHAPTER: 1

INTRODUCTION



CHAPTER 1: INTRODUCTION

INTRODUCTION ABOUT TOPIC:

➤ INTRODUCTION TO LEARNING AND DEVELOPMENT:

A specialized HR function, learning and development (L&D) is defined as the process of empowering employees with specific skills to drive better business performance. They may be upskilled to perform better in their existing roles or reskilled to take on new roles in the organization and fill the skills gap that is becoming common in the workplace these days. Performance is just one of the intended outcomes of L&D – it also has several other benefits, such as employee satisfaction, future-proofing your business, enhanced employee experience, and increased retention. Typically, L&D is categorized as part of a company’s overall talent management strategy, where learning is used as a means to acquire, nurture, maximize, and retain talent.

Learning and development was Deloitte’s top human capital trend in 2019. 86% of respondents to Deloitte’s survey said that improving their L&D capabilities was an “important” or “very important issue.” L&D is one of the traditional 'core' responsibilities of Human Resource management. It's usually taken care of by a company's Human Resources department or their HR Manager. In smaller companies, however, the L&D strategy might be set by the COO or Operations Manager. Given that it's such a broad term encompassing so many different things, L&D strategies are usually very different from one company to the next. In particular, L&D strategies at big, corporate companies tend to differ from those at small to medium-sized businesses.

In large companies, L&D is usually highly structured. Much of the time, there will be a full Human Resources team in charge of implementing the L&D strategy. Alternatively, there might even be a designated L&D team made up of specialist Learning Officers who work full time on identifying specific training needs and then arranging the right learning opportunity or development process to suit. The Learning & Development opportunities offered to team members are likely to be much more formal than at smaller companies.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

Larger companies also usually have more layers of senior management. For that reason, many of them will invest in management training tailored to business leaders and senior managers to help them develop new skills that are specific to their leadership role. In smaller businesses, the L&D strategy is often a little more constrained by the available budget. Those companies are also less likely to have a fully-fledged Human Resources department, so responsibility might fall to an operations Manager or someone in a similar role. What this means is the learning opportunities offered to employees are less likely to be in the shape of formal training. Instead, it will be much more unstructured and casual. That doesn't mean they're any less valuable. In fact, many people choose small businesses because of the unique L&D opportunities they offer.

In small, fast-growing businesses, low budgets and small teams often mean people are regularly working way outside their comfort zone, regularly exposed to new skills and implementing them at break-neck speed. This is often described as 'social learning' – learning that takes place just by working with team members whose skills and experiences will inevitably rub off on you. This isn't formal, corporate learning, but a form of continuous learning – the type of learning that happens without even realising it. It's an intense way to work – but for some people, it's a highly attractive prospect, offering much faster career development and a wider set of experiences than larger companies provide. However, this type of “learning by doing” isn't the only way small businesses provide Learning and Development. There are all sorts of tactics and policies you can implement at a small business to make impactful L&D a reality. A great place to start is with rolling out Personal Development Plans for all your team members.

Additionally, it's worth thinking about setting up shadowing or 'pairing' opportunities for more junior team members to spend time working with more senior colleagues. There's a lot you can learn simply from watching someone with more experience go about their work. Alternatively, many companies choose to offer their small team members designated Learning and Development budgets to spend as they wish. While this might sound like an unnecessary outlay, it can be surprisingly efficient – giving the employee the power to spend their own budget cuts out a lot of the faff. It means you don't need line managers or Learning Officers working on identifying development needs... instead, you can give your team members control of their professional development.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ PROCESS OF LEARNING AND DEVELOPMENT:

- Talent gap analysis: An assessment of your existing talent landscape to identify skills shortage, improvement areas, and possible opportunities in line with current/future business objectives.
- L&D strategy formulation: The selection of different L&D components that will make up the learning experience (e.g., hands-on training, executive coaching, mentorships, etc.).
- Procurement: Partnerships with L&D providers – internal and external – and onboarding them into the organization (could include consultants, coaching organizations, L&D technologies, etc.)
- Execution: The implementation of your L&D strategy via the learning partners and technologies selected, either in groups of employees or individually.
- Measurement and review: Measurement of the success of your L&D program against the talent gap analysis initially conducted after program completion.

➤ COMPONENTS OF LEARNING AND DEVELOPMENT:

- Mentorships: A popular L&D method where a dedicated mentor is assigned to every employee. You could also try out reverse mentoring where senior professionals learn from their team members.
- MOOC: Massive open online courses (MOOC) are excellent for sharing short, bite-sized content that employees can fit into their busy work schedules. MOOCs can be paid or free, undertaken with partial sponsorships by the company.
- Certifications: End-to-end degrees that massively increase a person's employability. Certifications can be transferred from one organization to another, making them highly relevant across an employee's career pathway.
- Hands-on training: Domain-specific skills taught on the job or in controlled scenarios. They can be enhanced through the use of AR (augmented reality) and VR (virtual reality).
- Learning management systems (LMS): A platform where companies can host digitally-consumable learning material to be accessed through multiple devices.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

- Learning experience platform (LXP): Similar to an LMS, but comes with ready-to-consume content and is hosted/managed entirely by the L&D partner. A good example is LinkedIn Learning.

➤ OBJECTIVES OF LEARNING AND DEVELOPMENT:

The objectives of employee development will vary from company to company. For example, a manufacturer may want to increase the volume of items produced per quarter. In other words, the specifics of your development and learning objectives will depend on the nature of your company and the area of operations. However, it is possible to classify these objectives into four categories:

- **Business performance:**

The two examples we just mentioned will result in an uptick in business performance through L&D. Improved business performance is usually the top objective of every development and learning activity. Essentially, it implies that companies are training employees to become better at their jobs and meet/exceed the business KPIs assigned to their jobs. Learning and development objectives pertaining to business performance include:

- Rise in customer satisfaction scores as a result of better employee performance
- The ability to gain from emerging opportunities, due to new skills available in the organization
- Business sustainability through a period of dynamic changes (regulatory shifts, economic upheavals, digital transformation, etc.)

- **Employee satisfaction:**

Research suggests that employees value the importance of learning in the workplace and would stay on with a company that invests in L&D. LinkedIn's 2019 Workplace Learning Report, which surveyed 3,000+ respondents, reaffirms this insight. A whopping 94% of respondents said that they would stay on in a company that invests in their learning and development. Learning and development objectives pertaining to employee satisfaction include:



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

- Increase in employee retention rates
- Improvement in your employee net promoter score (eNPS)
- Reduction involuntary turnover in the long term
- Lowering of employee stress, thanks to a rise in confidence and skill levels

- **Employer branding:**

Another objective to remember when formulating a learning and development strategy is its impact on your employer brand. These are some of the key questions that an L&D program should answer. Most preferred employers in the world – the likes of Google, Amazon, and PwC – invest heavily in their employee’s development, as it is intrinsically linked to their value proposition in the labor market. Learning and development objectives pertaining to employer branding include:

- Shorter time to fill for new job roles
- Increase in the quality of hire
- Reduction in recruitment marketing costs
- An uptick in the number of unsolicited/inbound applicants

- **Individual self-actualization:**

In the era of new work, employees value the holistic aspects of a job as much as its tangible components like benefits or compensation. As a result, L&D becomes a means of self-actualization and fulfilment, allowing employees to tap into their full potential. And this is linked both to business performance as well as employee satisfaction. Development and learning objectives pertaining to individual self-actualization include:

- The ability to reach personal improvement targets
- Enhanced work-life balance enabled by robust skill sets
- Increased employability, driving greater job security
- Realization of hidden potential such as leadership skills or a knack for working with data.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ BEST PRACTICES FOR CREATING L&D (LEARNING AND DEVELOPMENT):

- **Factor in the requirements of a multigenerational workforce:** In 2020, the oldest Gen-Zer turns 25, ready and qualified to take on their first job. This is also the decade when baby boomers reach their 60s, resulting in a spate of new learning requirements. To keep up, companies will have to create multigenerational learning tracks with different learning and development best practices for millennials, Gen Z, Gen X, and baby boomers.
- **Embrace the power of mobile learning:** The mobile learning market is currently booming. By 2025, mobile learning will cross \$42 billion, at a robust compound annual growth rate (CAGR) of 18.5%. Mobile learning strengthens the impact of that 70% of knowledge/skills employees that pick up on the job – employees can quickly refer to the company LMS using a mobile device when they face a bottleneck at work.
- **Use technology intelligently to personalize the learning experience:** Companies must explore how technology could enable personalized learning. With business requirements continually evolving, and so many generations now making up the standard office, personalization can help you adapt to individual needs.
- **Pay special attention to harassment and discrimination prevention:** In 2020, learning and development could prove to be vital in preventing discrimination and harassment in the workplace. This, in turn, will enrich your employee experience and enhance the employer brand.
- **Embed L&D into the larger HR landscape:** This best practice is all the more relevant for large enterprises. For workforces with thousands of employees, L&D is designated as a separate function, independent from HR. Over time, this could lead to an entirely siloed approach, with little collaboration between HR and L&D. As a result, you have limited visibility into how your L&D program impacts people’s outcomes, and L&D centers purely on business performance.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ LIST OF BEST LEARNING AND DEVELOPMENT TOOLS:

- iSpring Suite
- Articulate Storyline 3
- Adobe Captivate
- iSpring Learn
- TalentLMS
- Docebo
- Valamis
- Stream LXP
- NovoEd
- iSpring Page
- OttoLearn
- Gnowbe
- Microsoft Teams
- WebEx
- GoToWebinar
- RecRoom
- Slack
- Troop Messenger
- Workplace
- linkedIn Learning
- Moodle
- Coursera
- Udemy



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ PROBLEMS OR CHALLENGES FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT:

- **Organizational Change:** Whether it's mergers and acquisitions or restructuring, organizational change presents both problems and opportunities for learning and development professionals. Planning a development program can be difficult when an organization is in flux. Still, these changes frequently underscore the need to train and develop employees who may be assuming new roles as a result of the change.
- **Technological Change:** Learning and development professionals also must deal with the impacts of technological change. The pace of technical innovation necessitates training employees on new software and digital technologies. In most cases, any technical training employees received as a part of their education is outdated a few years after they've graduated. Learning and development teams must plan for how to make sure employees are learning technology on the job. For companies undergoing a digital transformation, it might be worth investing in a Digital Adoption Solution. These platforms provide on-screen guidance and real-time support to make software easier to use. Digital adoption tools can decrease the amount of time it takes to onboard users to new programs.
- **Learner Engagement:** How can I get people to engage and learn from this training? This is a challenge all learning and development professionals find relatable. From choosing the right delivery method to offering better incentives, L&D professionals are continually experimenting with how to engage their audience in the best way.
- **Meeting Needs of a Multigenerational Workforce:** Engaging learners becomes more difficult as the generational differences in your workforce become more apparent. More digitally savvy millennial employees are more likely to engage with digital channels, while workers nearing retirement age may prefer more traditional methods.
- **Measuring Effectiveness:** Even if you find the right mix to engage workers, you still need a way to determine if they're retaining and applying what they've learned. Tracking what happens after training is just as important as planning for the training itself. Developing the right assessments and tracking metrics is essential for a successful learning and development program.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

- The Forgetting Curve: According to recent studies, students forget 70 percent of what they learn in a training session within 24 hours. German psychologist Hermann Ebbinghaus dubbed this poor retention phenomenon, the Forgetting Curve. L&D professionals must plan for how to reinforce training content for better retention.
- Showing ROI on Learning and Development: As companies continue to look for ways to reduce expenses, learning, and development programs frequently end up on the chopping block. Demonstrating the value of these programs to company executives is often tricky if you lack the tracking and metrics to show an ROI on your training budget.
- Budget Cuts: If you can't prove your value to executives, you're likely to face a budget cut. As costs for in-person training increase and L&D budgets decrease, many professionals are looking for innovative and cost-effective digital training methods. This is another area where it could be worth exploring a digital adoption tool that reduces the cost of training employees to use enterprise software.
- Developing Soft Skills: Teaching employees to use technology is one thing. Teaching them how to be good salespeople or how to resolve conflict is another. Developing soft skills is essential for building the next generation of leaders, but it is often one of the most challenging things to teach.
- Soliciting Feedback: How do you know if your training is effective? How can you improve your instruction or delivery? Anyone who's read the post-training evaluation forms knows that getting constructive and actionable feedback on how to improve your learning and development programs is difficult. You'll need to go beyond simple surveys to get actionable insights on how to improve your programs.

➤ FACTORS INFLUENCING THE COMPANY TO ADOPT PLANNING AND DEVELOPMENT:

- Relative advantage: An innovation will be adopted more widely when it is considered superior to the alternative solution that it replaces. The relative advantage might be measured in economic terms (the new technology is cheaper than the old, or as expensive but more powerful) but it could also be a convenience factor (receiving email is faster than writing letters and going to the post) or a status aspect (“I need this product in order to look cool”). Relative



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

advantage is important because a new product is rarely without alternative, whether it is using digital cameras rather than analogue ones, or watching video on demand rather than renting DVDs from a DVD shop. However, relative advantage is not enough to guarantee fast diffusion speed, and the market abounds of superior technologies that never made it to success, from the Dvorak keyboard to the Betamax or Video 2000 video recorder.

- **Compatibility:** Compatibility measures whether the innovation is consistent with the set of norms, values and other cultural aspects or religious beliefs that predominate in the population. This also includes naming issues: a product wearing the wrong name or the wrong colours in a society that associate special meanings to these attributes has a low level of compatibility.
- **Complexity:** Complexity is the level to which an innovation is seen as being complex to use in practice, maybe because its user interface is not intuitive, or it requires too many successive steps to be applied, like swallowing pills every hour ten times a day. This is an area where well-thought-out solutions bundling hardware and software like the iPod and the iTunes application can have a real competitive advantage: each component is easy to use on its own and the components have been optimally designed to interact with each other.
- **Triability:** Triability is the degree to which an innovation may be experimented with on a limited basis. It lowers barriers to entry for customers, especially the late majority. Triability can help convince those who are risk averse and would delay their usage of the technology because they are not sure whether it will satisfy their requirements or be superior to the previous practice. For instance, many telecom service providers provide new services for free in an initial launch phase, for example unlimited mobile TV access, to encourage their subscribers to use the service.
- **Observability:** Finally, innovations that have a lower degree of observability will spread more slowly than others, because observable innovations advertise for themselves. These could be innovations used in the home only rather than outside, or innovations that have been allocated more limited shelf space than other products.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ COMPANY PROFILE OF FLIPKART: ONE OF THE LEADING ONLINE SELLING STORES:

All of us love to do online shopping as in this tech world who does not want to get his/her work done while sitting comfortably at home? Shopping and buying necessities have been made less time consuming, less expensive and much easier and comfortable for us by online e-commerce platforms. It could not have been possible if these e-commerce platforms were not available. One of these major platforms is Flipkart which is grabbing a larger share of the e-commerce market. So let us now read some facts about the leading online selling store Flipkart and its co-founders Sachin Bansal and Binny Bansal.

➤ INTRODUCTION:

Flipkart is one of India's leading e-commerce marketplaces. It was founded in October 2007 and its headquarters are in Bengaluru. It was founded by Sachin Bansal and Binny Bansal. This online venture was initially started as an online bookstore and as the popularity of the company grew, it expanded and diversified its operations. It started selling other items such as music, movies, and mobile phones. As the revolution of e-commerce gained momentum in India, Flipkart grew at an accelerated pace and added several new product lines in its portfolio. As of now, the company offers 80 million+ products spread across more than 80 categories such as mobile phones & accessories, computers and accessories, laptops, books and e-books, home appliances, electronic goods, clothes and accessories, sports and fitness, baby care, games and toys, jewelry, footwear, and the list goes on.

Flipkart has 100 million registered users and more than a million sellers on its electronic commerce platform. To ensure prompt delivery to its customers, the company has invested in setting up warehouses in 21 states. This online platform attracts ten million page hits every day and around eight million shipments are processed every month. Flipkart has also introduced its mobile application, which has become quite popular, with 50 million+ app users. Flipkart is a billion dollar company and its valuation in 2016 was INR 15,129 crore (US\$2.3 billion). It is also fulfilling its social responsibility by providing huge scale employments (employs more than 33,000 people).



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ BACKGROUND HISTORY OF FLIPKART:

Flipkart was originally started as an online book store in October 2007. To start Flipkart, the founders Sachin Bansal and Binny Bansal left their jobs at Amazon and took a huge risk to start a venture of their own. When the founders thought of starting Flipkart as a company the market at that time was not so much vibrant and was not adapted to the e-Commerce sector that much. This means e-commerce in India was mostly non-existent at that time and there was no certainty about its future. Still, the Bansals decided to take this risk and now it has turned out to be a huge success.

One of the major problems that Flipkart tackled during its initial years was online payments because at that time, people in India were averse to make online payments to a virtual store, due to fear of frauds and loss of money. To deal with this issue, Flipkart launched its ‘Cash on Delivery’ service, which helped to build confidence among online buyers. It also made significant efforts to improve the supply chain system, which helped the company to ensure timely delivery to its customers.

➤ ACHIEVEMENTS OF FLIPKART:

The company created a record by selling 1 lakh books in a single day in 2013. Flipkart crossed the 100 million mark in registered customers in 2016. Flipkart achieved the Young Turk of the Year Award at CNBC TV 18’s “India Business Leader Awards 2012”. Flipkart’s app became the first Indian mobile app to cross 50 million users in 2016. In 2016, the founders, Sachin Bansal and Binny Bansal were named “Asian of the Year” by Straits Times of Singapore.

➤ FUNDING:

Flipkart has received funds worth more than \$ 4.5 billion, with the biggest funding in July 2014 worth \$ 1 billion and in April 2017 worth \$ 1.4 billion. List of top investors in Flipkart includes Naspers, Steadview Capital, Tiger Global Management, DST Global, Accel Partners, Dragoneer Investment Group, Baillie Gifford, GIC, Greenoaks Capital, ICONIQ Capital, Microsoft, Morgan Stanley, Qatar Investment Authority, and Sofina.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

➤ ACQUISITIONS MADE BY FLIPKART:

There is cut-throat competition in the e-commerce market and the biggest Rival of Flipkart is Amazon. In the recent years, many mergers and acquisitions have been witnessed in the e-commerce market and Flipkart has also made many acquisitions to expand its business and boost its sales and earnings. The major acquisitions made by Flipkart include Myntra, eBay India, PhonePe, Jabong, Letsbuy(dot)com, WeRead, Mime360, chakpak(dot)com, Appiterate, FX Mart, and ngpay. It has recently acquired its former competitor Snapdeal. It has acquired Snapdeal at a cost of \$ 950 million.

➤ COMPETITION: THE MAJOR COMPETITOR – AMAZON:

After acquiring Snapdeal the major competitive left against Flipkart is Amazon India. Still, it is facing stiff competition from Amazon India because Amazon has really captured a larger share of the market. Amazon Company profile is betting big on India's e-commerce revolution and has recently captured an investment of \$5 billion in Amazon India. The company has already received funds of \$2 billion and \$3 billion more are planned. Amazon India has been consistently expanding its customer base, which has resulted in cut-throat competition for Flipkart.

➤ ABOUT THE FOUNDERS OF FLIPKART:

Sachin Bansal and Binny Bansal are the founders of Flipkart. Both of them are IIT (Indian Institute of Technology, Delhi) graduates. Both of them are from Chandigarh. Though they share the same last name, they are not relatives. First, Sachin Bansal joined Amazon(dot)com and worked as a software engineer and later he got Binny Bansal to join it. But eventually, they both quit Amazon and decided to start a venture of their own. They decided to launch Flipkart. Sachin Bansal is the Executive Chairman of Flipkart and Binny Bansal is at the post of Chief Executive Officer (CEO) of Flipkart. Forbes India Rich List 2015 named Binny Bansal along with Sachin Bansal, the 86th richest person in India with a net worth of \$1.3 billion.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

STATEMENT OF THE PROBLEM:

The statement of the problem is to study the problems or challenges faced by employees in learning and development in Flipkart in Bangalore city. Employee Learning and Development is an indispensable part of Human Resources function and Management. Both the activities aim at improving the performance and productivity of the employees. Learning (or Training) is a program organized to improve employee performance, knowledge and skills on a currently held job or one related to it. On the other hand, Development refers to organized activities and learning opportunities designed to help employees grow both personally and professionally. Development is not only limited to a particular task but it aims to build a mindset and help employees to face future challenges. Training is a short-term process, it is mainly job oriented and focuses on the present whereas development is a long-term process, more career oriented and focuses on the future.

NEED AND RELEVANCE OF THE STUDY:

In a rapidly changing business environment, knowledge and human capital are viewed as the main drivers of organizational effectiveness and competitive advantage. Organizational learning is founded on the idea that organizational effectiveness depends on the organization's capacity to acquire, share, use and store valuable knowledge. Based on that, training has become an increasingly popular tool for enhancing employee and managerial performance. For that reason, more and more firms invest on Learning and Development programs (L&D). However, as organizational priorities shift and new skills and ways of learning emerge, the L&D industry is becoming increasingly more complex. The study focuses on the challenges or problems faced by employees in learning and development in Flipkart, Bangalore.



CHAPTER: 2

METHODOLOGY



CHAPTER 2: METHODOLOGY

REVIEW OF LITERATURE:

- **Oatey, Michael (1970);** “The Economics of Learning with respect to the firm”. He explained in his “The Economics of Learning with respect to the firm” that Learning improves a person’s skill at a task. Learning helps in socially, intellectually and mentally developing an employee, which is very essential in facilitating not only the level of productivity but also the development of personnel in any organization.
- **Noe Raymond and and Schmitt Neal (1986);** “Influence of trainee attitudes on Learning effectiveness”, they explained in there; “Influence of trainee attitudes on Learning effectiveness” that influence of trainee attitudes on Learning effectiveness. They stated that the influences of trainees’ characteristics on Learning effectiveness have focused on the level of ability necessary to learn program content. Motivational and environmental influences of Learning effectiveness have received little attention.
- **Dale S. Beach, (1991);** “Personnel Management” he explained in his “Personnel Management” that focused on need based nature of Learning and he termed Learning as “The organized procedure by which people learn knowledge or skill or attitude for a definite purpose”. This definition emphasizes need based nature of the Learning calculated to serve a definite objective.
- **Adeniyi, O.I. (1995);** “Staff Learning and development” he explained in his “Staff Learning and development” that staff Learning and development as a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization.
- **Seyler, D.L., Holton, E.F. III, Bates, R.A., Burnett, M.F., and Carvalho, M.A. (1998);** “Factors Affecting Motivation to Transfer Learning” he explained in his “Factors Affecting Motivation to Transfer Learning” that the concepts of Learning and development are used interchangeably. However, it can be differentiated from the other. Learning is for specific job purpose while development goes beyond specifics development covers not only those activities which improve job performance, but also those which bring about growth of personality.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

- **Chih, Jin-Ton.; Li, Ching-Hsiang and Lee, Hung-Wen. (2008);** “Relationship between Trainee Attitudes and Dimensions of Learning Satisfaction” they have explained in there “Relationship between Trainee Attitudes and Dimensions of Learning Satisfaction” that Learning program is dependent on the following parameters for its success (i) perceived value of leaning program (ii) attitude to teacher (iii) response to learning conditions.
- **Muhammad Hassan:** Employee retention is the vital challenge in all organizations. This papers focus on one industry that is the leather industry of Pakistan which is facing the same problem of retention of employees due to many reasons. As Leather industry is the third largest export earning sector in Pakistan so these reasons are discussed in detail. The turnover rate in Leather Industry of Pakistan is around 25 – 30% annually, its observed that mostly second line managers change their job’s for high salaries offer, recognition, authority and also to seek for more knowledge and to get more competitive edge in terms of processing; In tanneries its critical and alarming because of the process and article secrecy. In order to achieve competitive advantage, maximum utilization of resources and to get organizational efficiency employees must be retained in a true spirit in order to cope with all these conditions. In this paper the authors tried to know the reasons behind this dilemma that how employees can be retained and some suggestions were given to deal with it.
- **Tammy C. Morse:** Humor has been in existence since the beginning of time. Some even claim that humor is the best preventive medicine for stress management and good health. If humor is good for living productively, can it also be good for employee retention and/or employee satisfaction? The purpose of this conceptual and practical paper is to explore the extent to which the use of appropriate humor relates to employee retention and satisfaction, which can enhance the commitment, cohesiveness and performance of a company’s workforce.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

OBJECTIVES OF THE STUDY:

- To know the problems faced by employees in learning and development.
- To know the factors influencing the company to adopt planning and development.

SCOPE OF THE STUDY:

The research of the present study covers the scope which is limited to the problems faced by employees in learning and development and factors influencing the company to adopt planning and development. The study enables the students to develop independent critical thinking skills and it can be utilized by the juniors as reference material for their relevant research study.

METHODOLOGY OF THE STUDY:

The study is descriptive in nature. It has been carried out with the help of secondary data taken from various journals, text books, newspapers, magazines, internet sources and online research reports.

SOURCES OF DATA:

➤ SECONDARY DATA:

Secondary data is a data which is readily available. The data for the present study covers the secondary sources such as magazines, websites, journals, newspapers, various books related to the topics and other references were made.

LIMITATIONS OF THE STUDY:

- Time constraint.
- In depth research was not made.
- There might be bias in the secondary information.



CHAPTER: 3

SWOC ANALYSIS



CHAPTER 3: SWOC ANALYSIS

STRENGTHS:

- Financial Support from Wal-Mart: Flipkart has 77% stake in Wal-Mart a global retail giant. Whose Prior experience in the E-commerce industry aided the founders in strategizing and differentiating their business in a highly competitive market.
- Acquisitions: The Company's series of acquisitions, including chakpak.com, weread.com, Letsbuy.co, Mine360, and Myntra, has assisted the company in its expansion into the E-commerce space by leveraging the capabilities and existing resources of acquired companies.
- High brand recall: Flipkart has established itself as a renowned E-commerce company in India through television advertisements, online branding, and its presence on social media platforms.
- Exclusive and broad product range: Having exclusive rights to launch some products, such as Motorola Mobiles, Xiaomi Mobiles, Oppo, Vivo, and personal designers segments in the garments category, has helped the company differentiate and localise its offerings.

WEAKNESSES:

- Limited Distribution: Flipkart has a limited distribution channel reach, despite the fact that its logistics arm has kept costs low. This is a weakness for the company, as it has limited reach. Because of the use of outsourcing, global giants such as Amazon and eBay are able to deliver their products to any location in the country.
- Cost of Acquisition: Because Flipkart acquires a large number of customers through online advertising, the cost of acquisition is high due to stiff competition in the market and low customer retention. According to Flipkart data, the company spends R.s 400/- on average to acquire a new customer.
- Buyers hold the power: Because this industry is flooded with a large number of players, buyers have a large number of options from which to choose. Customers save money on switching costs because they can easily switch from one online retail company to another.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

OPPORTUNITIES:

- Business expansion: By focusing on other emerging markets, a company can increase its revenues while also benefiting from economies of scale.
- Expanding product categories: This will increase their customer base while decreasing the cost of acquisition and customer switch.
- The changing mentality of Indian customers: As an increasing number of customers become more comfortable with online shopping, as well as an increase in the number of Internet users in India, there is tremendous opportunity in this industry.
- Supply chain: By optimising their supply chain, they can compete with the other players and manage the sales that are lost as a result of not being able to make the product available due to delivery constraints.
- Establishing operations in other developing economies: Similar to Amazon, Flipkart can gradually begin to expand its operations outside of India and establish operations in other countries as well, which will aid in the growth of its revenues.

CHALLENGES:

- Intense Competition: There is fierce competition from global players such as Amazon and eBay, as well as local players such as Snapdeal, Tolexo, and Shopclues, who are constantly attempting to take market share away from one another.
- Government Regulations: The government's regulations on issues such as foreign direct investment (FDI) in multi-brand retail have posed a significant barrier to the growth of the E-commerce industry in India.



CHAPTER: 4

OUTCOMES OF THE STUDY



CHAPTER 4: OUTCOMES OF THE STUDY

OUTCOMES:

An empowered learning and development team improves employee retention. In fact, 93% of employees say they will stay longer at a company when that company invests in their career development. Employee retention is absolutely a key HR objective, but there are many other benefits that learning & development provides that directly impacts a company's bottom line. Training employees helps make employees more productive. Companies that spend at least \$1,500 per employee annually report earning 24% more profit than those with smaller learning and development (L&D) budgets. So, we get it. Learning and development is amazing. It helps companies gain and retain top talent, it improves productivity, and learning & development helps companies earn more profit.

Learning and development commonly referred to as training and development, is organizationally part of HR. The goal of Learning and development is to align employee goals and performance with that of the organization's. Those responsible for learning & development within an organization must identify skill gaps among employees and teams then develop and deliver training to bridge those gaps. Typically Learning and Development teams are led by the Learning & Development Manager. The Learning & Development Manager is responsible for developing and implementing an organization's learning strategy. In the modern workplace, these duties can include a wide arrange of responsibilities that are both theoretically as well as technologically driven and managerial in nature:

- Develop and implement learning strategies and programs that meet business needs
- Evaluate organizational as well as individual employee development needs
- Ensure alignment of learning & development department with business goals
- Optimize training processes to improve ROI
- Manage and procure L&D technologies to facilitate learning and management of learning initiatives
- Design eLearning courses, interactive group training, and other training content
- Implementing effective training methods
- Manage personnel within the learning & development department



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

The learning & development manager is central to ensuring that employees are able to successfully meet the challenges of their jobs and that they are properly aligned with the business goals of the company. Now that we have a little bit more information on what learning and development is, let's pivot to discuss the reasons why L&D is important for organizations today and tomorrow.

- **Today's Employees Demand Opportunities To Learn:** According to a 2016 Gallup report, 87% of millennials say learning and development in the workplace is important while 59% of millennials say having opportunities to learn and grow is extremely important when deciding whether to apply for a job. Why is that important? Well, by 2025 millennials will make up 50% of the US workforce. By 2030, 75% of the US workforce will be comprised of millennials. In order for companies to compete for top talent, they will need to be able to offer a commitment to an employee's development.
- **Hiring Is More Expensive Than Employee Retention:** It is difficult to understand the actual costs of employee turnover, but we inherently understand that losing productive employees is not a good thing. In their 2018 Employee Retention Report, Work Institute reported that 1 in 4 employees will leave their job and nearly 77% of that turnover could be prevented by employers.
- **Training Employees Improves Your Bottom Line:** Employees are a company's greatest asset. Right? Sure, they are! With the right team in place, the sky's the limit. With learning & development focusing on filling in knowledge gaps and upskilling employees by focusing on the strengths of their employees, companies have reported anywhere between a 14%-29% increase in profit.
- **Untrained Employees May Put You At Risk:** So far we have mostly spoken about how learning and development reduces employee churn, attracts new hires, and improves your bottom line by making companies smarter and more productive. Also in the purview of learning and development is risk mitigation through compliance training initiatives and workplace safety training. Companies have a responsibility to ensure their employees work in a safe and welcoming environment.
- **Improved Customer Service and Satisfaction:** Why does a customer get in contact with a company? Oftentimes all of the information they need is available on community boards or amazing knowledge centers that support teams create.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

Customers look at company employees as experts in their fields with the ability to deliver information through dialogue. When a customer takes the time out of their day to wait on-hold or schedules a session to speak with someone, then it is critical that employees are knowledgeable enough about their company's products to have a fruitful conversation. It's ok to say, "I don't have the answer, but I'll get back to you." However, it's far better to be able to communicate an in-depth understanding with answers customers appreciate.

Empowering every employee to handle customer conversations effectively, has a remarkable impact on customer satisfaction. In fact, there is a 16% increase in customer satisfaction with companies that are using learning technology. As G.I. Joe used to say, "Knowing is half the battle." Once you understand what is learning and development and the importance of it within an organization, you can start to take even small steps to boost its role in your organization. Even if you are running a small company, training has its place. Start to map out skills gaps and think about what you can do to help your employees get to where they need to be to do their job amazingly. Create a basic training program. Start with writing out learning objectives that build to clear learning goals. Think about who you are training. Are these teenagers doing shift work or adults in their career? Remember, your employees are already working for you. They are an incredible asset for your company that helps you deliver real value to your customers. They want to stay and do an even better job, so invest in helping them, help you.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

SUGGESTIONS:

- Benchmark against the competition: Before agreeing to support a new initiative, company leaders always want to know what the competition is doing and whether you're doing more or less. This certainly holds true for training and development; that's why it helps to network with professional colleagues and through organizations like the Society for Human Resource Management to find out what others are doing.
- Survey your employees: The best source of information about organizational performance and needs are your current employees. They know a lot about what's going on and what, if anything, should be changed. They'll appreciate your interest and provide valuable feedback about what could be better or eliminated.
- Align training with management's operating goals: Management always has operating goals: better performance, productivity, quality, or customer satisfaction, to name a few. Once you know the goals, you can design targeted programs.
- Weave it into your company's culture Companies want happy employees, so consider a “life-long training” philosophy that focuses on employee satisfaction.
- When making promotion decisions, give preference to employees who completed training and performed well.
- Keep innovating: Throughout my career, I have seen tremendous improvements in the content and delivery methods of training and development programs.
- Measure results: Successful companies measure outcomes to make sure they continue to get the biggest bang for their buck. The best measures are the simplest ones; incorporate them into your program so everyone knows what's expected.



CHAPTER: 5

LEARNING EXPERIENCES AND CONCLUSION



CHAPTER 5: LEARNING EXPERIENCES AND CONCLUSION

LEARNING EXPERIENCES:

- Opportunity to learn new concepts.
- Opportunity to get explore new insights.
- Added value to the learning.
- Learned professional communication.
- Learned to collect relevant information.
- Learned to be persistent to complete the task.
- Learned to create a balance between collaborative and individual work.
- Learned to work independently.
- learned about the methods and issues.
- Studied about learning and development.
- Studied about problems faced by employees in learning and development.
- Studied about factors influencing the company to adopt planning and development.



“A STUDY ON PROBLEMS FACED BY EMPLOYEES IN LEARNING AND DEVELOPMENT IN FLIPKART, BANGALORE”

CONCLUSION:

Rapid technological changes and globalization are disrupting the traditional course of business and learning and for that reason, L&D has evolved substantially in recent years. Those leaders who understand how to drive results in an increasingly competitive and ever changing global environment recognize that investing in human capital is key to achieving success and a better-trained workforce improves performance and efficiency. Talent acquisition, management and development are the top priorities for many organizations around the world today. The key trends for today's business reflect organization's desire to unlock the full potential of their current and future talent to drive business outcomes. L&D is becoming a strategic partner in supporting major organizational changes, in aligning training with business corporate strategy, in meeting new learners' expectations and delivering modern and personalized learning experiences. L&D is becoming key component for professional and organizational performance. It is often leveraged as an employee incentive and plays an active role in retaining and engaging employees. Organizations should take note of the current trends and start reengineering the L&D functions and teams in order to build solid training programs that will make an impact to the employees and to the business. However, all these quick changes and rising expectations place additional pressure to the L&D teams who have to overcome numerous challenges in order to design and deliver relevant training. L&D top challenges are tied to demonstrating business impact, getting funds and proving ROI. Defining the power and the success of learning is extremely difficult and it becomes even more complex when L&D projects lack the support of executives and managers. C-suite's support and engagement is pivotal in creating and sustaining training and development programs.



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20-Nov-2021	Discussion of title of the study, objectives of the study, statement of the problem, and need of the study.	
30-Nov-2021	Discussion of research methodology, tools for data collection and limitations of the study.	
10-Dec-2021	Discussion of learning and development, flipkart, problems faced by employees in learning and development, and SWOC analysis.	
22-Dec-2021	Discussion of outcomes of the study, learning experiences and conclusion.	