**Employee development**

**Dec 2020**

**1. Sterling Ltd is a Hotel chain that wants their sales executives to win corporate clients, who can use block booking for their executives. Sales executives must do sales majorly on-line and business during the post COVID times is challenging. You must analyze business environment as well as the task to identify the training needs. What information will you use? How will you go about the process?**

**Answer**: **Training**

Training helps people in choosing, utilising and evaluating their experiences. Different people have defined training in different ways. According to H. John Bernardin, “Training is any attempt to improve employee performance on a currently held job or one related to it.” In other words, we can say that training focuses on current jobs and it is concerned with specific job skills and behavior.

**Flippo** defines training as the act of increasing the knowledge and skills of an employee for doing a particular job. Taylor defined training as a means to bring about a continuous improvement in the quality of work performed; to equip them with necessary knowledge, skill, abilities and attitude Its Half solved only

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**2. As a Digital media company, you wish to hire project managers. You decide to look at internal hiring methods instead of hiring from the external market. Which techniques you will use? What will be some of the advantages of internal hiring?**

**Answer**: **Hiring**

Organizations may define job roles and fills positions and roles with qualified and competent people from within and/or outside the organization. How does an organization conduct orientation and induction for these new employees? Many employees join an organization eager to start contributing from day one. To their utter dismay employees find that nobody is having the time to enable them to start contributing from day one. This leads to employees forming the first opinion that the organization is not keen for employees to contribute from day one. Hiring is the first step of bringing a person into the organization. The major responsibility begins thereafter in keeping the employee gainfully engaged. Those organizations which believe

**3a. Evaluate the benefits of Succession planning in terms of its merits and Demerits. Give any example of how organization have used succession planning for talent management.**

**3b. Suggest any 3 Off-the-job Development programs for Customer experience management executive in a consulting firm**.

**Answer**: a) **Succession planning**

A variation of career planning is succession planning which is conducted not for all employees in the organization by only for some selected vital roles and positions in the organization. It aims at identifying those employees who stand a chance of succeeding an executive on his retirement or promotion or any other eventuality. The succession plan lists the job role or position and the potential candidates for the job role. It has their name, current job designation, age,