**Employee Development & Talent Management**

**December 2024 Examination**

**1. ITGuru.com is a rapidly growing IT company facing challenges in retaining its top talent despite offering competitive salaries and benefits. Upon analyzing employee performance reviews it was observed that the primary reason was reduced job satisfaction and a lack of growth opportunities. Additionally, there's been an increase in inter-departmental conflicts and missed project deadlines. Identify the potential issues in employee development that might be contributing to the problems faced by this company. (10 Marks)**

**Ans 1.**

**Introduction**

Employee development and talent management are critical components of organizational success, particularly in fast-paced industries like IT. ITGuru.com, a rapidly growing company, is experiencing challenges in retaining its top talent despite offering competitive salaries and benefits. An analysis of employee performance reviews reveals that the primary reasons for employee dissatisfaction stem from a lack of growth opportunities and a decline in job satisfaction. The company is also witnessing an increase in inter-departmental conflicts and missed project deadlines, indicating broader organizational issues. These problems suggest that the company may have deficiencies in its employee development strategy,

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**2. Mediclause, a large manufacturing company, implemented a new sales training program to enhance product knowledge and sales skills. To assess the program's effectiveness, the company conducted post-training surveys, knowledge tests, and observed sales performance before and after the training. However, despite positive feedback and improved test scores, sales figures have remained stagnant.**

**How can the company leverage Kirkpatrick's model to identify the specific level(s) at which the sales training program is falling short and develop strategies to improve its impact on sales performance? (10 Marks)**

**Ans 2.**

**Introduction**

Kirkpatrick's Four-Level Training Evaluation Model is a widely used framework to assess the effectiveness of training programs. It provides organizations with a structured approach to determine how well a training program is achieving its objectives, from the immediate reaction of participants to the long-term impact on business performance. Mediclause, a large manufacturing company, implemented a sales training program aimed at improving product knowledge and sales skills. Although post-training surveys and knowledge tests

**3. Shopping Box, a retail store chain is facing declining sales and increasing customer complaints about poor service. Despite hiring new staff, the issues persist. The company realizes the need to invest in employee development but is unsure where to start.**

**a. How can an employee development program help this retail chain improve customer satisfaction and sales? (5 Marks)**

**Ans 3a.**

**Introduction**

An effective employee development program can significantly impact both customer satisfaction and sales, particularly in service-oriented businesses like retail. Shopping Box, a retail store chain facing declining sales and customer complaints, needs to recognize that investing in its employees' skills and growth is key to overcoming these challenges. Employee development enhances the ability of staff to provide better customer service, fosters a motivated workforce, and drives operational efficiency, all of which are essential for improving

**b. What specific employee development initiatives should the company prioritize to address the underlying causes of their problems? (5 Marks)**

**Ans 3b.**

**Introduction**

To address declining sales and customer complaints at Shopping Box, the company must prioritize specific employee development initiatives that directly target the root causes of poor service and ineffective sales performance. By focusing on training and development areas that enhance customer interaction, problem-solving, and team collaboration, Shopping Box can ensure its employees are better equipped to meet customer expectations and drive positive business results. Prioritizing these initiatives will lead to improved service quality, increased