

Plot No. 2, Knowledge Park-III, Greater Noida (U.P.) –201306

**POST GRADUATE DIPLOMA IN MANAGEMENT (2023-24)**

Roll No…………

**SPECIAL SUPPLEMENTARY EXAMINATION (TERM -IV)**

Subject Name:Learning and Development Time: **01.00 hrs**

Sub. Code: PGH41 Max Marks: 2**0**

**Case Study:**

**TATA Projects** technology-led engineering, procurement and construction (EPC) company, not only focuses on the skill development of its permanent workforce but also the contractual workers. [Ritesh Pratap Singh](https://hr.economictimes.indiatimes.com/tag/ritesh%2Bpratap%2Bsingh), CHRO, Tata Projects, says, “After the agriculture industry, the [construction industry](https://hr.economictimes.indiatimes.com/tag/construction%2Bindustry) is the largest employer in India which provides employment to about 7 crore people. Almost 9 per cent of the country's GDP comes from the construction industry. But to complete the currently signed projects, the industry will require more than 3 crore people. And the real challenge is not just getting the workforce, but the skilled workforce.”

Singh points out that the industry challenges will always have an impact on them as an organisation. “Thus, we’ll have to find a solution that will not just be a working solution for us, but also for the industry. Being a **Tata Group** company, the community is at the centre”. From a problem statement level, Tata Projects is targeting to engage the frontline workers. At Tata Projects, there are about 62,000 frontline labourers (employed through subcontractors) working across 230 projects. This number is pretty large, and we need to find a way to engage with them and strengthen our connection with this frontline workforce to take our projects forward.“If you look at the talent pool in the construction industry, the unskilled population (helper category) in the entire workforce would rank between 40 per cent and 50 per cent, and their attrition is also pretty high. Still, their availability is not a problem. The rest of the workforce proportion includes 30 per cent skilled, and 20 per cent highly-skilled workers who basically drive the project with the desired level of output that we require,” he says.

**Two programmes customised for the unskilled category and highly-skilled category**

Tata Projects launched the **Skill Shakti** and the **Nirman Nayak** programmes. Through the Skill Shakti programme, the company focuses on improving the employability of the 50 per cent unskilled workforce by upskilling them to the semi-skilled or the skilled category. “The enhanced skill-set would also benefit the workers with a desired level of improvement in their income. The Skill Shakti certificate gives workers a toe-hold in the construction industry, as any organisation could leverage their skills,”.Tata Projects has created labs and infrastructure at its sites. Currently, there are 38 certified departmental trainers who are experts in domains like masonry, carpentry, bar bending, etc to train and mentor the workers.

The programme duration spans about five to eight weeks. “The entire course curriculum has been done with the help of the Construction Industry Development Council (CIDC), which is our knowledge partner. Skill Shakti is a work-integrated training programme where workers spend 5.5 days on the shop floor with skilled people who mentor them to pick up the skills. In the remaining half day of the week, they are given training in the classroom through workshops and curriculums that provide them with inputs to experiment at the site.By the end of the curriculum, the workers are assessed by the third-party or our own assessors. They receive a TPL (Tata Projects Limited) certification which mentions their level of skilling.

Tata Projects captures the details around the skill assessment in its database. “Whenever there comes a new requirement in different sites, the Skill Shakti certified workers are on-boarded without any skill test. They can just show the QR codes on their phones while applying for new projects in the firm.

**Nirman Nayak** is more of a higher-level version of certified departmental training that focuses on skilled/highly-skilled workforce – which is about 20 per cent of the total construction workforce from an industry standpoint – who are highly aspirational but couldn’t pursue their higher education after 12th grade due to the lack of opportunities and resources.

This is a three-year comprehensive training programme with six semesters, called the ‘[Bachelor of Vocational Education in Construction](https://hr.economictimes.indiatimes.com/tag/bachelor%2Bof%2Bvocational%2Beducation%2Bin%2Bconstruction),’ which the workers can undergo without attending the university directly. There is no mandate for the workers to complete three years. Workers who complete two semesters will get a diploma in construction, those who complete four semesters will obtain a higher diploma in construction, and those who pass six semesters can earn a degree in construction.The programme not only improves the employability of this category of workers but also enables a career for them.The company is targeting to add 1,000 more Nirman Nayaks in the coming times.The classes mostly happen on the second half of Saturday or Sunday. The workers are provided with food and stay at the camp. To ensure that their earnings never go down, each trainee is provided with a Rs 30,000 monthly stipend which directly gets paid to the universities carrying out the classes, training and the certifying bodies.

**Q.1 On the basis of above case, briefly mention about the factors to be considered while designing training and development activities? (10 Marks) CO1**

**Q2. Design a 10 hrs Training Module for unskilled category and highly-skilled category on the similar lines of Project Shakti and Project Nirman Nayak and give a unique name to this Training Program. (10 Marks) CO2**