

Summer Internship Project Report

On

“Virtual Engagement and E-Learning Design during Covid-19”,

A Study at NBCC



By

Isha Singh Chauhan

2019MBA010



Under the Supervision of

Dr. Upasana Singh

(Submitted in partial fulfilment of the requirements for MBA degree)

Institute of Management

JK Lakshmipat University

2019-20

Industry Certificate



एन बी सी सी (इंडिया) लिमिटेड
(भारत सरकार का उद्यम)
NBCC (INDIA) LIMITED
(A Government of India Enterprise)
(Formerly National Buildings Construction Corporation Ltd.)

An IS/ISO 9001:2015 Company
(For Providing Project Management Consultancy
and Execution of the Projects)

Training & Skill Development Centre
MG Road, Near Ghitorni Metro Station
Ghitorni, New Delhi - 110 030
E-mail : training@nbccindia.com

No. 1/Trng./2020/42/04

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that Ms. Isha Singh Chauhan (Roll No. 2019MBA010) D/o Shri Sanjay Singh Chauhan, Student of MBA (2nd Year) from JK Lakshmipat University, Jaipur has successfully completed her Internship Training from 06.05.2020 to 22.07.2020 through E – Learning from our Training & Skill Development Division .

Her works & conduct during the training was found Excellent.

We wish her good luck & success in her future endeavor.


Ramesh Kumar
AM (HRM)

Isha Singh Chauhan
(Roll No. 2019MBA010)
D/o Shri Sanjay Singh Chauhan
Address: House No.37,
Vigyan Nagar,
Ajmer,
Rajasthan - 305002

Email: ishasingh@jklu.edu.in

www.nbccindia.com

CORPORATE OFFICE
NBCC Bhawan, Lodhi Road, New Delhi - 110 003
Tel. EPABX : 91-11-43591555, 24367314-15
CIN-L74899DL1960GOI003335

Declaration

I, Isha Singh Chauhan, student of JK Lakshmipat University, Jaipur hereby declare that the work incorporated in the summer training project entitled “**Virtual Engagement and E-Learning Design during Covid-19**” at National Buildings Construction Corporation Limited is an original work developed and submitted by me under the guidance of Dr. Upasana Singh.

The empirical findings in this project report are not copied from any report and are true and best of my knowledge.

DATE:

PLACE:

(Signature of Student)

(MBA Final Year)

Faculty Certificate

It is certified that the summer internship Report titled **“Virtual Engagement and E-learning Design during covid-19”** submitted by Isha Singh Chauhan is an original piece of research work carried out by the candidate under my supervision.

(Dr. Upasana Singh)

Acknowledgement

I extend my sincere gratitude to my “Internship Mentor”, Mr. Debasis Satapathy, General Manager HR and Mr. Ramesh Vaish, Assistant Manager HR at National Buildings Construction Corporation Limited (NBCC) for guiding me right from the first day till the completion of the internship.

I also express my sincere gratitude towards my “Faculty Mentor”, Dr. Upasana Singh, Assistant Professor, Institute of Management, for her valuable guidance, support and crucial reviews on the report and above all for the moral support she has provided to me at all the stages of this project report.

I am also thankful to all the respondents who shared their valuable time for filling up the questionnaire and helped me out with this project.

Isha Singh Chauhan

(MBA Final Year)

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Executive Summary

I, Isha Singh Chauhan, student of JK Lakshmipat University, have done my summer internship at National Buildings Construction India Ltd. and prepared the following project on “**Virtual Engagement and E-Learning Design during Covid-19**”.

Training and development are one of the crucial functions of the HR department. Training presents a prime opportunity to expand the knowledge base of all the employees. After the employee is recruited in the organization, it is the responsibility of T&D to provide the new employee with the required training in order to acquaint the employee with the organization culture.

The main objective of the project is to study during this pandemic situation, how satisfied are the employees with the Virtual learning and E-Learning design/content and according to them what must be included in the content and design to make it more engaging for the employees.

The report focuses on what can NBCC do in order to make Virtual and E-Learning employee centric which satisfies the workplace skill need of employees.

The following project required to prepare the questionnaire and circulating the questionnaire to employees of NBCC. Results found that: while delivering virtually it is difficult to engage the audience while working virtually, efficiency can be increased but not that much as compared to physical office experience, majority of the employees are either on the neutral side or on the satisfying side, it was found that E-Learning contents are sometimes easy to understand and the majority of the employees only select e-learning as a supplement to traditional learning and not as a whole.

I recommended: Defining the learning objectives and assessment parameters in more detail, Mastery goals create a task involved framework by focusing on knowledge acquisition and mastery of tasks, Efficacy of technology needs to be addressed, Virtual lunch-rooms can be created in order to make the employees more comfortable with the virtual platform. They become more friendly with the virtual mode and it also gives room to informal interactions among the employees which reduce the communication gap and also what an E-Learning course/content must have.

During my internship, I have learned the importance of attending webinars which is the major source of increasing our knowledge during these challenging times and also enhances my ability to use the virtual learning platforms as a listener as well as a speaker.

Introduction of Report

Global opportunities and competitive pressure have made the importance of skillful management of human resources than ever. Human Resource is the most valuable asset for the company in any sector and has been given more importance than previous on managing the people at the workplace.

An organization's success largely depends upon human resource management because it ensures that an organization has a sufficient number of qualified, skilled manpower who can accomplish its goals and reach closer to its vision.

L&D is required not only to new employees but also at different levels of the hierarchy of organization to satisfy the employees. L&D enhances employee knowledge, skills and capabilities which leads to productivity, increased morale, generation of new ideas and creativity at the workplace. One major aspect of the &D department is to look into the satisfaction level of employees towards the training and development programs and whether the skills that the employees perceive to be important for their job are fulfilled by the L&D practices.

During this pandemic situation which is one of the challenging times for each one of us, it gives rise to the increased scenario of Virtual and E-learning platforms. It becomes important to provide training to the employees through these platforms in order to cope up with the changes taking place during and after covid. The T&D people need to upgrade the skills, knowledge and capabilities of their employees and to make sure the designing of the Virtual and E-Learning must be flexible and also the content and material engages and satisfies the employees.

This report seeks to examine the “Virtual Engagement and E-learning Design” at National Buildings Construction Corporation Ltd. (NBCC).

INDUSTRY AND COMPANY OVERVIEW

1.1 Industry Scenario

The construction industry in value terms is expected to record a CAGR of 15.7% to reach \$738.5 bn by 2022.

The industry contributes 55% share in the Steel industry, 15% in the Paint industry and 30% in the Glass industry. The Construction industry in India is predicted to grow at 5.6% during 2016-20, compared to 2.9% during 2011-15. The activities that registered the best growth include export cargo (10%), highway construction/widening (9.8%), power generation (6.6%), import cargo (5.8%) and cargo at major ports (5.3%).

- ✚ India will be required to spend \$ 454.8 bn on infrastructure development over the period of five years (2015-20), with 70% of funds needed for power, roads and urban infrastructure segments.
- ✚ Expected cement capacity addition of 80-100 MT once a year over the next five years.

1.2 Building a sustainable future

The Construction industry in India consists of the Real estate also the Urban development segment. The Real-estate segment covers residential, office, retail, hotels and leisure parks, among others. While Urban development segment broadly consists of sub-segments like Water supply, Sanitation, Urban transport, Schools and Healthcare.

- ✚ By 2025, Construction market in India is predicted to be the third largest globally
- ✚ By 2025, Construction output is predicted to grow on an average by 7.1% each year
- ✚ By 2020, Construction equipment industry's revenue is estimated to reach upto \$ 5 bn

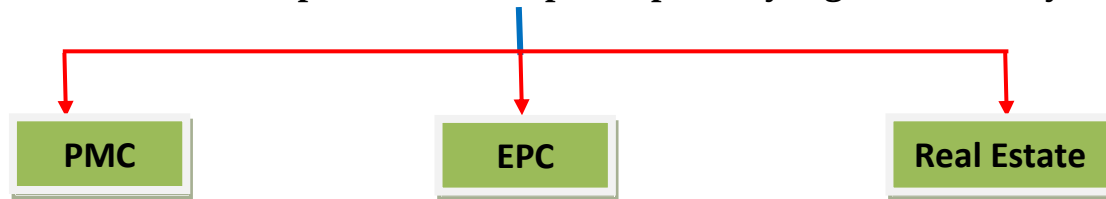
100% FDI under the automated route is permitted in completed projects for operations and management of townships, malls/shopping complexes and business constructions.

100% FDI is allowed under the automated route for urban infrastructures like urban transport, water system and sewerage and sewage treatment.

1.3 COMPANY OVERVIEW

Founded in 1960 as a Government of India Civil Engineering Enterprise, NBCC with its Headquarter in Delhi, today, holds the status of Navratna CPSE and has emerged as the undisputed leader within the Construction Sector on the rear of its capabilities, innovative approach, adherence to the highest standard of quality, timely delivery and focused workforce.

NBCC's areas of operation encompass 3 primary segments namely:



Project Management Consultancy (PMC): Executing landmark projects in diversified sectors as also Re-development Projects for Government.

Engineering Procurement & Construction (EPC): Working in a niche market and construction chimneys, cooling towers for power sector.

Real Estate Development: Developing Residential and Commercial inventories for Government and Public at large.

With a huge market capitalisation, NBCC is listed with both the Indian Stock Exchange namely, National Stock Exchange (NSE) and Bombay Stock Exchange (BSE).

The company has posted a considerable growth since 2002-03 and its top line touched Rs. 10,151.37 crore in FY 2018-19 against a meagre turnover of Rs. 494 crore in FY 2002-03.

1.4 COMPANY SUBSIDIARIES

NBCC has set up Subsidiary Companies named:

NBCC Services Limited (NSL) to give post-construction maintenance services to clients.

NBCC Engineering & Consultancy Ltd. (NECL): to continue business operations as Design Consultants providing comprehensive solutions through a team of multiple skill sets including – Architects, Structural Engineers, Valuers, Urban Planners, Interior designers & MEP Engineers.

NBCC Gulf LLC: to carry out commercial construction activities of buildings, roads, airports, harbour, water sewerage and electricity network in Oman and its neighbouring countries.

Real Estate Development & Construction Corporation of Rajasthan Limited: a JV Company to see various re-development projects in Real Estate Sector across Rajasthan State.

NBCC International Limited: to extensively and exclusively pursue its operations overseas.

NBCC Environment Engineering Limited (NEEL): to exclusively implement all environment related projects both existing as well as upcoming.

Hindustan Steelworks Construction Limited (HSCL): HSCL established in 1964 under the aegis of Ministry of Steel was taken over by NBCC(I) Limited as a subsidiary on April 2017. NBCC will leverage from HSCL's business activities resulting in diversification and new business avenues in steel vertical.

Hospital Services Consultancy Corporation Limited (HSCC): The corporate has acquired one hundred percent stake in HSCC (India) Ltd., formerly referred to as Hospital Services Consultancy Corporation Limited, which focuses on Health Sector work, with a vision to secure business synergies.

1.5 OUR VISION

To be a world-class Integrated Engineering, Construction and Project Management Consultancy Company aiming at accelerating Sustainability providing Excellence with utmost Governance.

1.6 OUR MISSION

To continue to be the building block of the nation by providing high quality, sustainable infrastructure development across the nation through innovative & world-class construction solutions and optimizing value for all stakeholders and providing utmost customer satisfaction.

1.7 OBJECTIVES

The strategic objectives in brief of NBCC are listed as follows:

- 1) To be the first ranked construction Business Company in India.
- 2) To adopt best practices and state-of-the-art technology in the construction business to achieve a premier position and gain sustainable competitive advantage.

Objectives of the Study

2.1 Objectives

The main objective was to know:

- 1) About the designing of Virtual and E-Learning Scenario at NBCC during Covid-19 through a survey.
- 2) To know the perception and satisfaction of employees regarding virtual engagement & E-Learning design in order to make the virtual & E-learning more effective and engaging at NBCC.

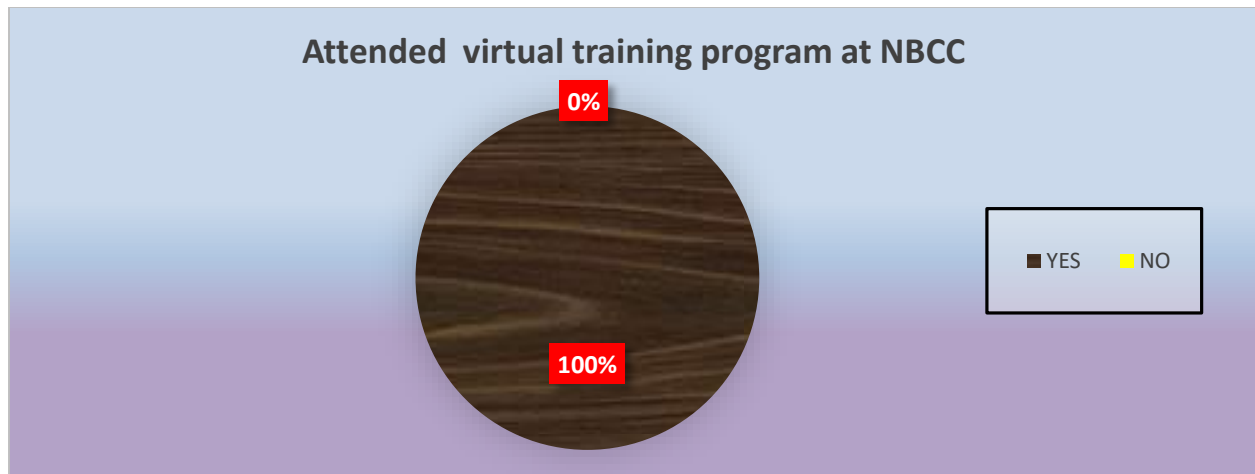
2.2 Research Methodology

Data for my analysis has been collected from NBCC.

Sample Drawn From	Departments	Age below/above	Data Collection Type	Tool used to collect data
Employees working at NBCC	Hr, Law, Finance, Electrical	22-58	Primary Data	Questionnaire

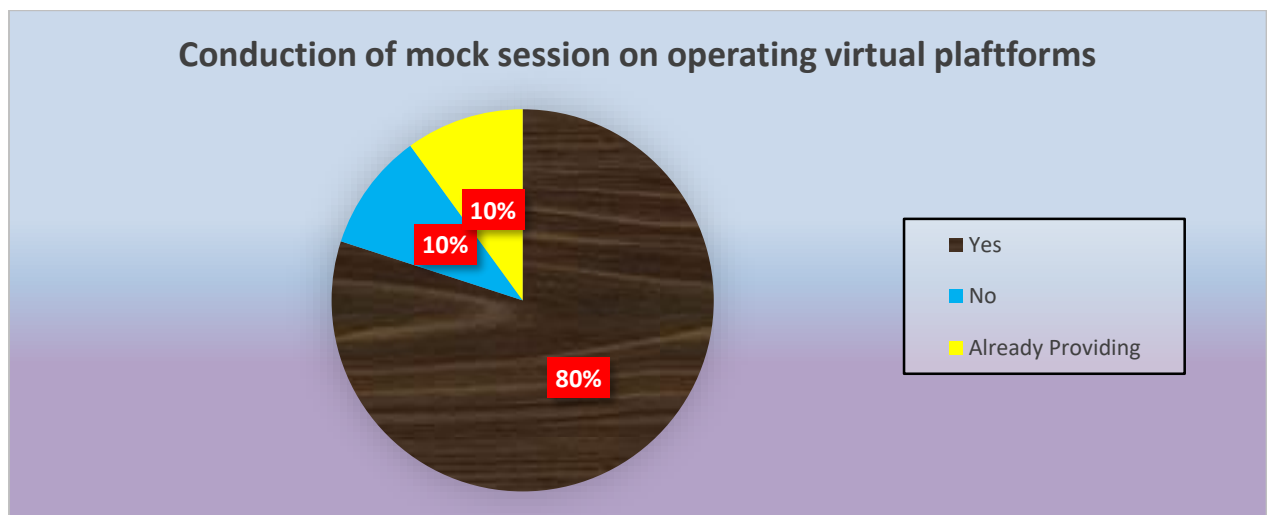
ANALYSIS AND INTERPRETATION

Figure 1



From the graph, it can be clearly stated that 85% of employees have gone to a virtual training program at NBCC during the pandemic situation.

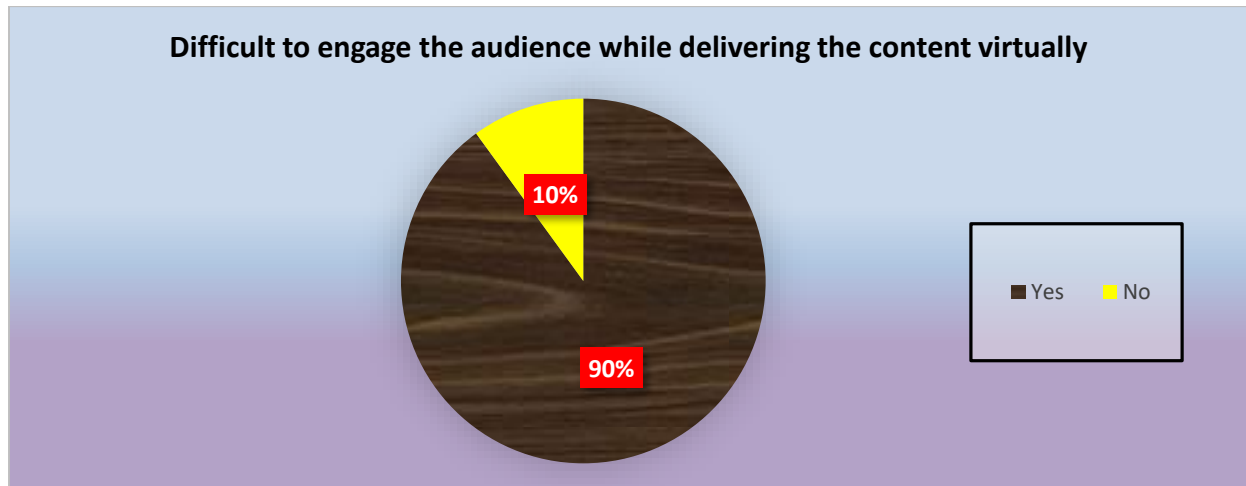
Figure 2



From the graph, it can be seen that 80% of the employees are with the view that mock sessions must be provide by NBCC for operating these platforms, so that the employees who are less aware of the features of the platform can be acquainted with the same. Due to the increasing importance of virtual platforms during covid, it crucial to acquaint the employees and make them

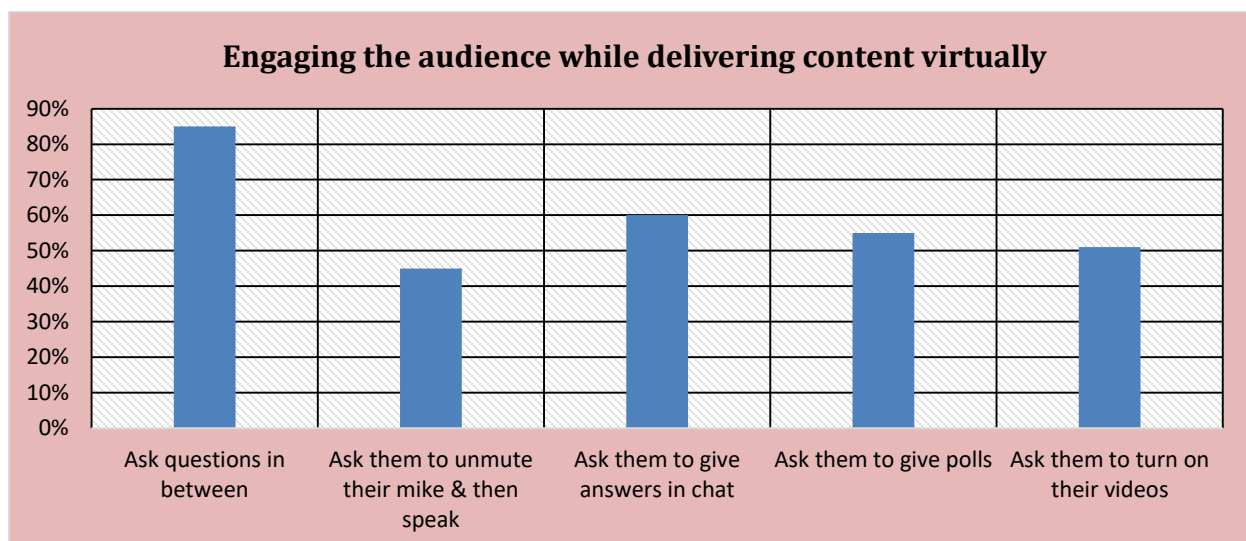
more friendly with these platforms which increases their efficiency and confidence while communicating virtually whether for meeting/or while being as a speaker

Figure 3



According to the chart, 90% employees are saying 'yes' it is difficult to engage the audience virtually as face to face and physical interaction is not there, one cannot see the body language of the audience, when the video is off, whether the person is listening to the speaker/doing multi-tasking cannot be known.

Figure 4

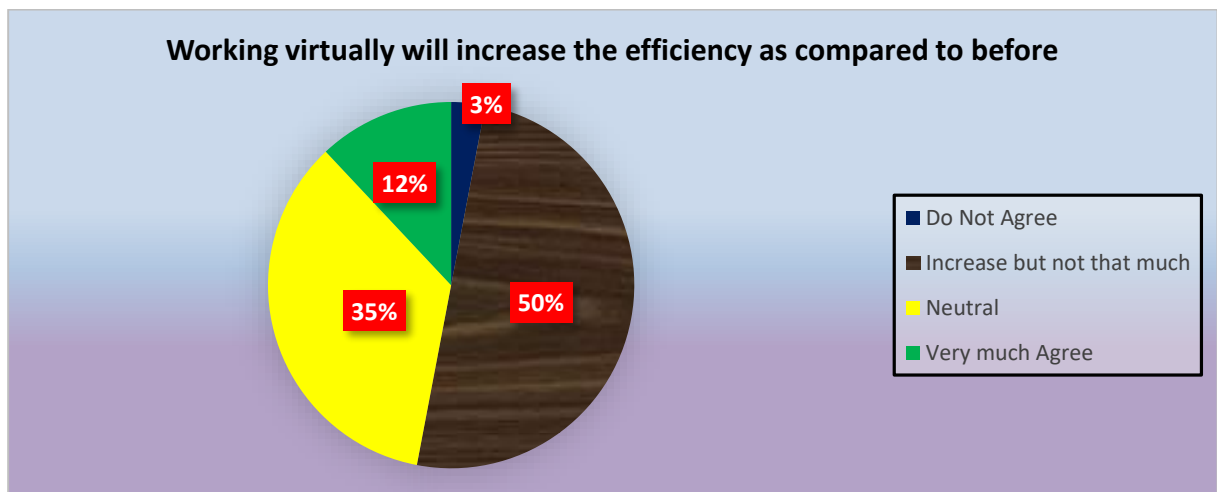


From the graph, 85% of employees agree that asking questions in between is an effective way to seek attention and to make them more alert about the topic. 60% of employees agree asking the

audience to give the answers in the chat-box will ensure engagement with the topic being delivered. 55% employees agree that the poll is also one of the options to engage the audience at the time of virtual delivery. 51% of employees say that asking the audience to turn on their videos is also one of the effective ways in order to try and reflect the physical absence, cross-check whether they are present and listening, it also helps to know the interaction of the audience with the speaker. 45% of employees are of the view that they may make the audience unmute their mike and speak but it is given the least preference.

This means that there is a possibility to make the audience to remain engaged virtually. In the current situation where most of the work is conducted through home and it will continue for a long time and while delivering the content virtually/attending virtual training & webinars, it must be kept in mind to engage the audience so, that they may not feel the absence of face to face communication, interactivity, etc.

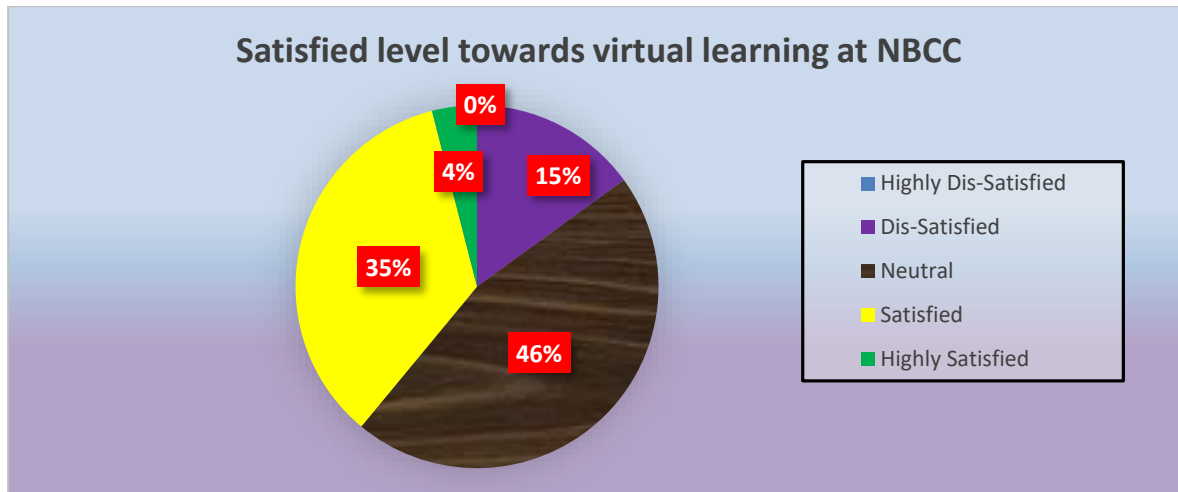
Figure 5



The majority (50%) of the employees are of the view that working virtually increases efficiency but not fully. 35% of employees showed neutral thinking, 12% of employees think that working virtually has increased efficiency as compared to before. This is because efficiency can be increased in a limited fashion. Nor physical office experience is there and neither direct interaction is possible that is why efficiency is limited and 3% of employees think that working virtually has not increased the efficiency as compared to before. This because there are also pros associated while working virtually i.e. the cost of transportation is reduced, receiving learnings while sitting at home, traffic problems are reduced, fewer resources are needed. Virtual learning can't replace the physical learning where we can see the speakers face to face, can ask questions

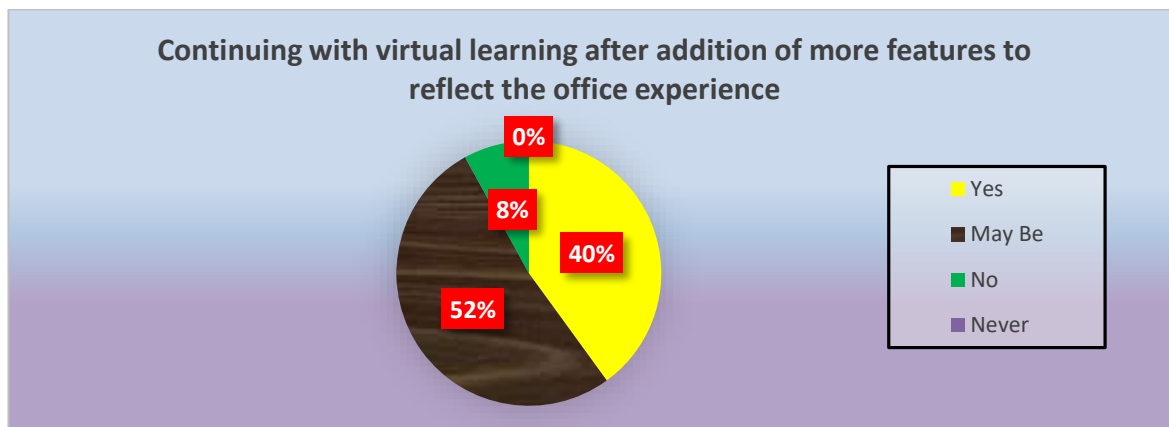
there & then, can see the body language, etc. That is why efficiency is increased but in a limited fashion.

Figure 6



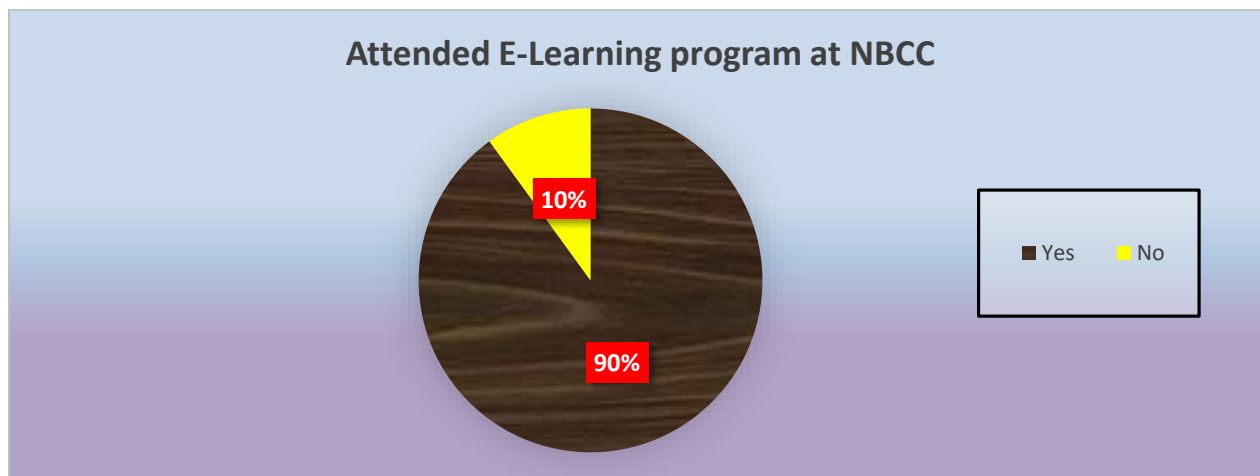
From the pie chart, 46% of employees are neither satisfied nor dis-satisfied with the virtual learning platforms provided by NBCC, 35% of employees are satisfied with the virtual learning and 4% are only highly satisfied, also, 15% of employees have shown their dis-satisfaction towards virtual learning at NBCC. This means that NBCC can improve its virtual learning in order to make the employees feel highly satisfied. NBCC can use & explore the features of virtual platforms & make their employees aware about the features of the virtual platforms while conducting meetings, presentations, discussions, brainstorming sessions. Features like break out rooms can be used for informal & formal talks in order to make the employees more connected & friendly with the virtual platforms.

Figure 7



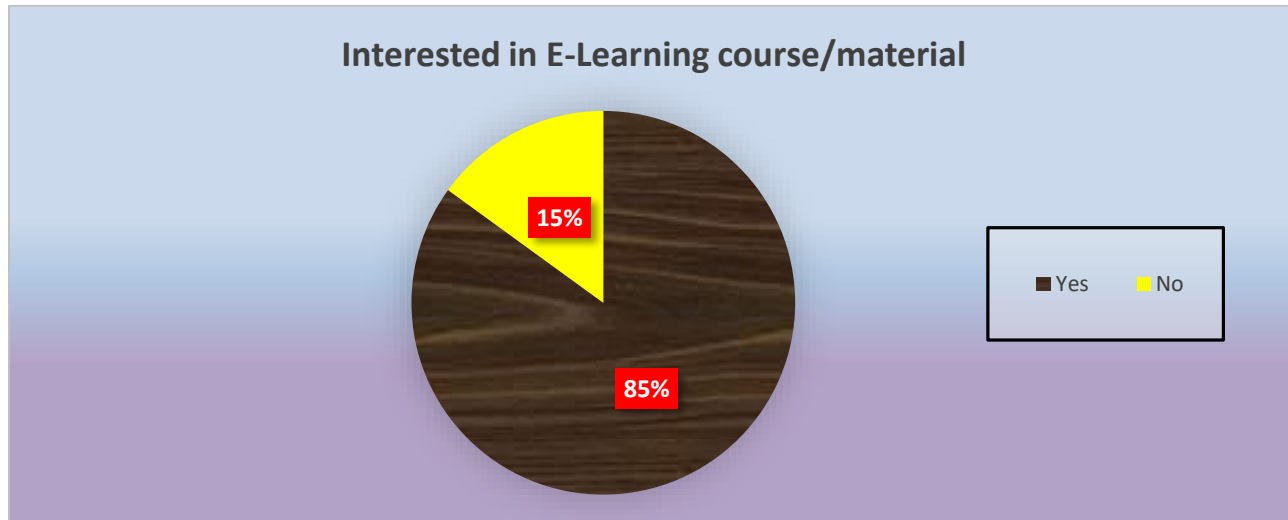
From the graph, it can be concluded that the majority of the employees (52%) are saying, may-be they can use the platform if more office-like features are added but 40% are reflecting positive response towards the change. Employees are willing to try and continue if the office-like experience is added. The reality of covid needs to be accepted and due to changing circumstances virtual learning needs to be imparted and can be made more engaging upon the addition of more features. It also reflects the skills to operate the virtual platforms which will become crucial in the current & future scenario as AI, technology is increasing day by day.

Figure 8



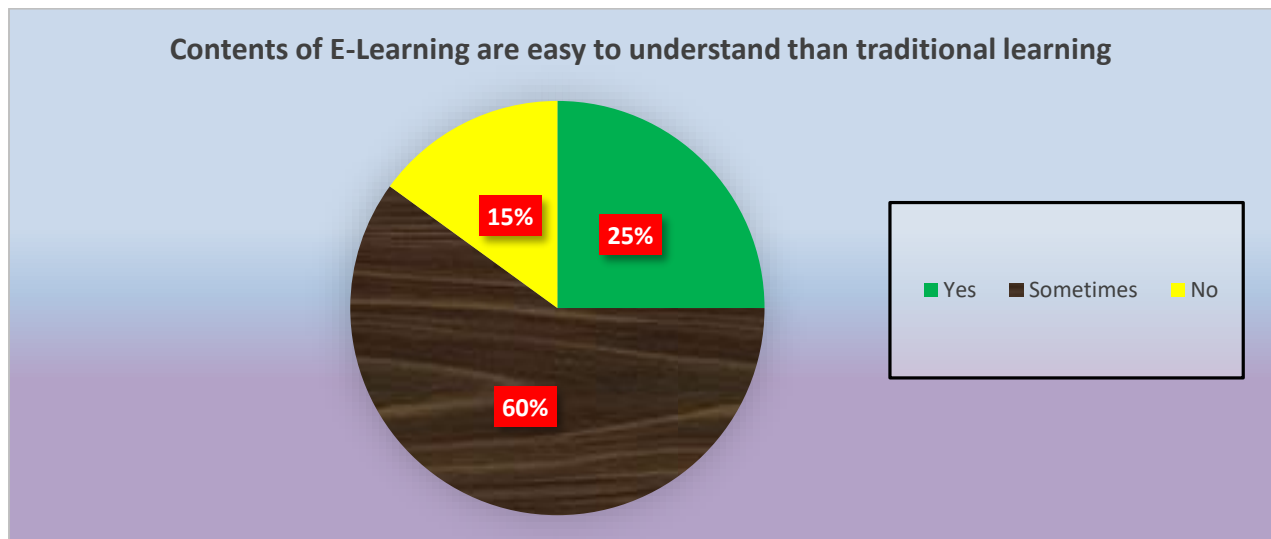
From the graph, it can be seen that 90% of the employees have taken the E-Learning programs at NBCC. This means that the E-Learning scenario is there in NBCC in order to enhance the skills & knowledge of the employees.

Figure 9



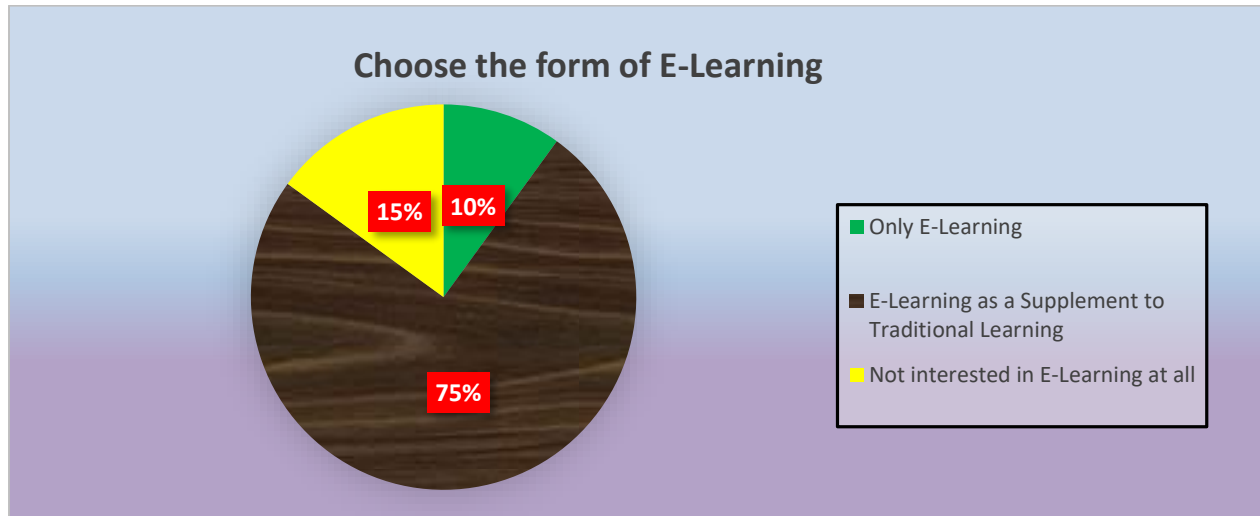
From the above pie chart, we can interpret that, 85% i.e. majority of the employees are interested in E-Learning and about 15% of employees showed their dis-interest towards the E-Learning.

Figure 10



From the above, it can be concluded that majority of the employees (60%) are of the view that most of the time E-Learning contents are not easy to be understood as compared to Traditional Learning as no face to face interaction is possible and doubts cannot be cleared there and then, there is no platform to discuss what has been learned through E-Learning and amongst them, 25% are of the view that E-Learning contents can be easily understood as compared to Traditional Learning as the speaker is explaining the content, get additional knowledge about the topic, etc.

Figure 11



From the above chart, we can interpret that majority of the employees i.e. 75% accept E-Learning as a supplement to Traditional Learning and only 10% are ready to accept E-Learning as a whole, not as a supplement and 15% are still not interested in E-Learning at all. It showed that employees are willing to accept innovations but since currently E-Learning is a new form and not that much tried form of learning so accept it as a supplement.

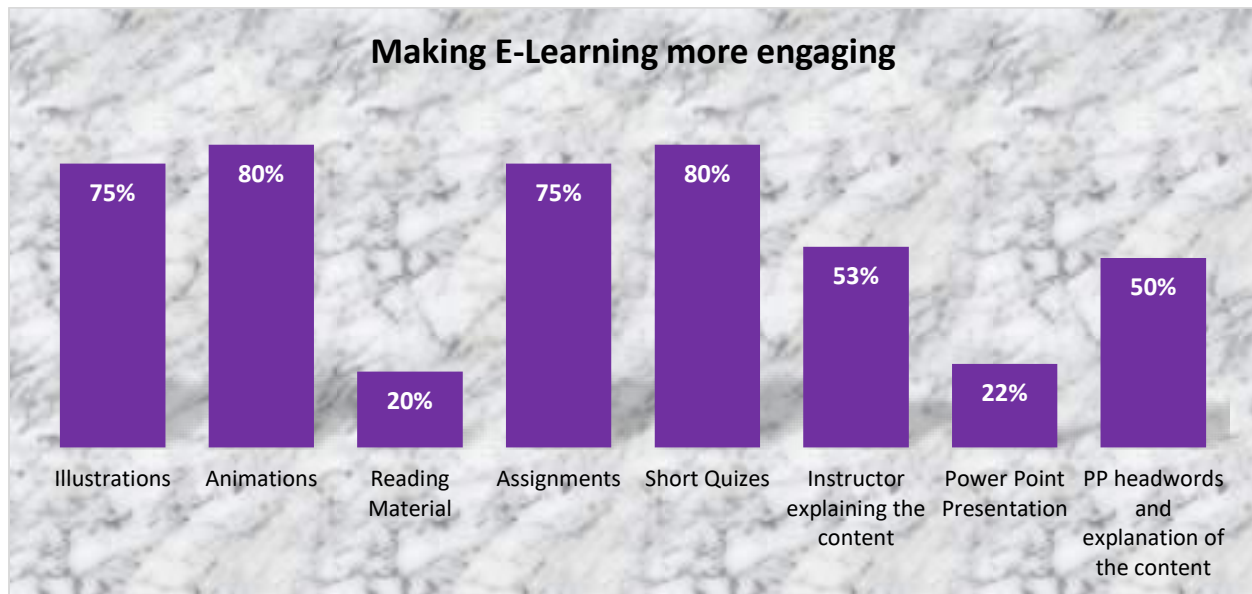
Figure 12



From the above analysis, it can be seen that all the employees agree that in order to inculcate the learnings receives from e-learning it is good that brainstorming, discussions must be conducted after completion of a particular e-learning course. It will imbibe more perspectives on that

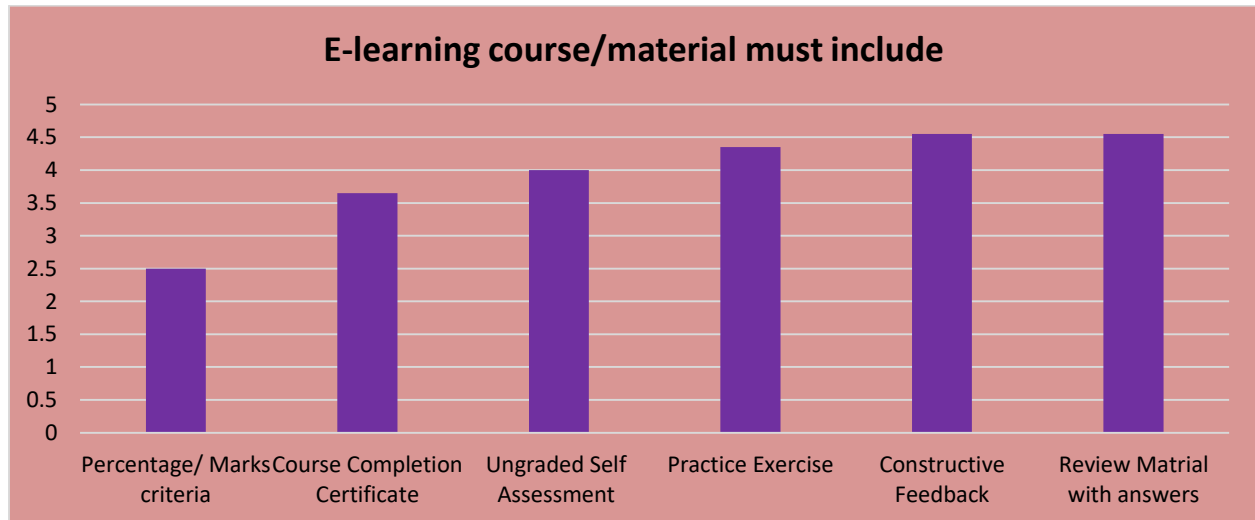
particular topic and decision-making capacity can be improved. This will also help the employees to explore and get to know about more features of virtual platforms, become more friendly with the platform. It will also increase the engagement level of the employees, connectivity among the employees will also increase, mutual understanding will establish, understanding each other's views and opinions will establish, etc.

Figure 13



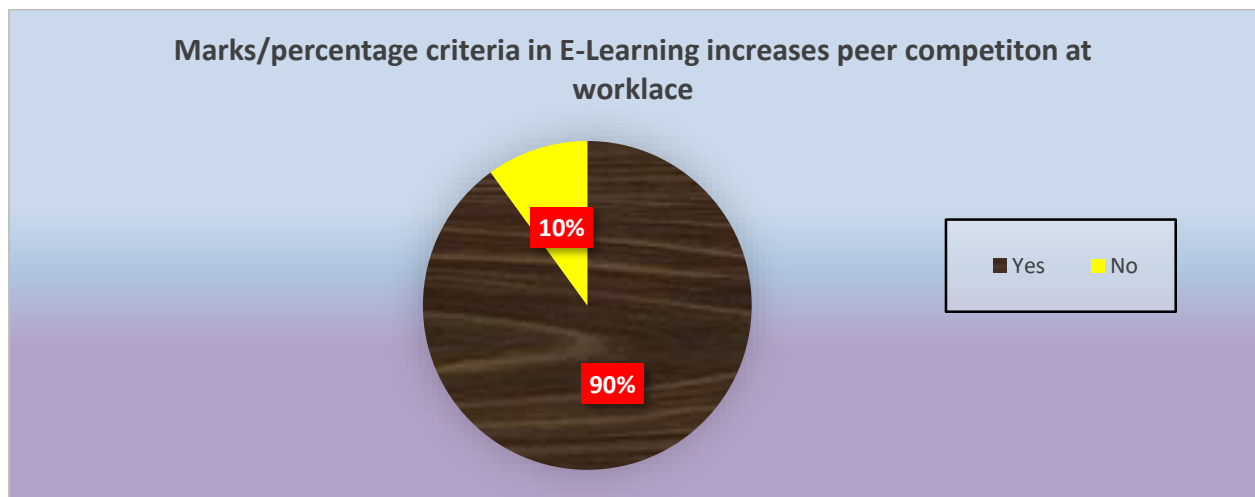
Majority of the employees say that animations (80%), illustrations (75%), assignments (75%), short quizzes (80%) must be included which will make the e-learning course more engaging. Also, some are of the view that- instructor explaining the content along with PP headwords and explanation of the content must also be included. Employees remain engaged and excited if these features are included more in the e-learning course. The selection of the E-Learning course must be done while taking into consideration the above aspects. It will not only engage the employees towards a particular course, but they will accept the E-learning as a form in a positive sense to increase their knowledge at their workplace. Looking upon which department is being catered, what is the age range of the audience, will the content impart additional knowledge which will be helpful for their current job is also crucial while selecting the E-learning course

Figure 14



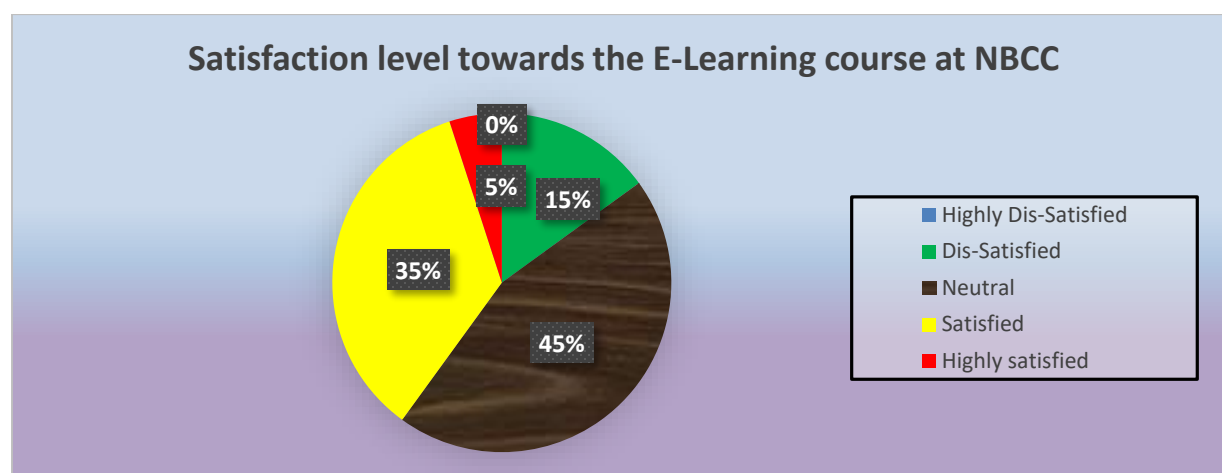
After taking out the Average, it is found from the graph that most of the employees have rated constructive feedback, review material most important element with 4.55 rating out of 5, practice exercise is also given importance and has been given the rating as 4 out of 5, ungraded self-assessment is also given importance with 4 out of 5 rating, a course completion certificate is given less priority with 3.25 rating out of 5 and percentage & marks criteria is given least importance with 2.5 ratings out of 5. This concludes that an e-learning material must not be focused only on marks and percentage criteria. Other components are crucial to be included so that the learner can analyse where they are lagging in terms of thinking and applying the course knowledge in and out of their formal settings.

Figure 15



From the pie chart, 90% of employees agree that percentage/marks criteria increase peer competition at the workplace as it encourages the state of ego involvement and diverts the attention towards how to perform better to their peers. This proves that marks & percentage criteria must not be included as the major part of the e-learning feature from the previous graph. Keeping this feature less important can help trainers to prevent ego involved learning track. It also erases the problem of anxiety regarding a potential loss of social status, withdrawal from learning when facing failure, a desire for easy tasks with a low chance of failure.

Figure 16



From the pie chart, it can be interpreted that majority (45%) of the employees are neither satisfied nor dis-satisfied towards the e-learning course at NBCC, 40% (35% + 5%) of the employees are satisfied with the e-learning course/material and 15% employees are dis-satisfied with the e-learning contents. This means that still there is a loophole to make the e-learning highly satisfied among the employees which will increase the engagement level and enjoyment with the course.

Table 2: Advantages of E-Learning

Advantages Of E-Learning	Employees Responses
Learning from home	4.1
Less time consuming	3.9
Easy excess to information	3.5
Lower cost of learning	3.2
Increases job related knowledge	3.1
Possibility of repetition if necessary	3.1

After taking out Average, it was found that avoiding traffic jams, wasting time on travelling from one place to another were probably crucial when choosing the most significant advantage of E-Learning and that is why most employees choose to learn from home and less time-consuming. Next follows the easy excess to information which eliminates the searching part. Job-related knowledge can be increased but there is a limitation to it as all the job-related skills & knowledge cannot be provided through only E-Learning. It is surprising to know that possibility of repetition is not kept high in this result.

Table 3: Dis-Advantages of E-Learning

Dis-Advantages of E-Learning	Employees Responses
No direct communication among employees	4.1
No direct communication with employers	3.9
Loss of tradition	3.2
Cost of Internet	3.1
Working long hours on the computer is harmful	3.1
Loneliness/Depression	2.9

(After taking out Average)

No direct communication with the employers and employees is taken as the biggest problem because of a lack of communication and interaction with their fellow employees as well as employers. All in all, the lack of direct communication is seen as the biggest problem with e-learning. Among dis-advantages with an average rating of 3.2 loss of tradition, the cost of the internet with an average rating of 3.1 and working long hours on the computer is harmful with the average rating of 3.1, which is the most significant dis-advantage of e-learning. This shows that employees show respect towards the tradition and also care about protecting their health.

Conclusion & Suggestions

Conclusion

Virtual Learning

- 1) From the analysis, it was found that the majority of the employees cannot operate the virtual platform totally i.e. why **(a)** mock sessions are needed to be provided by NBCC. **(b)** NBCC can also prepare a screencast video showing them how to access the virtual learning platform and set up the simulation. Put the link/number to the company's support page/responsible person, so that the employees can ask for help if needed.
- 2) From the study, it was found that while delivering virtually it is difficult to engage the audience, so the majority of the employees think that: asking questions in between, asking the audience to give answers in the chat-box, asking them to give polls can be done to seek attention and make the audience more alert.
- 3) It was found from the study that while working virtually, efficiency can be increased but not that much as compared to physical office experience.
- 4) From the analysis, the majority of the employees are either on the neutral side or the satisfying side. So, NBCC can take steps to make the employees highly satisfied with their virtual learning.
- 5) The majority of the employees are not sure whether they will continue with virtual learning if more features are added to it, as it a new form of learning but some of them are also ready to become adaptable to it and will like to continue.

E-Learning

- 1) From the study, it was found that E-Learning contents are sometimes easy to understand, majority of the employees only select e-learning as supplement to traditional learning and not as a whole.
- 2) Brainstorming and discussions must be done after the completion of a particular course to get more perspectives on a particular topic.
- 3) To make E-Learning more engaging: illustrations, animations, assignments, short quizzes, PP headwords & explanation of the content must be included followed by practice exercise, constructive feedback, review material, ungraded self-assessment and course completion certificate for accomplishment must be there to make the course more rich and engaging.
- 4) From the analysis, it was found that an E-learning course must not be centred towards marks & percentage criteria as it increases the peer competition and encourages the ego involved state at the workplace which can be destructive.
- 5) From the analysis, the majority of the employees are either on the neutral side or the satisfying side. So, NBCC can take steps to make the employees highly satisfied with their E-Learning course or material.

Trends come and go but are skewing towards a greater appreciation for the art of e-learning design and this form of learning is soon going to be increased. The digital experience has changed and brought along with it a revolution of virtual and e-learning opportunities and advancements. Designing and driving an e-learning program is a challenging mission for any company. It has become imperative to design with care and provide an excellent course that leads to a better learning experience for all learners. So, some suggestions are listed below.

Suggestions

- 1) Selecting the right information to present to learners depending upon the learner's needs at the workplace linked
- 2) Feedback opportunities should be put into place after each section to allow learners to identify any issues and make recommendations which creates the room for continuous improvement. Can develop a feedback questionnaire form, ask them about the course.
- 3) Have an open discussion with all who are involved in the process and encourage them to express the expectations they have for more improvements.
- 4) A thorough analysis of the audience's need and innovation is the stepping-stone to success. **For example:**
 - ✚ Some employees may be a very visual group of learners and animations may be the answer to having them engage with the content.
 - ✚ An older age group may wish for less gimmicky e-learning materials with printable and mini-guides or a simplified layout.
 - ✚ For young employees, video content will work as a king along with illustrations, short quizzes.
- 5) Defining the learning objectives and assessment parameters in more detail is vital as it also helps to manage the course. It should also be shaped with this message in mind that it can be updated according to the changing circumstances.
- 6) The learners should not have to worry about the user experience nor the navigation part. The course must be so intuitive, smooth and appropriate that they forget they are using a new tool. Taking care of familiarity without being repetitive and a sense of innovation without excess complexity.

7) Mastery goals create a task involved framework by focusing on knowledge acquisition and mastery of tasks. These goals only relate to the learner and the information to be learned and there is no social stigma attached to failure and they also become resilient when dealing with potential failure in the task and enjoy doing tasks more. By setting mastery goals, trainers help learners predisposed to ego involvement towards a task-involved approach. It must include:

- ✚ **Allow learners to learn from their mistakes:** ungraded self-assessments and practice exercises allows learners to see what they know and what they don't. Follow up these practice exercises with review material so learners can immediately see the correct information and develop an understanding of the material they didn't get right during the practice exercise.

- ✚ **Provide Constructive Comments:** The feedback should be constructive not merely critical to increasing the feeling of achievement in learners.

- ✚ **Encourage peer co-operation rather than peer competition:** Allow learners to work together on group exercises to solve problems. The platform must have a discussion forum and brainstorming sessions in-between and after the completion of the course.

- ✚ When performance goals are necessary, focus on results while avoiding unfavorable peer judgments. Certificate of completion/ congratulation card. Monetary incentives like points for course completion, answering queries could be exchanged for gifts/vouchers is an excellent way to provide performance goals without creating direct competition between learners.

8) Efficacy of technology needs to be addressed i.e. how equipped learners are to accept the new platform of learning. This is in turn determined by aspects like how much experience does a learner has with the medium, whether they are computer literate. This means that mock sessions are needed to acquaint the learners with the technology.

9) **Virtual lunchrooms** can be created to make the employees more comfortable with the virtual platform. They become more friendly with the virtual mode and it also gives room to informal interactions among the employees which reduce the communication gap.

References

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Appendices

Form Link: https://docs.google.com/forms/d/e/1FAIpQLSfiDmyxV9FlUrjJFNhQ1-P31gKe9relNr8olVXsEweK_-MWqA/viewform
