

Summer Internship Project Report

On

**“CHALLENGES OF E-LEARNING DURING COVID-19 ON
LEARNING AND DEVELOPMENT”**

By

Kopal Dosi

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Under the Supervision of

Dr Upasana Singh

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

Institute of Management

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DECLARATION

I Kopal Dosi student of JK Lakshmipat University, Jaipur batch 2019-20 declare that every part of the project report “Challenges of E-Learning during COVID-19 on Learning and Development” at JK Lakshmi cement submitted by me is original.

I was in regular contact with my faculty guide and contacted many time for discussing the project.

Date of project submission_____

Signature

Dr Upasana Singh

CERTIFICATE

It is certified that the Summer Internship Report titled “Challenges of E-Learning during COVID-19 on Learning and Development” submitted by Kopal Dosi is an original piece of research work carried out by the candidate under my supervision.

Signature

Dr Upasana Singh

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EXECUTIVE SUMMARY

The Human Resources is one of the most important assets in an organisation. The success and failure of an organisation largely depends on how efficient its Human Resource department is. Without positive contributions from various people, organizations cannot work and progress.

The report outlines the Challenges of E-Learning during COVID-19 on Learning and Development. I got to learn the overall impact of COVID-19 on learning and development and problems associated with the transition from face to face learning to online learning

The importance of E-Learning has increased tremendously since the rise of COVID-19 pandemic. E-Learning has become a vital source of information due to its low cost and ease to use. However, the provision of usage of online learning systems is a main challenge for many organisations. Therefore the successful use of E-learning relies on understanding the main challenges faced by the current E-learning system.

The report presents an analysis on the survey of 20 NBCC employees on the impact of COVID-19 on learning and development and the overall challenges faced by them. Therefore it mainly explores the challenges people are facing of learning and development in an organisation.

Some of the main challenges are being discussed which are faced by the employees during the pandemic in learning and development pertaining to technological problems, infrastructure problems, lack of skills, lack of social learning and peer learning, effectiveness of the online programmes etc.

INDUSTRY AND COMPANY OVERVIEW

CONSTRUCTION INDUSTRY IN INDIA

The Construction Industry is the second largest industry after Agriculture in India. It contributes to about 8% of the India's GDP and also contributes to India's national income by providing employment to a large number of people.

The construction Industry in India is subdivided into various segments. There are a number of unorganised players who work on subcontracting basis and thus the profitability of the construction projects also varies through them.

There are mainly three aspects in the construction industry like real estate construction which mostly includes residential and commercial construction. Secondly it includes infrastructure building which predominantly includes railways, roads, power etc. Thirdly Industrial Construction which can include oil and gas refineries, textiles etc.

Among all these segments government is more emphasising on the infrastructure segment. Therefore the infrastructure industry is getting a significant interest of investors from India as well as from abroad.

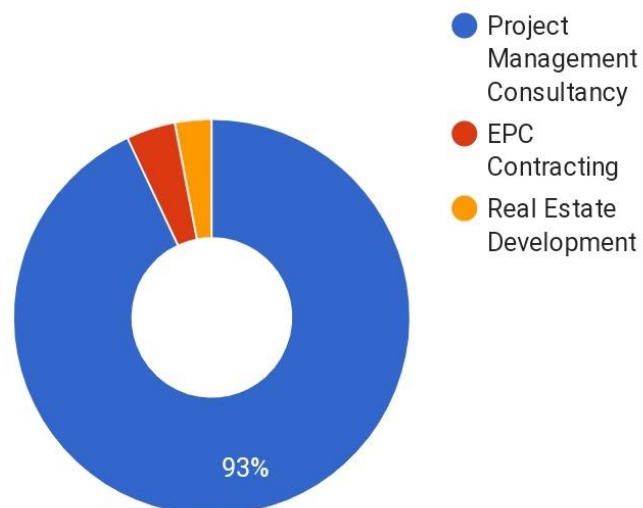
One of the major drivers of growth of the Construction Industry might be the reduced cost of it by using innovative technologies. Therefore the government makes sure to have an in-depth study between the gaps in the international and national standards to ensure fast construction and low cost. More locally available resources are used to bring down the cost. Some of the major initiatives like "Housing for All" and "Smart City Mission" can also drive the growth of the Construction Industry.

National Building Construction Cooperation Ltd

NBCC is a government of India Navaratna enterprise which trades publicly in the market and is owned by the Government of India .It was founded in 1960 as government of India Civil engineering Enterprise. Its headquarters is in Delhi.

It has emerged as one of the most undisputed leaders in the Construction sector with its innovative approaches, capabilities, highest standard of quality, dedicated workplace and timely delivery.

It aims to hold its position as a leading company in the construction and consultancy services providing efficient and quality projects



Its area of operations is mainly categorised into three segments

1) Project Management Consultancy (PMC)

2) Engineering Procurement and Construction (EPC)

3) Real Estate Development

Its areas of operations includes mostly in engineering ventures in real estate, PMC, power sector, roads, bridges, hospitals, mass housing, office buildings, institutions etc.

The Project Management and Consultancy aspect includes providing various management and consultancy services for a range of civil construction projects including residential and commercial complexes, hospitals, redevelopment of buildings and other institutes.

Its work in the power sector includes engineering, construction services and designing for Civil and structural works, cooling towers and chimneys.

Its real estate development segment focuses on residential projects such as townships and apartments and commercial projects such as shopping malls and corporate office buildings.

NBCC also acts as an implementing agency to execute projects under Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Pradhan Mantri Gram Sadak Yojna (PMGSY), Solid Waste management (SWM) and some developmental work in the North Eastern region as well.

It now holds to implement and execute its projects in almost every corner of the country .NBCC has 10 regional offices across India and the projects undertaken by it have reached across 23 states and 1 Union Territory in India. Moreover it has also taken some overseas projects in countries like Nepal, Iraq, Libya, Mauritius, Turkey and many more.

A number of Central government ministries and various other State governments are utilizing the services of NBCC.

TURNOVER PERFORMANCE (IN CRORE)



NBCC has posted a substantial growth since 2012-13 and its top line touched Rs 10, 151, 37 crore in FY2018-19.

NBCC has also made mandatory to inculcate sustainability feature such as rain water harvesting, zero waste, usage of solar energy, dual piping etc. in all its upcoming projects. It has implemented a number of Green buildings for its customers in last few years.

VISSION, MISSION AND OBJECTIVE

VISION

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

MISSION

To continue to be the building clock of the nation by continuously 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.

OBJECTIVES

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

INTRODUCTION

E-Learning has never been more important and more widely used than today. The COVID-19 pandemic has affected the way we learn in many ways. It has taken face to face learning out of question at least for now.

With everything changing so quickly it is important to stay connected and stay flexible. All businesses are quickly learning how to harness the power of digital training and development more broadly than before. And with this remote workplace learning and development is becoming a new reality.

As globally, companies are shifting from face to face professional interactions to remote work in response to the COVID-19 pandemic. Hence with this we also need to think how to get trainers to go virtual, the types of training which they will need to grow their virtual instruction skills and in the same way training people on how to use those collaboration tools to have a better virtual presence.

With most of the workforce working from home and companies quickly reskilling and reshuffling roles, clarity on goals and expectations when you're working with a virtual team is more critical than ever because you're not physically there. Therefore it is imperative that the online training meet up to the expectations of people and also ensure productivity at the same time.

The pandemic has forced the organisations to rethink how they spend their time and budget. Whether they are already virtual or in the middle of determining if they want to go virtual, organisations need to provide some solutions to ensure people stay connected.

Digital learning might just be the solution that helps corporations maintain a productive and healthy workforce during difficult crisis

Some of the learning and development strategies can maximize the use of online learning platforms and can consider the vital use of technology to enable accessible learning and communication methods.

Companies have to leverage collaboration and virtual communication tools, like video conferencing on various platforms like WebEx, Zoom, Google Meet, etc.

Learning and Development during the Pandemic is all about adapting. The corporations have to adapt their business plans, learning and development professionals have switch to online and virtual approaches, and the workforce to an altogether E-Learning experience. These changes have presented many challenges for companies with large operations and vast workforce.

Following are some major challenges highlighted predominantly by Economic Times.

- 1) **Lack of Technology**- One of the biggest and the most common challenges faced by the people in E-Learning is the disruption of technology. Many people are facing technical difficulties due to connectivity issues. Sometimes the platforms are overloaded; there is high usage of online learning systems, poor video or audio quality etc.
- 2) **Lack of digital literacy of users**- There is a lack of digital literacy among today's users. People lack basic computer and hardware skills. Especially, the older generations are less versed in all areas of technology.
- 3) **Lack of Infrastructure**- There is a lack of relevant infrastructure to support the online trainings and many people are not able to create a learning environment due to this
- 4) **Peer learning**- In digital learning there is lack of social interaction that can lead to difficulty in collaborations and team work as there is lack of exposure to others views.

- 5) **Limited Digital Skills of the trainers-** E-Learning demands trainers to be techno savvy, which majority of the times is not the case with people. Therefore trainers need to invest more time aligning them with the latest technology to ensure they can conduct their training programmes effectively and efficiently.
- 6) **Evaluating the effectiveness of training-** One of the biggest challenges faced by the organisations is to evaluate the effectiveness of E-Training on their employees. The trainers have to find out if the implementation of the E- learning is achieving the goals.
- 7) **Lack of employee engagement and motivation-** The biggest disadvantage of E-Learning is that the learners can get distracted easily or can simply get unmotivated. There are chances to do multitasking at the same time on the part of learners. Therefore E-Learning creates lack of engagement and motivation among employee.
- 8) **Dealing with change-** Employees have to deal with change due to many reasons like mergers, acquisitions and change in the technology

Therefore in brief the challenges faced by the L&D sector include transitioning to remote learning, maintaining employee motivation, increasing cyber security due to conducting more business online, high dependency on technology, lack of proper infrastructure facilities, budgetary constraints and lack of experience among trainers.

Other challenges may include inability to strike a balance between work and life, unfamiliarity with learning through digital platforms, staying up to date with the modern technology and stress due to the present situation which may be prevalent while using digital platforms.

OBJECTIVE

The objective of the research is to:-

- Understand the impact of COVID-19 on Learning and Development of the organisation
- To identify the challenges faced by the employees in online training

METHODOLOGY

Both primary and secondary data were chosen to collect the information regarding the report.

To know the insights of the employees in the organisation and to collect data about the impact of COVID-19 on Learning and development, an online survey questionnaire was designed.

The survey was done on the employees currently working in NBCC. The questionnaire consisted a set of 20 questions incorporating the objective of the research which were presented to the respondents. These responses of the employees were then analysed thoroughly.

The survey was responded by a total of 20 NBCC employees. From the data which I have collected it can be said that majority of the participants are between the age 30-40 years and have completed the Bachelor's Degree. The total work experience of most of the employees is above 15 years and their work tenure in NBCC is between 1-5 years.

Collection of Primary Data

- It includes conducting a questionnaire on 20 employees currently working in NBCC.

Collection of Secondary data

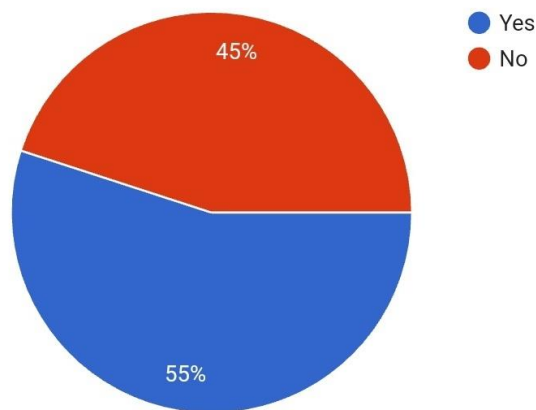
- It includes collecting data from various sources like various journals, articles, social media sites and other Google books

ANALYSIS AND RESULT

ANALYSIS OF THE SURVEY

The following data is mainly obtained from the primary research. The data obtained from the respondents have been analysed to conduct a percentage analysis to determine the impact of COVID-19 on learning and development. This analysis provides the current views of various employees of NBCC and may provide various insights that is open for interpretation in various ways.

Figure1.1: Interruption of online training of staff



In the above figure 55% of the employees believe that the delivering of the staff training programs and activities have been interrupted due to COVID-19 pandemic in their organisation. It can be mainly because now the organisations day to day operations have been

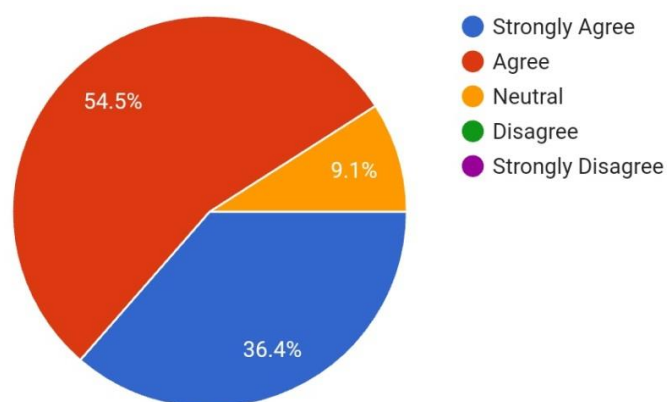
changed and it has affected the way we work. Now people are taking time to adjust to the new norms.

On being asked about their preference about Face to Face learning or E-Learning, majority of the employees are of the view that Face to Face learning is more beneficial than E-Learning and only occasionally they would prefer to be on E-Learning platforms.

In Face to Face learning one has the opportunity to connect with people and network with many people coming from wide range of cultures and backgrounds; therefore we get a greater amount of understanding and exposure through it. As much as a person can try there will always be distractions at work from home and various other problems pertaining to it.

Moreover working from home and E-learning requires more time management, self-motivation and dedication to increase the productivity and efficiency of the work. Moreover there are more instances of misinterpretation and misunderstanding in E-learning.

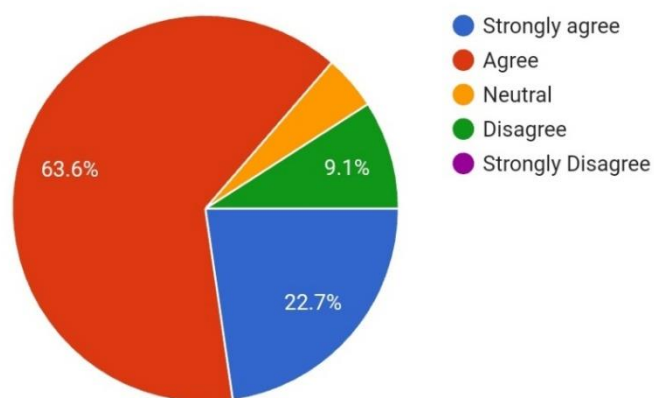
Figure 1.2: Relevance of job related training during Covid-19



In the above figure around 54.5% employees agree that there is a stronger need for job related training during COVID-19 pandemic.

On the job training is more effective as it gives the learner the opportunity to practice what they have learned, using the actual workplace tools, machinery and other sources needed for the job. The learning not only takes place by doing your own job but also by observing others to do a particular job which is not possible in E-Learning.

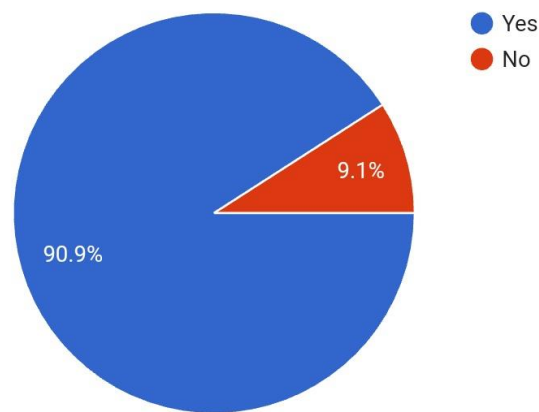
Figure 1.3: Appropriate resources to conduct virtual training methods



In the above figure around 63.5% people agree that their organisation is getting well equipped with the virtual training method while only 9.1% people disagree that their organisation is not getting well equipped with the virtual training method.

People are getting difficulty in adjusting to the new changes and training methods introduced that are taking place but most of them are able to adapt to the new normal and are working effectively and efficiently.

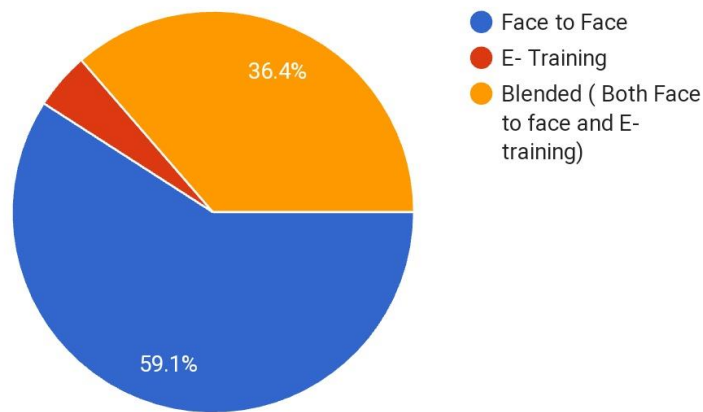
Figure: 1.4 Willingness in conducting relevant training programme by the organisation



Around 90.9% employees believe that their organisation is conducting relevant training programmes for them and are taking specific measures to ensure continuation of staff training programmes during COVID-19 Pandemic.

They are taking measures by conducting various online training programmes for their employees, conducting and attending various webinars on technical, behavioural and job related topics. Moreover organisations are also trying to engage their employees on these online platforms by trying to engage them in various activities and quizzes and asking them feedback for the sessions.

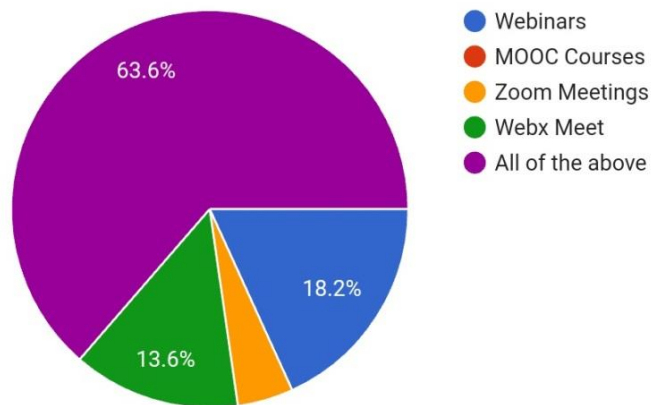
Figure 1.5: Different modes of training ensuring learning



In the above figure around 59.1% employees were of the view that Face to Face learning is more engaging and beneficial. However, only 36.4% of the employees believed that Blended (which engages both Face to Face and E-Training) is more beneficial for the employees.

This can be mainly because face to face learning presents the ability to discuss and collaborate things and even compete with guidance of someone experienced. It gives greater understanding and exposure to the individual. On the other hand blended training is more dependent on the technical tools and resources. These resources need to be reliable and easy to use and should have a meaning impact on the learning experience.

Figure 1.6: Various online platforms used for learning and development

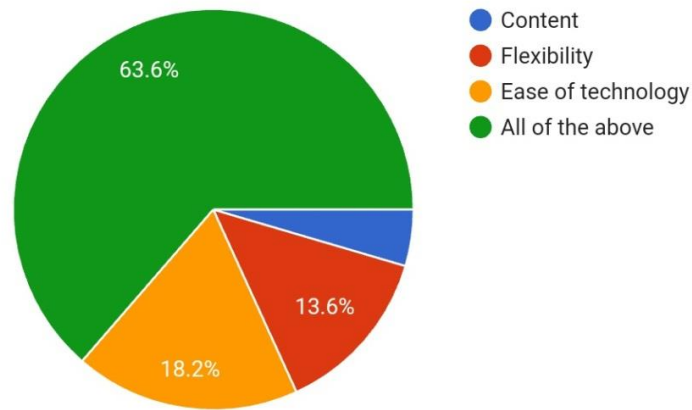


In the above figure around 63.6% people use almost all the platforms i.e. Webinars, MOOC Courses, ZOOM Meetings and Webx meeting for learning and development in their organisation.

Out of these platforms majority of the employees find Webx as the most user friendly and secured platform for learning and development.

Majority of the trainings programmes in the NBCC was done through Webx Meet.

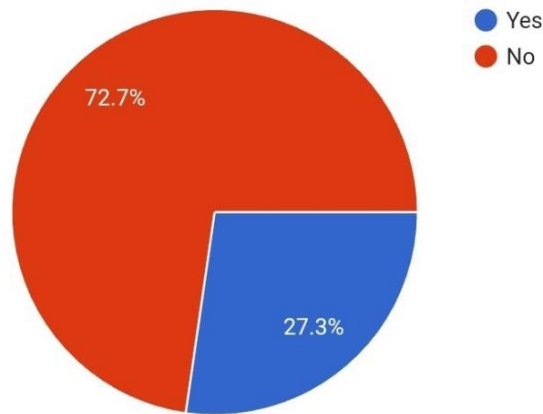
Figure 1.7: Important aspects of E-Training programme



Around 63.6% people believe that all the factors i.e. Content, Flexibility and ease of technology are important aspects for E-Training programmes.

Out of these Ease of technology is more important. Technology still remains an important aspect to focus upon as still in many areas the access to proper technology is not yet available. Technical glitches are one of the main hindrances of online training. Often there are compatibility issues and technology also vary in there capacity for speed as well. Therefore many people find technical problems while using an online platform which can lead in reducing the employee engagement as well. Moreover there is also some set of literacy skills that are required for E-Learning training and development.

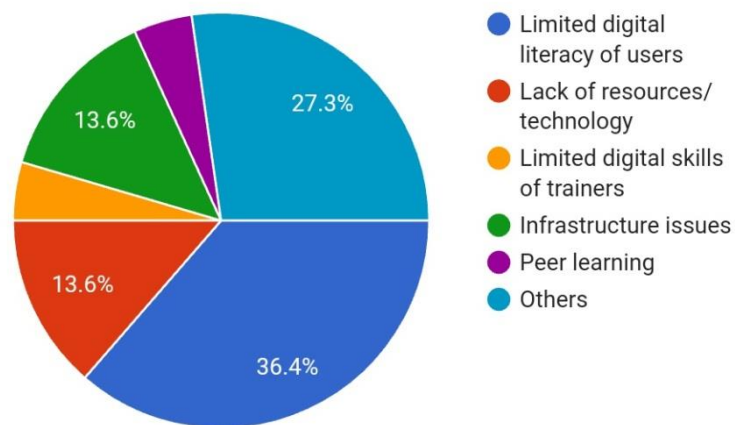
Figure 1.7: Collaboration with any external organisation for training during Covid-19



In the above figure 72.7% people believe that their organisation have not collaborated with any external organisation to facilitate staff training during the COVID0-19 pandemic.

This can be mainly due to because collaborating with other organisation can be sometimes out of the budget for the organisations. Moreover organisations are capable enough to facilitate staff training during crises with some changes and extra efforts. Therefore they don't feel the need to collaborate with any external organisation.

Figure 1.8: Major challenges faced in delivering staff training programme using online tools

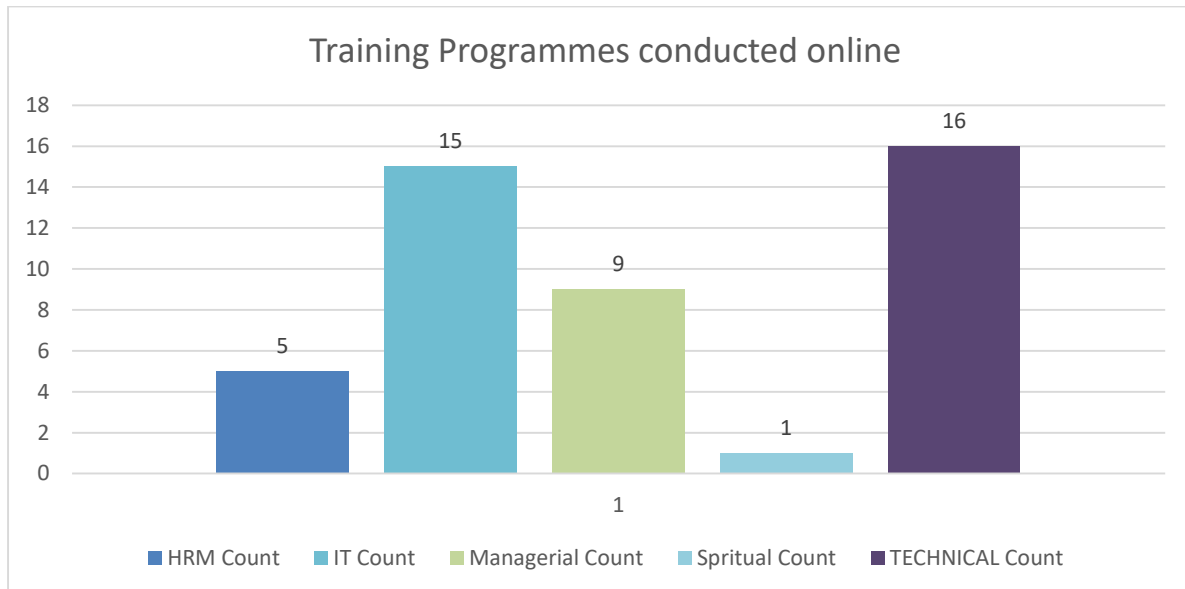


Around 36.4% of the employees believe that Limited digital literacy of the users is one of the major challenges their organisation is facing in delivering staff training programmes and activities using online learning tools in the context of COVID-19 pandemic.

Sometimes individuals may lack basic computer skills through which they can get difficulty to use the online training programs.

Whereas 27.3% employees believe other challenges such as resistance to change among people, evaluating the effectiveness of the training programmes, bridging the knowledge gap, lack of employee engagement and lack of motivation are the major challenges their organisation is facing.

Following is the data provided by NBCC of their total training programmes which were conducted online.



Through this data we can clearly see that NBCC conducted around 16 Technical training programmes for its employees and 15 IT programmes followed by 9 managerial training programmes, 5 HRM training programmes and 1 spiritual training programme.

Therefore for online training NBCC has mostly invested in technical and IT programmes for its employees.

SWOT Analysis of E-Learning

STRENGTH

- Time and location flexibility
- Low cost
- Catering to wide audience
- Wide availability of courses and content
- Get advance at their own pace
- Allows independant learning

WEAKNESS

- Technical difficulties
- Lack of infrastructure
- Learners capability & confidence level
- Lack of peer learning
- Lack of motivation & engagement among employees
- Time Management
- Distraction, frustration, anxiety and confusion
- Mismanagement & digital illiteracy
- Adaptibility

OPPORTUNITY

- Scope of innovation and digital development
- Designing flexible programmes
- Strengthening technical, lengauge, problem solving, critical thinking and adaptibility skills
- Opportunity to find own solution to your own problems

THREAT

- Preference of using only traditional method of learning
- Rise in competetion
- Lack of support from government

STRENGTH

E-Learning methods of learning have many advantages. It can rescue us from the hard times. It offers a great deal of flexibility in terms of location and time. It enables us to customize our processes based on the needs of the learners and offers a wide range of courses and content available online. There are plenty of online tools available which are vital for an effective and efficient learning environment. Moreover it also gives opportunity to get advance in our own pace and to be creative in one's approach.

WEAKNESS

E-Learning has certain weaknesses in the sense that it can create some communication gap between people. Users can face many technical difficulties that can hinder the learning process of the individual. Moreover all individuals vary in degree of their capabilities and confidence level and some do not feel comfortable while learning online leading to increased frustration and confusion among them. Inadequate compatibility between the technology and the learning processes can also obstruct the teaching process and can create an imbalance. There is a possible loss of social interaction and lack of peer learning which can lead to difficulty in collaborations and team work. The quality of the training programmes can also be challenging. Unavailability of proper digital tools or poor connection can cause a lot of trouble due to which many employees might lose out the learning opportunities.

OPPORTUNITY

Online learning can also have a lot of opportunities available for its users as it can open many doors for various people. Individuals can grab this opportunity by making themselves learn via online platforms. There is a lot of scope in bringing out different innovations and digital developments. The usage of online learning can enhance the critical thinking abilities, problem solving skills and adaptability among users. It can help us to bring radical transformation among individuals.

THREAT

E-Learning faces many threats. It is the challenge for the organisation to engage their employees and make them participate in the learning process. The preference of using only traditional methods can also be a threat for E-Learning. Moreover there are many platforms which are providing online courses and content and hence there is a lot of competition among them.

CONCLUSION

The project report outlines about the challenges of E-Learning during COVID-19 and how it has affected the learning and development sector.

This report states about what we have learned throughout our internship. It presents a small brief about the company and industrial overview in which it talks about the construction sector in India, the various segments of the construction sector and the growth drivers of it.

It also gives a small overview of NBCC, its areas of operation, its turnover performance and its vision, mission and objectives.

Then it emphasises on how COVID-19 is affecting learning and development sector and some major challenges of E-Learning during COVID-19. It analysis the data which was mainly obtained by the primary research. Further it provides the results through SWOT analysis.

Through the analysis we got to know that the delivering of the staff training programs and activities have been interrupted to some extend due to COVID-19 pandemic in NBCC.

Face to Face learning is more engaging and beneficial then E-Learning or blended learning for employees and there is a stronger need for job related training in the organisation during COVID-19.

Despite of many interruptions employees feel that their organisation is well equipped with the virtual training method and is keen in conducting relevant training programmes for their employees.

For learning and development purpose employees are using various platforms like Webinars, MOOC Courses, ZOOM and Webx. Amongst all these platforms employees are more reliable on Webx due to its ease to use and security purposes.

NBCC is mostly investing for its online training programmes in IT and Technical segment for its employees.

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RECOMMENDATIONS

- The concept of Micro- learning should be encouraged. It delivers bite-sized information to the learners and offers just the right kind of knowledge necessary to help a learner. Virtual training should always be direct and to the point to engage learners.
- A recording of the whole training programme should be available for the trainers so that in case of any technical glitches or for any other reason if the training programme discontinues, so it can be available to all.
- Employees should get trained in the basic computer skills and other technical aspects by the organisation. Up skilling of the workers is important so that they do not get difficulty in the online training programmes.
- Regular breaks can be provided by the trainers in the online programmes to avoid the distraction of the employees. More questions and answer sessions, polls, engaging activities, visual aids and videos should be there to stay connected with the people.

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