

**Critically evaluate how  
multinational companies  
can most effectively use  
learning and development  
programmes for its new  
graduates**

# Introduction



- ❧ Impact of increased globalisation, intense competition and dynamic nature of business on HRM strategies of multinational companies
- ❧ More focus of companies on learning & development programs for fresh graduates
- ❧ Need of appropriate strategies for effectively managing learning & development programs for new graduates

Source: (Caligiuri, 2014)

# **Strategies of Effectively Using Learning & Development Programs for New Graduates in MNCs**

# Integration of Business Goals with L&D Programs' Strategies

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- ✓ Identification of targeted business goals
- ✓ Identification of ways of measuring success
- ✓ Anticipation about the influence on organisation
- ✓ Articulation of business case

Source: (Corredoira and McDermott, 2014)



# Solution Map



- ❧ Development of learning and performance support solution maps
- ❧ Identification of ways of sustaining performance initiatives after completion of learning & development programs
- ❧ Identifying ways of supporting audience (newly graduates)

Source: (Wilson, 2014)

# Development of Learning Paths



- ❧ Developing learning paths based on roles
- ❧ Providing clear understanding to newly graduated employees about the learning paths
- ❧ Providing opportunity to fresh graduates to give feedbacks

Source: (Jackson, 2013)

# Leadership Support



- ❧ Strong support from leaders and supervisors
- ❧ Increased focus on communication
- ❧ Development of effective communication strategies
- ❧ Development of performance support solutions by managers

Source: (Cannon and Feinstein, 2014)

# Use of Advanced Technologies



- ❧ Defining advanced technologies
- ❧ Using advanced technologies for supporting the implementation, adoption and delivery of learning and development programs.
- ❧ Clearly identifying kinds of enabling technologies required for delivering learning and development programs.

Source: (Schneckenberg et al, 2015)



# Planning for Measurement and Evaluation

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- ❧ Description about ways of measuring and evaluating learning and development programs
- ❧ Clear identification of data that is required to be collected
- ❧ Identification of individuals responsible for measuring learning and development programs

Source: (Cannon and Feinstein, 2014)

# Planning for Allocation of Resources



- ❧ Development of a resource plan
- ❧ Clear identification of personnel and budgetary requirements
- ❧ Proper allocation of all types of resources required for development and implementation of learning and development programs

Source: (Wilson, 2014)

# References



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