

**Programme: Master of Business
Administration**

Module: Human Capital Management

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component 2: Presentation
Company: Shell plc**



Introduction



The structure of Shell was illustrated and competency-oriented Training along with Development framework.



It provided a focus on blended learning, growth of leadership as well as future skills development.



It described alignment of training with digital transformation as well as global energy transition.



Strategic relevance was outlined regarding line managers along with requirements for current improvement.



Training and Development

Current Training and Development Policies and Practices at Shell

THE COMPETENCY-BASED TRAINING APPROACH



(Source: Chatterjee, 2021)

Shell generally has a competency-oriented training model, which is developed on an existing ability evaluation.

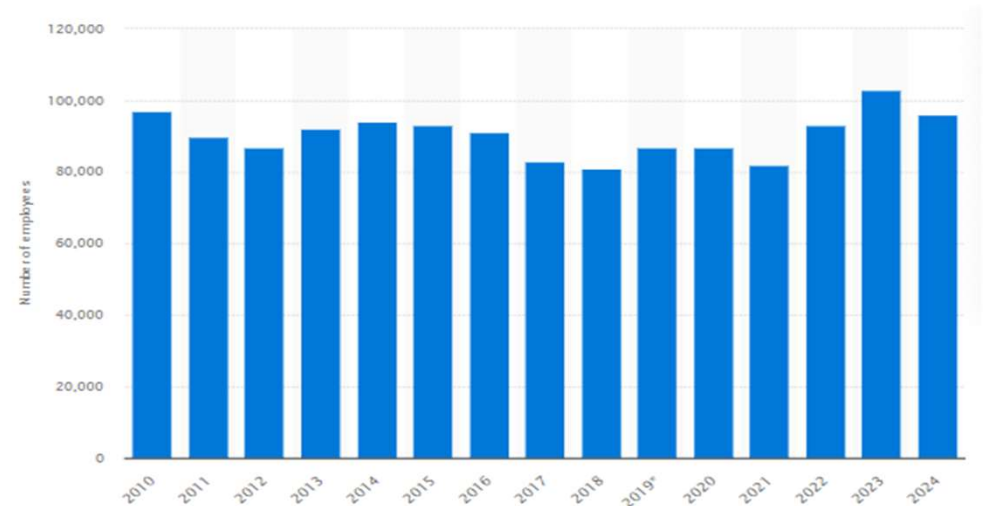
The company is providing blended learning which consist of e-learning, technical simulations as well as leadership academies (shell.com. 2025).

Global Learning Solutions is able to provide standard training in operational along with functional areas (Perisic *et al.*, 2023).

Programmes of talent acceleration emphasised on future-skills acquisition, knowledge related to sustainability and digital literacy.

Role of Line Managers in Shell's Training and Development Implementation

- Performance reviews along with competency mapping will be helpful for line managers to single out individual skill gaps.
- They assist in on-job learning, coaching as well as mentoring to improve the ability to practise skills applied.
- Managers utilize resources for training which is useful for employees to participate in formal programmes (Ercantan and Eyupoglu, 2022).
- The line managers of the company test the effectiveness of training as well as maintain the association with the operational priorities and safety standards.



(Source: Sasu, 2025)

Strategic Relevance of Shell's Training and Development Practices



The training practises in Shell is useful in supporting digitalisation as well as low-carbon energy solutions.



Continuous learning improves the flexibility of the workforce as well as the competitiveness of an organisation in the changing environment (Lomineishvili, 2021).



The programme is useful in improving regulatory, safety as well as environmental compliance on global operations.



The Human Capital Theory indicates that expertise of the employees is useful in improving productivity in organisations which is useful in generating long term value generation (Behie et al., 2023).



Current Issues and Recommendations for Improvement

The inconsistencies in training have been observed in various global locations due to the existence of the different operational requirements (Spring, Faulconbridge, and Sarwar, 2022).

Lack of attention to the development of soft skills is useful in influencing cross-functional cooperation.

Shell is planning to execute AI-oriented learning, improve soft-skill programmes as well as maintain uniform international standards.

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