Thesis Report
on

Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd.

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Major: Management

Semester: Fall

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Submitted for the partial fulfillment of the degree of Master of Business Administration



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Letter of Transmittal

Md. Rasel Hawlader
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Subject: Submission of thesis report.

Dear Sir,

With humble honor and respect, I am submitting my thesis report on "Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd.". As per partial accomplishment of the requirements for the RMBA degree, I have completed thesis from "MEB Industrial Complex Ltd" [As per partial accomplishment of the requirements for the RMBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the RMBA program which has given me the opportunity to have an insight into the Training and development process. I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.
I humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

Razaul Karim
ID: RMBA 1902017002
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Certificate of Supervisor

This is to certify that the thesis paper "Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd." has been prepared as a part of completion of the RMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Razaul Karim, bearing ID: RMBA1902017002 under my supervision. The report or the information will not be used for any other purposes.

.....

Md. Rasel Hawlader
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Student Declaration

I am Razaul Karim, a student of Master of Business Administration, ID: RMBA1902017002 from Sonargaon University would like to solemnly declare here that this report on “Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd.” has been authentically prepared by me. While preparing this report, I didn’t breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Razaul Karim
ID: RMBA 1902017002
Program: RMBA
Major: Management
Semester: Fall

Letter of Authorization

Certified that this project report titled “Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd.” is the bonafide work of Razaul Karim, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Md Rasel Hawlader
Lecturer
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Abstract

As a part of academic requirement and completion of RMBA program, I have been assigned to complete thesis report on “Training and Development Process in “MEB Industrial Complex Ltd” under my supervisor **Md. Rasel Hawlader.**

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data were collected by Organizational employees, hand book, website, and relevant books. I tried to minimize bias and produce and unbiased report.

“The Training and Development Process” is a slice of human resource process, As such I have selected this topic to make it clear. I have divided this report in some sub segments.

As a young thesis in a reputed organization “MEB Industrial Complex Ltd”. I have tried to go through their thesis and Development process to employee within little tenture of 03 months.

The report start with a general introduction “ MEB Industrial Complex Ltd” and then comes the introduction of “ MEB Industrial Complex Ltd” as well as Origin of the report, Statement of the research problem, Objective of the report. The Mission and Vision of MEB Industrial Complex Ltd are also discussed. Then this report proceeds onto the preliminary discussion about the products of MEB Industrial Complex Ltd.

After that I tried to shed a light on the HR structure of MEB Industrial Complex Ltd. All the function of HR department are briefly described here. After that I continue on the main focus of the report “The Training and Development Process in MEB Industrial Complex Ltd.” describing the different steps of these. Starting from indentifying the need for new recruitment to final offer,all the steps are well described with an example.

After completion of this report it can easily be said that efficient, competent and active part in The Training and Development Process take a company to the peak of the success.

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Chapter: 1 Introduction

1.0 Title of the Study:

Training and Development Process in Bangladesh: A Case Study on MEB Industrial Complex Ltd.

1.1 Introduction:

In Human Resource Management (HRM) cycle as well as in any organization, training and development system plays an important and vital role in achieving organizational mission and vision, goals and objectives. Organizations today consider the HR department as the critical source of making development amongst the employees to lead the organization to the success

1.2 Background of the Study:

In today's rapid changing business environment. Organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined training and development policy, which can be executed.

Effectively to get the best performance from the employees. This case lets discuss the importance of having an effective training and development policy.

1.3 Importance of the Study:

Effective training and development system is very necessary to the organization. It enables the company to have high-performing employees who are also satisfied with their jobs. Development is the process of transition of an employee from a lower level of ability, skill and knowledge to that of higher level. This transition is influenced by education, training, work experience and environment. This will improve value of individual employees in terms of his/her self-development, career growth and contribution to the organization.Effective training and development system is not only the a step towards organizational excellence, but an important cost control mechanism as well.

1.4 Origin of the Report:

This report is an internship report prepared as a requirement for the conclusion of the MBA program. As per requirement of MBA program of Sonargaon University, Department of Master Administration. The Guideline and preparation of the report was supervised and directed by Lecturer **Md. Rasel Hawlader** at **Sonargaon University** and I am thankful to her for assigning this project.

1.5 Objective of the Report:

The main objective of this report is to find the training and development procedures of **MEB Industrial Complex Ltd**. To find the main objective other supportive objectives are as follows:

- To identify the training and development practices in organization.
- To know the objective of the training and development of the organization.
- To identify the training method of the organization.
- To know the opinion of the employee regarding and development program of the Organization.
- To identify the problems of training and development of the organization.
- To suggest some possible recommendations to overcome the problem relating to training and development of the organization.
- To know the methods of identifying training needs.

1.6 Methodology of Report:

The study is performed based on the information extracted from different sources collected by using a specific methodology. This report is analytical in nature. To prepare the report on training and development policy and procedure of MEB Industrial Complex Ltd. the information has been collected from primary and secondary sources.

1.6.1 Primary source: Information has been collected

- Mainly through a survey on questionnaire.
- The company's training manual.

1.6.2 Secondary source: Information has been collected from-

- Various study reports.
- Relevant books, journal and printed materials.
- Website of the company.

1.7 Scope of the Study:

The report will mainly focus on the basis of the steps taken by "MEB Industrial Complex LTD" for its Human Resource Development. It will also focus on their employee perception of the organization.

After studying that whole report anyone can learn and get understand about "The MEB Industrial Complex Ltd." HR development level and how they can help further their employee development.

1.8 Questionnaire Design

Questionnaire was prepared with open and close-ended questions. The size of the questionnaire is two A4 sizes pages and the average time of questioning is 20 minutes.

1.9 Sampling Plan:

1.9.1 Population

The target population was the Executives, Operatives and Fresher's who are working in MEB Industrial Complex Ltd.

1.9.2 Sample Unit

Any Employee who are working in MEB Industrial Complex Ltd.

1.9.3 Sample Size

Total sample size was 26.

Executives	Operative Employees	Fresher's	Total
6	14	6	26

1.9.4 Sampling Method

The non-probability convenience sampling method was used for collecting the information.

1.10 Data Collection Procedure:

- **Primary Data:**

I have collected raw data through informal face to face conversation with the officers also through questionnaire survey. I have also collected data from practical deskwork.

- **Secondary Data:**

In order to collect the secondary data different related printed materials like MEB annual report; its website etc. has been used. Moreover Library sources also have been used as secondary source of collecting early mentioned data and information.

- **Data Analysis and Reporting:**

Different types of computer software are used for analyzing the gathered information such as Microsoft word and Microsoft power point. Different tables and graphs were used to make the data meaningful and comparable

1.11 Limitations of the Study:

The study has suffered from a number of barriers:

- Time was major limitation or factor while preparing the report.
- Most of the employees are not very willing to give the answers of the questionnaire. They take it as threat for their job.
- The employees were afraid of providing the correct answer due to lack of confidentiality.
- Some of the respondents copied the answers from the other respondents.
- Given time was not enough to complete the report.
- Most of the time the officials were busy and were not able to give much time

1.11.1 Lack of Sufficient Well Informed Officials:

- Many officials of the branch are not well informed about different systems of MEB Industrial Complex Ltd. They know but less. I had to face much difficulty to collect this information.

1.11.2 Insufficient Data:

- Some desired information could not be collected due to confidentially of business.

Chapter 2: Literature Review

2.1 Literature Review:

Muhammad Zahid Iqbal et. Al in the year (2011) has done their research in the topic "AN EMPIRICAL ANALYSIS OFTHE RELATIONSHIP BETWEEN CHARACTERISTICS AND FORMATIVE EVALUATION OF TRAINING" Their analysis is about the relationship between characteristics and formative evaluation of Training. This paper attempted to signify the use of formative training evaluation. The authors have carried out a study at three public-sector training institutions to empirically test the predicted relationship between the training characteristics and formative training evaluation under the Kirkpatrick model(reaction and learning) . This study explains the causal linkage between components of formative training evaluation, the mediating role of reaction in the relationships between training characteristics and learning was also investigated. The principal finding revealed that a set of seven training characteristics explained 59% and 61% variance in reaction and learning respectively. All training characteristics were found to have a positive impact on reaction and learning except training contents. The study concluded with areas of future research emphasizing on linking formative evaluation with summative one i.e. Behavior and results.

Eugen Rotarescu in the year (2010) has reviewed on the topic "ALTERNATIVE SELECTION UNDER RISKCONDITIONS IN HUMAN RESOURCES TRAINING AND DEVELOPMENT THROUGH THE APPLICATION OFTHE ESTIMATED MONETARY VALUE AND DECISION TREE ANALYSIS". The topic in this article is the presentation in a succinct and applicative manner of several decision making processes and the methods applied to human resources training and development in environments with risk factors. The decisions have been optimized by the human resources training and development, the decision makers have readily available with two methods of analysis they are: (1) the decision matrix and (2) the decision tree method. Both methods compute the alternatives based on the estimated monetary value (EMV). Finally the decision matrix and the decision tree analyses represent two viable, scalable and easily applicable framework analyses for selecting the optimum course of action regarding the training and development of human resources. Both analyses generate the same solution and rely on the accuracy of the expected monetary value (EMV) method calculated for each course alternative action. Of these two methods, the selected decision method depends on the circumstances, the complexity of the situation and preference of the decision makers.

Pilar Pinedain the year (2010) has done his research in this topic "EVALUATION OF TRAINING IN ORGANIZATIONS:A PROPOSAL FOR AN INTEGRATED MODEL"

and the author's purpose of this paper is to present an evaluation model that has been successfully applied in the Spanish context that integrates all training dimensions and effects, to act as a global tool for organizations. This model analyses satisfaction, learning, pedagogical aspects, transfer, impact and profitability of training and is therefore a global model. The author says that training is a key strategy for human resources development and in achieving organizational objectives. Organizations and public authorities invest large amounts of resources in training, but rarely have the data to show the results of that investment. Only a few organizations evaluate training in depth due to the difficulty involved and the lack of valid instruments and viable models. The paper's approach is theoretical, and the methodology used involves a review of previous evaluation models and their improvement by comparing their application in practice. The author has also applied the model successfully in several public and private organizations, in industry and in the services sector, which demonstrates its usefulness and viability in evaluating the results of training. Therefore, this evaluation model has interesting and practical implications, as a useful tool for training managers in evaluating training results, as well as providing a global simplified approach to the complex evaluation function. The originality of this evaluation model lies in its focus on a key and novel aspect – i.e. the pedagogical dimension, providing an integrated tool that can be easily adapted to any organization.

Cary Cherniss et.al In the year (2010) has done their research in the topic "PROCESS–DESIGNED TRAINING: A NEWAPPROACH FOR HELPING LEADERS
DEVELOP EMOTIONAL AND SOCIAL COMPETENCE" and they have evaluated the effectiveness of a leadership development program based on International Organization for Standardization (ISO) principles. The program utilized process-designed training groups to help participants develop emotional and social competence. The study involved 162 mangers from nine different companies in a random assignment control group design. There were nine different groups with nine managers in each group. Each group was required to follow the identical process. His results indicated that after two years the intervention group had improved more than the controls on all Emotional Competence Inventory variables. The paper offers recommendations for future research on the mechanisms underlying the process- designed group strategy and contextual factors that optimize results. This paper describes a leadership development strategy that appears to be more economical and consistent in its delivery than traditional approaches such as workshops or executive coaching. Although ISO principles are utilized widely in the business world, this is the first study that has used this approach in the design and delivery of management development.

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Chapter:3 Organizational Overview

2.0 Historical Background of MEB Industrial Complex Ltd

MEB industrial complex Ltd is a private limited company which introduces itself as a member of Nahar group of industries a leading business conglomerate in Bangladesh. The company is engaged in manufacturing and marketing "DADA" Brand edible oil, "ICY" Brand carbonated soft Drink, "DADA" Brand mineral water and bitumen. It was established on 20th July-2005 under registrar of join stock company, Bangladesh and started its operation in August-2010.

2.1 Profile of MEB Industrial Complex Ltd.

MEB Industrial Complex Ltd at a Glance

Name of the Organization	:	MEB Industrial complex Ltd
Location of the Company	:	RI Tower (9thfloor),23/A, M.M.Ali Road, Mehedibag, chittagong
Branch office	:	House No 07, flat 2/b (2nd floor), road -14, Uttara Model Town, Dhaka.
Communication Media	:	Phone: 031-2851113, 2866915-16 Fax: 88-0312851114 Email: hoque@nahargroupbd.com
Type of the Company	:	Private Limited Company
Category of the Company	:	C-Type (100% Bangladeshi Investment)
Date of Incorporation	:	20th July-2005
Date of Commercial production	:	2010
Production Line	:	Bitumen, soybean oil, carbonated soft drink, Mineral water
Total Employees:		
Head Office	:	50 persons Factory
Office	:	350 persons
Marketing	:	150 Persons
Tax exemption period	:	Not availed
Directors of the Company	:	Mr. Mohammed ShouibRiad
Chairman of the Company	:	Ms. ShabnamRahmanShouib
Floor Area	:	
Head Office	:	3200 Sft
Factory	:	2.645 Acres

2.1.1 Production Capacity:

- Edible Oil Plant : 3,12,000 mton/year
- Drinking Water Plant : 2 Crorelitre/year
- Carbonated Soft Drinks Plant : 3.10 Crorelitre/year
- Bitumen Plant & Storage Tank : 60,000 mton/year

2.1.2 Material Searching Area:

Raw Material Searching Area

- Edible Oil Plant : a) Louis Dreyfus Commodities , Singapore

  b) Mewah Oils and Fats (Pte.) Ltd. Singapore

  c) Just Oil & Grain (Pte.) Ltd. Singapore

  d) NMK Products & Agencies Lanka (Pte.) Ltd. Malaysia.

- Drinking Water Plant : Local Source
- Carbonated Soft Drinks Plant : Germany
- Bitumen Plant & Storage Tank : Thailand & Local

Export To : Not availed

Insurance Name : a) United Insurance Company Ltd.
b) Peoples Insurance Company Ltd.
c) Phoenix Insurance Company Ltd.
d) Northern Insurance Company Ltd.

Working Environment	:	Good
Business Strategy	:	Capture the Market through quality maintaining
Nature of the Employee	:	Permanent worker (Skilled, Semi – Skilled, Unskilled.)
Future Prospect	:	Bright
Mode of Transaction	:	By letter of Credit

2.2 Purpose and Goals:

The purpose of the training and development function is to:

a. Organize and facilitate the learning process.
b. Expedite acquisition of the knowledge, skills, and abilities required for effective job performance.
c. Provide employees with career growth opportunities consistent with corporate goals, objectives, and strategies.

Training and employee development programs are designed to be effective, efficient, and timely, using sources, methods, and strategies consistent with the following goals:

a. Ensure the availability of human resources to meet present and future organizational needs.
b. Ensure linkage with corporate goals and business strategies.
c. Provide learning experiences that are responsive to the training and development needs of Postal Service employees.
d. Make instruction timely, using the most cost-effective methods.
e. Reduce organizational training costs while increasing learner retention and proficiency.

2.3 Social Welfare:

MICL believes that contributing to society is the company's most important role, not only through its businesses but also by engaging with and contributing to local communities as a part of the community. Through its employees, while it pass on technologies and knowhow to local communities. MICL also work with local authorities to nurture the next generation and to resolve local issues. The major area of MICL's Social Welfare activities is as follows:

Education
Health
Disaster Relief
Culture & Sports

2.4 Group Member of the Company:

a) Nahar Trading Corporation Ltd.

b) Nahar Holdings Ltd.

c) Nahar CNG Filling Station Ltd.

d) Al-Riad Industries Ltd.

e) Al-Riad Conglomerate Ltd.

2.5 Policies and Procedures:

- Maintain cordial relations with all stakeholders, namely- customers or buyers, suppliers and employees
- Fight against dishonesty, fraud and corruption as and when it occurs.
- Recognize the contribution of each individual and assist others to make meaningful contribution.
- Equal rights for all and no discrimination in any field,
- Always ensure maximum utilization of resources,
- Ensure health and safety of workers and encourage an environment conducive for work.

2.6 Directors of MEB Industrial Complex Ltd:

Directors of the Company	:	Mr. Mohammed ShouibRiad
		Ms. ShabnamRahman Shouib
Chairman of the Company	:	Ms. ShabnamRahmanShouib

2.7 Mission of MEB Industrial Complex Ltd:

- To continue to provide the very best of consumer wants.
- To explore new segments of markets and to carter to it.
- To identify what the consumer needs and providing it to them.
- To continue to assure intrinsic quality hygienic food products with authentic taste
- To enhance consumer's standard of food habit
- To expand distribution network to make the products available at customer doorsteps.
- To enhance the strength and skill of the organization that will contribute to company's increasing growth both in domestic and global markets.

2.8 Vision of MEB Industrial Complex Ltd:

• Gain market leadership in high value added Bitumen and Edible Oil in USA & Europe.

•Grain Market Leadership in Trading Business.

• Dominate Local and International Market highly:

1. Bitumen
2. Soybean oil,
3. Carbonated soft drink
4. Mineral water
5. Edible Oil

2.9 Number of Management Personnel and Workers:

- Head Office : 50 persons
- Factory Office : 350 persons
- Marketing : 150 Persons

2.10 PRODUCTS OF MEB Industrial Complex Ltd:

DaDa brand soybean oil and Dada super palm oil

DaDa brand Bitumen

Icy Brand carbonated soft drinks

Dada Brand mineral water

Production Statement of MEB industrial complex Ltd

DaDa Brand Soybean Oil and Dada Super Palm Oil

	DaDa Brand Soybean Oil
	PET Bottle Size: 450ml,1ltr,1.5ltr, 2Ltr, 3Ltr, 5Ltr, 8Ltr
	Tin Size: 16Ltr
	In Bulk(Drum)
	DaDa Super Palm Oil
	PET Bottle Size:450ml, 1Ltr, 1.5Ltr, 2Ltr, 3Ltr, 5Ltr, 8Ltr
	Tin Size: 16Ltr
	In Bulk(Drum)

DaDa Brand Bitumen

1	DaDa Bitumen In Bulk and 200kg steel Drum

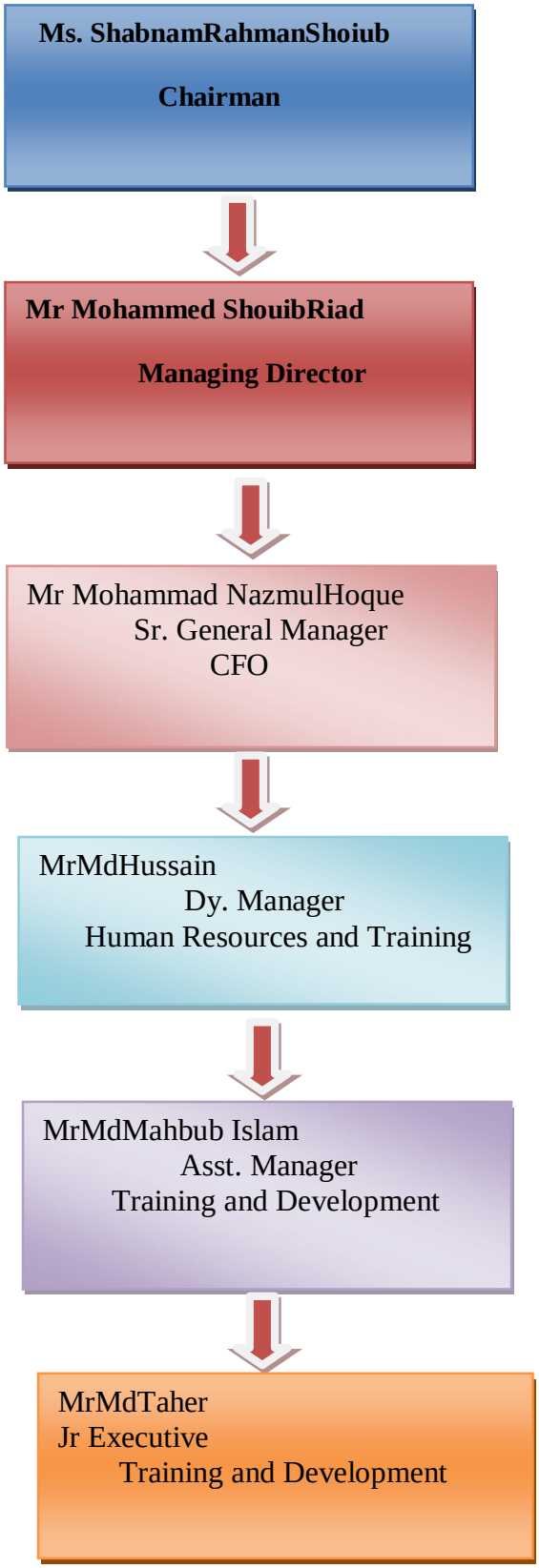
Icy Brand Carbonated Soft Drinks

1	ICY lemon-250ml, 500ml, 1000ml
2	ICY cola-250ml, 500ml,1000ml
3	ICY strawberry-250ml, 500ml, 1000ml
4	ICY apple-250ml, 500ml, 1000ml

Dada Brand Mineral Water

1	DADA drinking Water-600ml, 1000ml, 1500ml, 2000ml
2	20Ltr JAR

2.11 Management Set-Up:



2.12 Company Competitive Situation:

- Company Background: MEB Industrial Complex Ltd a unit of well knownNahar Group of Industries, having O years' experience exclusively in ……
- Qualified & Experienced Manpower: The employees are highly educated and experienced.
- Production Level: The level of production is adequately higher than the others company in our country.
- Quality of Product(s): There is no hesitation about the quality of the products of this company in this country.
- Demand & Supply: Besides the quality of the products, marketing circumstances is also in the preeminent situation.
- Sophisticated Technologies: System of Technology is extremely upgraded than the others company in this country.

- Dealing with IT: Company complete their activities by using own software and hardware. Also used internet for exchanging their information from one business office to another.
- BSTI certified company: MEB Industrial Complex Ltd maintained International Standards. As well as, maintaining local standards.
- Adequate logistics support: Logistics support is more than the others company.

- Employee benefits: Employee benefits are more than the others company.
- Others allowances: Employee get other allowances like as-big festival bonuses, medical allowances, increment etc.

2.13 SWOT ANALYSIS ON MEB Industrial Complex Ltd:

SWOT analysis means analysis of Strengths, Weaknesses, Opportunities and Threats of a particular company. Strengths are the advantages coming from the internal business environment. Weaknesses are the internal bottlenecks. Opportunities indicate privileges that come from the external business environment where threats mark the external environmental disadvantages.

Strengths:

- MEB Industrial Complex Ltd is the quicksilver company in Bangladesh.
- Capable management.
- Qualified and experienced manpower.
- Extremely rapid growth, high quality products and production level also high.
- Adequate capitalization.
- Good profitability.
- Powerful marketing plan.
- It provides quick and prompt services to its customers.
- It is not engaged in unfair business.
- It is well-furnished and fully Air-conditioned.
- Satisfactory report on compliance issues by the buyers.
- Quality and Timely production.

Weakness:

- Not sufficient transportation facilities both the employees and workers.
- Ensure more logistics supports.
- Location of Corporate office is not situated in a renowned area.
- Shortage of working space.
- No long term Human Resource Plan.

Opportunities:

- MEB Industrial Complex Ltd provides contributory Provident Fund (PF) for the employees.
- Excellent increment facilities.
- Attractive remuneration with handsome Festival bonuses.
- Good reputation of the company among the others company.
- Gathering and developing career by working with qualified & experienced management employees.

Threats:

- There are many competitors in the market.
- Government imposes tax and vat on profit highly.
- Pace of the working activities of govt. is not at satisfactory level than private company.
- Govt. imposes new conditions for services which makes complex situation.

Chapter: 4 Theoretic Analysis

3.0 Human Resource Management

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. It is the process of procuring, developing, maintaining and compensating a given workforce.

HRM is the set of organizational activities directed at attracting, developing, maintaining an effective workforce to achieve the organizational objective effectively and efficiently.

3.1 Human Resource Planning

Human resource planning has traditionally been used by organizations to ensure that the right person is in the right job at the right time. Under past conditions of relative environmental certainty and stability, human resource planning focused on the short term and was dictated largely by line management concerns. As human resource planners involve themselves in more programs to serve the needs of the business, and even influence the direction of the business, they face new and increased responsibilities and challenges.

3.2 Human Resource Function

The role of human resource management is to plan, develop, and administer policies and programs designed to make expeditious use of an organization's human resources. It is that part of management which is concerned with the people at work and with their relationship within an enterprise. Its objectives are:

- the effective utilization of human resources;
- desirable working relationships among all members of the organization; and
- Maximum individual development.

The major functional areas in human resource management are:

- planning,
- staffing,
- employee development, and
- Employee maintenance.

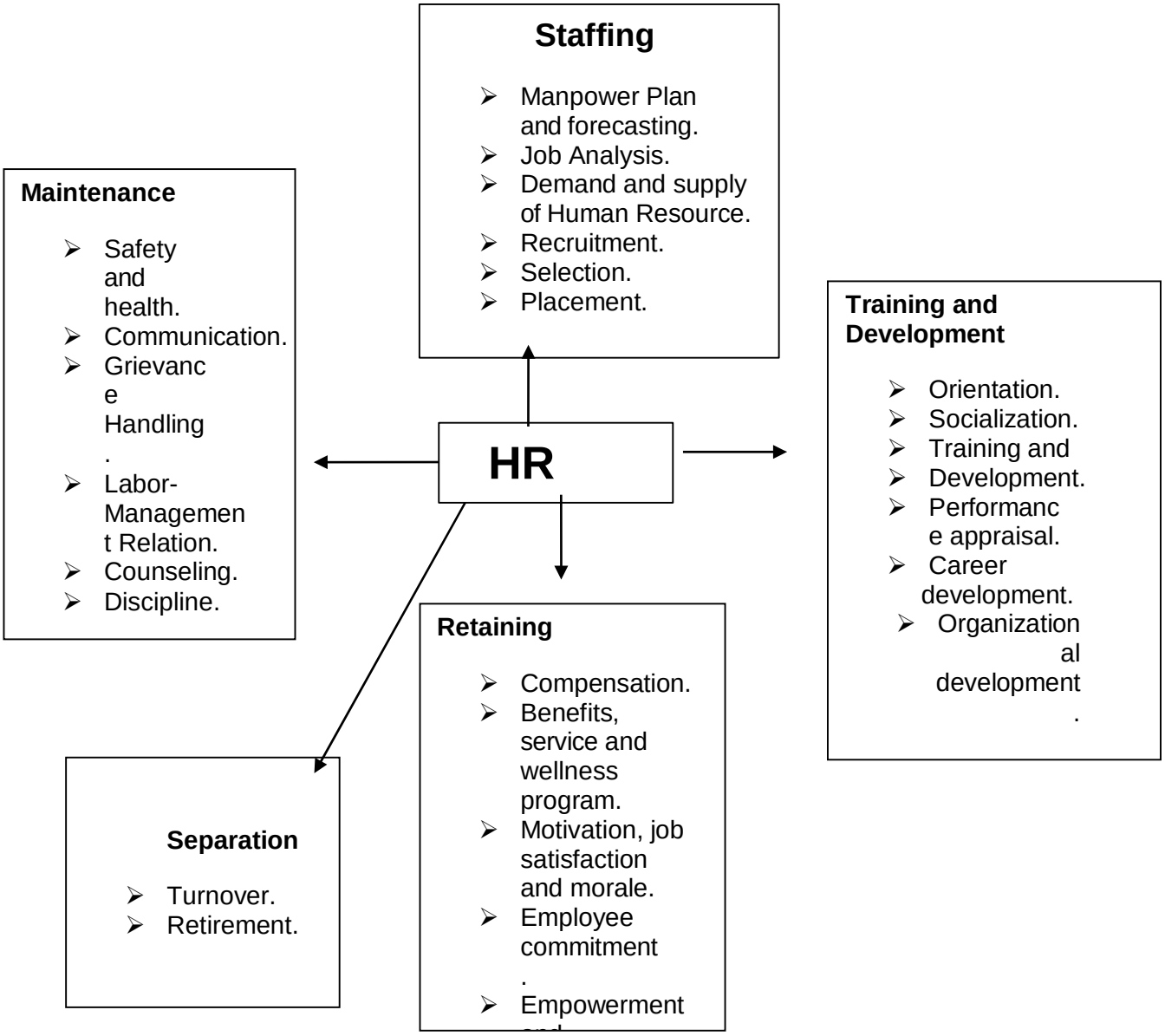


Figure 3: (a) Functions of HRM

3.3 Training and Development:

3.3.1 Training

It is the learning process that involves the acquisition of knowledge, sharpening of skill, concept rules or changing of attitudes and behaviors to enhance to performance of employees Training is activity leading to skilled behavior.

- It's not what you want in life, but it knows how to reach it.
- It's not where you want to go, but it knows how to gate there.
- It's not how high you want to rise, but it knows how to take off.

- It may not be quite the outcome you were aiming for, but it will be an outcome.
- It's not what you dream of doing bat it's having the knowledge to do it.
- It's not a set of goals, but it's more like a vision.

Training is about knowing where you sand (no matter how good or bad the current situation looks) at present and where you will be after some point of time, training is about acquisition of knowledge, skill and abilities (KSA) through professional development.

3.3.2 Learning:

Learning has been described as a relatively permanent change in behavior that occurs as a result of practice or experience. It may be simply a sustain (unlearning a bad habit) or it may be a modification (adjusting new knowledge to old). What is learning is gradually change. The learning behavior differs from one another that is selective.

There are some principles of learning can be found which are:

- Learning is individual
- Motivation is the key
- Relevance of learning experience should be clear to the learner
- "Feedback" to learner is important.

3.3.3 Employee Orientation:

New employee orientation is the process that is used for welcoming a new employee into an organization. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

3.4.3 Employee Socialization:

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become effective and participating members.

3.4 Traditional and Modern Approaches of Training and Development:

- **Traditional Approach**-In the past, most of the organizations never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly program and it doesn't bring any benefit which is worthless. Organizations used to believe more in executives pinching. But now the scenario seems to be changing.

- **The Modern Approach**-The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system has been changed to create a smarter workforce and yield the best results

3.5 Role of Training:

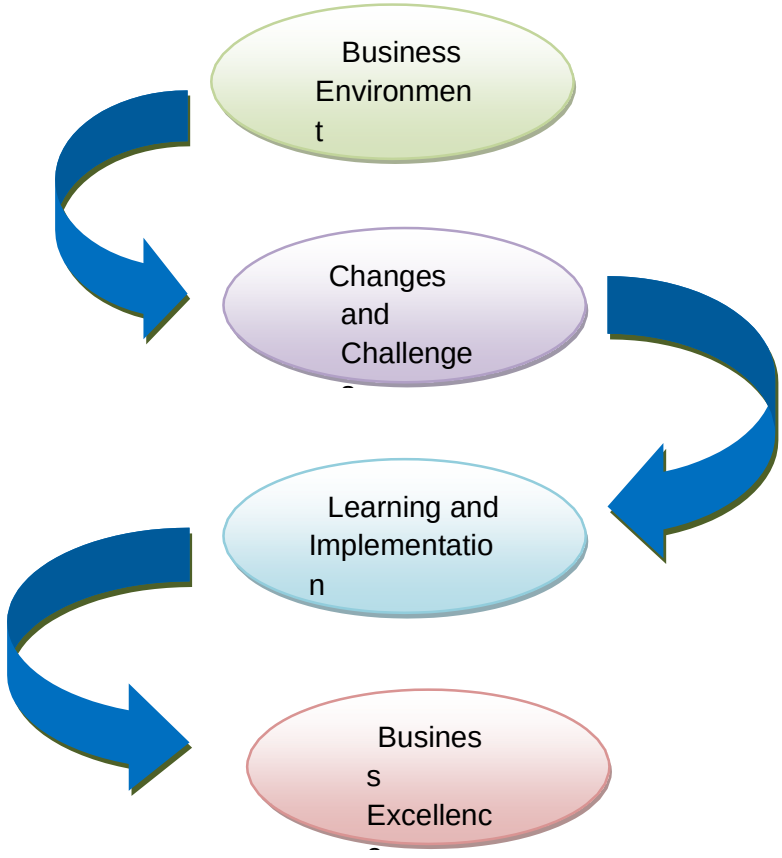


Figure 3. (b): Role of Training

- **Development of Skills of Employees**– Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- **Optimum Utilization of Human Resources** – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- **Development of Human Resources** – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- **Productivity** – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- **Team Spirit**–Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees
- **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- **Organization Climate**– Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- **Obsolescence Prevention**- "Training and development programmers foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes
- **Quality**– Training and Development helps in improving upon the quality of work and work-life.
- **Healthy Work-Environment**– Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.

3.6 Other Roles:

- For an employers' organization to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving competiveness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.
- An employers' organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.
- An employers' organization could develop training material to be used by enterprises for in-house training

3.7 Inputs of Training and Development:

Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into distant future. In addition to these there is a need to impart ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem solving capabilities.

- **Skills-**

Training is imparting skills to employees. A worker needs skills to use machine and other equipment with least damage or scrap; this is basic without which a worker is not able to work on machines.Same way employees like supervisors, executives needs interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

- **Education-**

The purpose of education is to teach theoretical concept and to develop a sense of reasoning and judgment. HR specialists understand the importance of education in any training and development program. Many times organizations encourage employees to do course on a part time basis.

- **Development-**

Another component of a training and development, which is less skill oriented butstressed on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company.

- **Ethics-**

There is a need for imparting ethical orientation to a training and development program. There is on denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization. This Does not mean that the HR manager is absolved of the responsibility. If the production, finance or marketing personnel indulge in unethical practices the fault rests on the HR manager. It is his/her duty to enlighten all the employees in the organization about the need for the ethical behavior

3.8 The Five steps of Training and Development Process:

The training programs consist of five steps

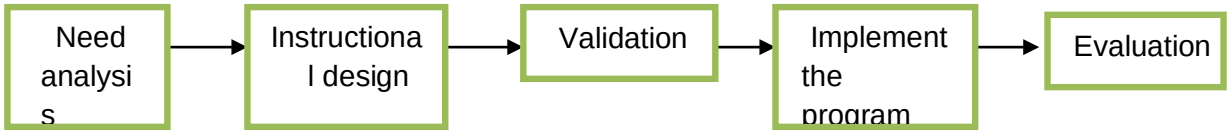


Figure 3. (c) Steps of Training and Development

- **Needs Analysis-**

Needs analysis is the first step of the training process. It identifies the specific job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.

- **Instructional Design—**

In the second step instruction design individuals decide on compile and produce the training program content including work books exercises.

- **Validation—**

Validation is the third step in which the bugs are socked out of the training program by presentation it to a small representative audience.

- **Implement the Program—**

The Fourth step's to implement the program by actually training the targeted employee group.

- **Evaluation—**

Fifth is an evaluation step in which management assesses the programs successes or failures.

3.9 Training Methods:

Various methods of training which are given below:

Lectures, Demonstrations, Discussions, Computer based Training (CBT). Intelligent tutorial system (ITS).Program Instruction (PI) virtual Reality. Behavioral approach is: Games and simulations, behavior modeling, business games, case studies, equipment stimulators, in basket technique, role play.

3.10 On-the-job Training:

On-the- job training is the heart and soul of all training in individual or management development. OJT sometime called ''soap training on- the- job training procedure given below in table:

Step	Suggestion
Instructor preparation	• Divide take into logical part to create lesson plan. • Select training techniques, e.g. Demonstration.
Trainee preparation	• Place trainee at ease. • Relate training to trainee needs, e.g., promotion.
Present the task	• Present overview of task. • Precede form known to unknown, easy to difficult. • Adjust pace to individual difference. • Go through task explain each step. • Have trainee tell instructor what to do.
Tryout performance	• Have trainee explain each step prior to execution. • Be aware of learning plateaus to sustain motivation. • Provide feedback on progress.
Follow-up	• Positively reinforce continuously at start. • Move to variable positive reinforcement schedule as trainee matures.

3.11 Off the job Training:

Off the job training covers a number of techniques classroom lectures, videos and films, Case studies and others.

1. Classroom Lecture—

Lectures designed to communicate specific interpersonal technical or problem solving skills.

2. Videos and Films—

Using various media production to demonstrate specialized skills that are not easily presented by other training methods.

3. Simulation Exercise—

Training that occurs by actually performing the work. This may include case analysis, role playing and group decision making.

4. Computer Based Training—

Simulating the work environment by programming a computer to imitate some of the realities off the job.

5. Vestibule Training—

Training on actual equipment used on the job but conducted away from the actual work setting a simulated workstation

6. Programmed Instruction—

Condensing training material into highly organized logical sequences.May include computer tutorials interactive videodisk.

7. Case Study Method—

The case study method presents a trainee with a written description of an organizational problem. The person then analyzes the case diagnoses the problem and presents his findings and solutions in a discussion with other trainees.

9. outside Seminars—

Many companies and universities offer web based and traditional management development seminars and conferences. For example FBCCI arranges some short terms training on different business related areas.

10. University Related Programs—

Many universities and institutes provide executives education and continuing education

3.12 Development:

Development is the process of increasing efficiency and changing behavioral pattern or mentality toward particular issues for the achievement of organizational objectives. That is, any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skills is called development. Development involves in attaining the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skill.

3.13 Difference between Training and Development:

Training is concerned with the immediate improvement of specific skill of the employee that is the ways to make the employee more effective in his current role whereas development is a process to make the employee efficient enough to handle critical situations in the future that is how well he can equip himself for the future demands. The basic difference is, training focuses on the current job skill (Short term process) whereby the development focuses on the future job skill and efficiency (Long term process).

3.14 Career Development:

Career development involves managing career either within or between organizations. It also includes learning new skills, and making improvements to help in career. Career development is an ongoing, lifelong process to learn and achieve more in career. Whether anyone looking at making a career change, or moving up within a company, planning his/her career development will succeed. By creating a personal career development plan; one can set goals and objectives for personal career growth.

3.15 Performance Evaluation:

The method of evaluating an employee's performance which involves tracking, evaluating and giving feedback on actual performance based on key behaviors/competencies established in the goals that support the achievement of the overall organizational mission.

Chapter: 5 Analysis and Findings

4.0 Training and Development:

The training and development of all employees is critical to the Company's success. It improves the performance of the company, teams and individuals and makes an important contribution to the retention of staff and the development of future talent.

MEB Industrial Complex Ltd. is committed to providing an environment which enables continuous learning, growth and personal achievement of all employees. The achievement of this commitment by the Company is also reliant on employee commitment and their willingness to learn, develop, take on new roles and responsibilities and seek opportunities for self-development.

Training and development plans are based on the future business strategy and through the output of regular individual appraisals. These plans identify where individual performance may be enhanced through development initiatives including training courses, coaching, job experience, formal studies, etc.

The Company is committed to the effective induction of all employees and in supporting all employees to realize their full potential. Training and development opportunities are offered on a fair basis to all employees. The Company ensures that no employee receives less favorable treatment or consideration.

4.1 Training and Development Objective:

- To help the employees perform more effectively in their jobs.
- To prepare the employees for future growth and advancement by providing supervisory and other management programs.
- To building effective work teams through developing staff communications and interpersonal skills**.**
- To inculcate a sense of dedication to highest quality.
- To keep an employee up-to-date with changes those affect the business environment.



4.1.1 Training Needs Assessment:

Need assessment is the first step in the training and development process and it focuses of detecting and solving performance problem. The purpose is to identify if there is a need for training and the nature of the content of the training program. This phase determines the relevance of particular trainings to employee's jobs and how it will improve the performance. It also addresses the organizational problems and then distinguishes the training needs with an objective to identify an appropriate training need which will link to improved job performance with MEB Industrial Complex Ltd. goals and bottom line.

4.1.2 Training Administration:

Objectives of a training program cannot be met unless there is a role-playing of the Human Resource Department. This Department carries out all the administration tasks of the training in co-ordination with the departmental supervisors, employees and at the same time with the trainer who will be or is in charge of providing the training program. As such, the HR department works as an intermediary between the employees, their supervisors and the training program. This is done to prevent any form of miscommunication and to ensure that the employees are receiving the right training pertaining to their needs, which will lead to improved performance of the company

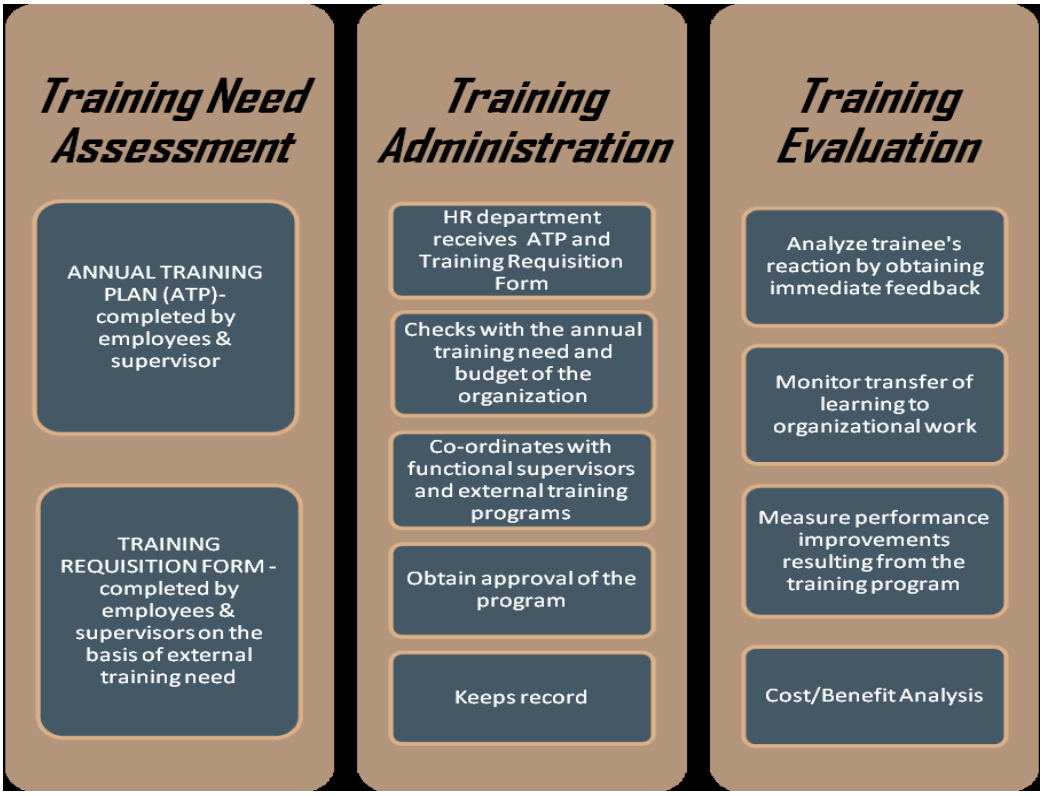
4.1.3 Training Evaluation:

Each and every training program is carried out with a view to achieving some pre-determined objectives and to analyze whether those objectives are fulfilled, training evaluation is a must. MEB Industrial Complex Ltd. believes in continuous development. Therefore, performances

of the trainees are important to evaluate to know the effectiveness of the currently practiced programs. This will also help to rectify any loopholes in the process, which can be addressed during the evaluation process. The overall phase of Training Evaluation will focus on:

- Employees' reaction towards the training program
- Analysis of the knowledge and skills that the employees have learned from the training programs
- Application of the knowledge and skills that were taught in the training
- Results of the new inputs made by the trainees.

4.2 Steps in Training and Development Process:



4.2.1 Training Needs Assessment:

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. MEB Industrial Complex Ltd. recognizes that employees are an integral part of organization and that they themselves have the potential to judge what kind of training will improve their performance at work. Therefore, they have the privilege to analyze their own abilities in line with their job responsibilities and can discuss these with their line supervisors.

On the contrary, it is one of the key responsibilities of the supervisors to keep their subordinates performance on constant check. They have to support their employees' learning and development by scrutinizing and finding out the training needs. This is done in discussion with the employees. The supervisors have to gives priorities according to importance and availability of resources and then in prepare Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion.

4.2.2 Training Administration:

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training Recommendation from the line supervisors, it the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Hereafter, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of training programs attended by each employee is maintained.

4.2.3 Training Evaluation:

Employees and line supervisors again have a major role playing in this segment of Training and Development of MEB Industrial Complex Ltd. It is believed that active co-operation of all the parties will generate an accurate final output. Training Evaluation consists of four segments including Reaction, Learning, Transfer of learning and improvement in organizational work, and finally a cost-benefit analysis of the training program.

Employees who attend the training programs are expected to apply the newly learnt skills and knowledge at work and evaluate how it has helped to perform a task compared to the ability the incumbent possessed preceding training. They have to identify the differences and report their findings along with other views and suggestions to their line supervisors. This information flow can also include important notes on the first three segments of Training

Evaluation, i.e. Reaction, Learning and Transfer of learning and improvement in organizational work.

Line supervisors, on the other hand, have to carry out multiple tasks. First and foremost, they have to prepare questionnaires and conduct survey of the trainees about their reaction towards the training program. This will then be followed by an interview of the trainees regarding what they have learned from the program. Information are all accumulated and kept for future references and comparison with previous performances of the employees. Problems identified in the training programs are recorded in order to be addressed to in future. In the meantime, supervisors have to perform activities for the third segment of Training Evaluation. They have to create work samples or allow and observe employees transfer their knowledge at work and at the same time evaluate how it improves the jobs. Occasional discussions are carried out to identify problems.

Finally, supervisors prepare a report consisting of records of all the evaluation of trainees and send it to the HR Department.

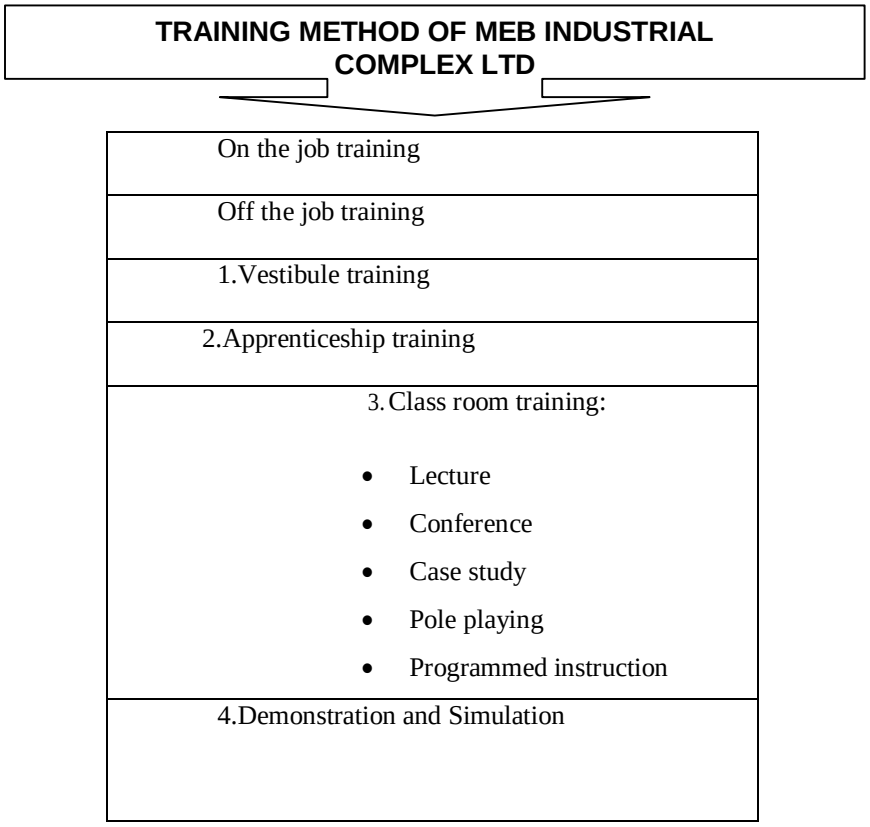
HR Department, after receiving the reports from the line supervisors, makes a thorough analysis and determines whether the training programs are actually effective. This is then finally followed by the fourth segment of Training Evaluation, i.e. Cost-Benefit Analysis. These are done by determining the Return on Investment of the Training Program and compare it with the cost of training.

4.3 Training Methods Followed by MEB Industrial Complex Ltd:

Several methods can be used to satisfy on organization training needs and accomplish its objectives. The MEB Industrial Complex Ltd. classified their training by two categories:

4.3.1 Non-Supervisory Training: Non-Supervisory Training is the training for worker and operators of the company. Permanent and casual workers are included for these.

4.3.2 Supervisory Training: The training for the managerial employees is called supervisory Training. Different department's officers and management trainee are included to thin



4.3.3 Vestibule Training:

In vestibule training, procedure and equipment similar to those used for the actual job are set in a special working area (called vestibule).

The main advantage of this method is that the trainer or worker can emphasize theory and use the proper techniques rather than output.

4.3.4 Apprenticeship Training:

Apprenticeship training is frequently used to train personnel in skilled trades such as electricians, mechanics. This type of training period generally lasts from 6-4 years. During the training the trainee or worker under the guidance of a skilled licensed worker, but receives lower wages than the licensed worker.

4.3.5 Classroom Training:

Classroom training is conducted off the job and is probably the most familiar training method. This training is an effective means of imparting information quickly or large groups with limited, or no knowledge of the subject being presented. This training is more frequently used for technical, professional and managerial employee.

4.3.6 Demonstrations and Simulation:

Demonstration and simulation are the important training methods of MEB Industrial Complex Ltd. Demonstration may be carried out on the job or in a classroom. A demonstration in which the instructor actually shows the trainees how to do something has wide application.

A simulator is any kind of equipment of technique that duplicates as nearly as possible the actual condition encountered on the job. On the job training, Vestibule training and Apprenticeship training are usually for the non-supervisory training. Class room training and Demonstrations & Simulation are for the supervisory training.

4.4 Management Development of MEB Industrial Complex Ltd:

4.4.1 On the Job Development:

Coaching.

Under Study.

Committee Assignment.

Job Rotation.

4.4.2 Off the Job Development:

Sensitivity Training.

Transactional Analysis.

Training within the company.

Training outside the company.

Lecture Courses.

Simulation Exercise.

4.4.3 Workers Development:

Coaching.

Under Study.

Committee Assignment.

Group Assignment

4.5 Rationale behind the Focuses on Training and Development in MEB Industrial Complex Ltd:

MEB Complex always tries to focus on training and Development in order to-

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organization.
- Enhancing the company's ability to adopt and use advance technology
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programs.

A well-conceived training program can help a firm to succeed. MEB Complex tries to make a program, which is structured with the company's strategy and objectives and has a high probability of improving productivity and other goals that are set in the training mission. Formulating a training strategy requires addressing a series of questions which is identified by them

- Who are the customers?
- Who are the competitors? How do they serve the market? What competitive advantages does MEB Industrial Complex Ltd. enjoy? What parts of the market have MEB Industrial Complex Ltd. ignored?
- What strengths does the company have? What weaknesses exist?
- What social changes are emerging that will affect the firm?
- How to face the threats?

By identifying the answers of this questions MEB Industrial Complex Ltd. develop a training program for their employees (Executives, Operatives and Fresher) in order to get the desired output that make them more adroit in the banking sector at the same time help to reach their desired goal.

4.5 Techniques of Evaluation:

For evaluating the effectiveness of training program the performance based evaluation measure are used by MEB Industrial Complex Ltd. like:

- **Pre-post Training Performance Method:**Here the main concern is how an employee performs his/her duties before and after the training. That is, before joining the training program the performances of the employees are measured and after getting the training the performance are also measured and compare it with the previous one. This method is the most used method for evaluating the effectiveness of the training method.

But the MEB does not always follow this method. This method mostly used in MEB Industrial Complex Ltd. For the executives but not for the operatives and fresher. This method is very much useful for both the executives and operatives/fresher.

- **Post Training Performance Method:**In this method the performances of the trainee are identified by MEB after conducting the training program. The main concerning areas are- how the employees perform their duties, does the training enhance their efficiencies in their respective work field and their behavior, way of conducting the task. This method is not always used by MEB because of the reluctance in measuring the performance

The methods of training evaluation of MEB Industrial Complex Ltd are:

- **Observation:** After completing the training program the evaluator of MEB Industrial Complex Ltd. make the evaluation by observing the trainee's activities in the workplace. Here the direct observation is conducted. Most of the time this observation is done for the Executives trainees.
- **Test:**In MEB Ltd. Mostly used technique of evaluation is taking the test. Here a paper is given to thetrainee whereby the question is affixed with the paper. The trainee is asked to answer the question within the same paper, which is taught in the training program.
- **Reaction:**This technique is used for identifying the effectiveness of the training program after conducting the training program. Here a question paper is given to the trainee and asked to give their comment regarding the overall training program.
- **Costs and Result Analysis:**Here the costs of the training program and the results are identified. The results are compared with the cost because training is one types of investment and if this investment doesn't able to bring the desired result then it will be considered as loss.

4.7 Four Parties of Training and Development:

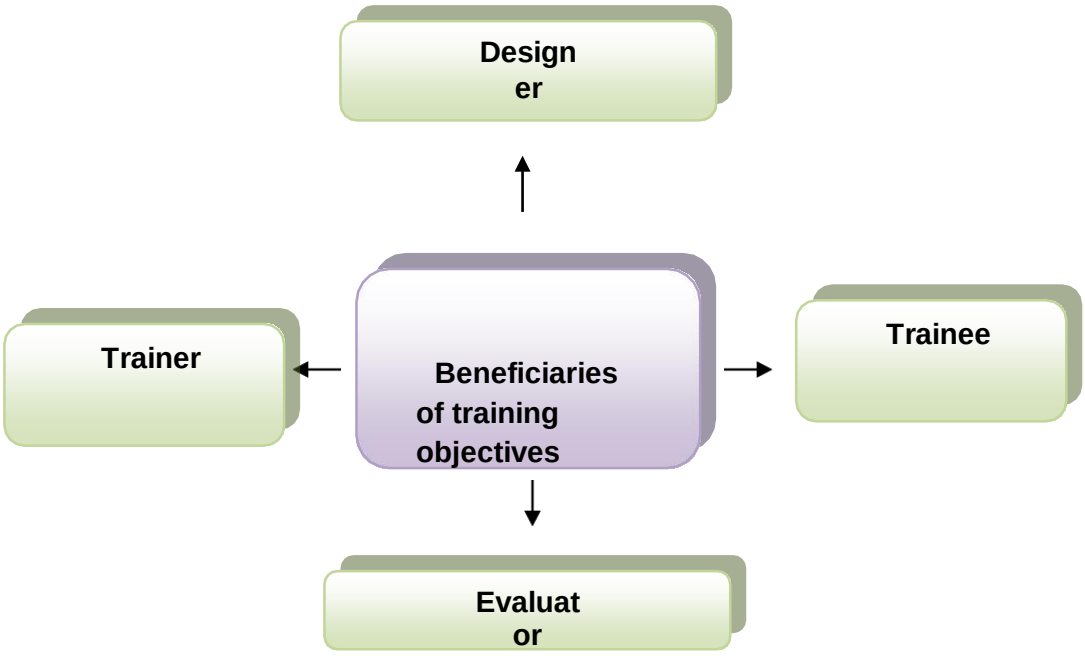


Figure 4. (A): The Four Parties of Training and Development in EXIM Bank.

4.8 Main Factors Affecting the Choice of Training Method:

- **Human Factors**

- Teacher (trainer)
- Participants

- **Subject Area**

- Specific Subject
- Inter-disciplinary problems

- **Objectives**

- Knowledge - Skills
- Attitudes

- **Time and Material Factors**

- Time - Finance
- Teaching Facilities

- **Principles of Learning**

- Motivation - Active Involvement
- Individual Approach - Sequencing and Structuring
- Feedback – Transfer

4.9 Difference between Academic Learning and in Practice of Training and Development:

There is a gap between the academic learning and the practice of training and development in MEB Industrial Complex Ltd. The theoretical knowledge when applied in the practical field, the dissimilarities found between the two different aspects. These dissimilarities are identified here

4.9.1 Identification and Analysis of Training Needs:

- In the academic learning, there are certain rules and regulation, method or analysis exists; those are needed to identify the employees, who need to be trained.
- But in MEB Industrial Complex Ltd, most of the time they select the employees without making the assessment. That often creates some problems by avoiding the employees who need to be trained.

4.9.2 Training Method:

- For the implementation of the training program there are varieties of traditional method and also technical techniques are available in the theoretical or academic. Learning. Where by the technical techniques are most appreciable for making the training more effective.
- MEB Industrial Complex Ltd. often follows the traditional method rather than the technical one. But if they use the CD-ROM and interactive media, Distance learning, Web-based instruction, intelligent tutorial system, Virtual reality training then they will be more self-sufficient with their skill workforce. Though these techniques are costly to develop but provide cost savings in terms of time to complete the course.

4.9.3 Training Program:

- In academic learning there are certain obligatory training program suggested to use specially for the operative and fresher.
- But in MEB Industrial Complex Ltd, the obligatory training programs are not used for the trainee. Which may create the employees less effective in certain work field?

4.9.4 Principles of Training Program:

- In academic learning certain principles of training are found. These principles are identified through the researches that are needed to enhance the skill and to change the attitude of the employees.
- But in the practice, these principles are not broadly practiced in developing or implementing the training plan in MEB Industrial Complex Ltd.

4.9.5 Evaluating the Effectiveness of Training Program:

- For evaluating the effectiveness of training program, Duecento and Robbins suggested to use performance based evaluation measure, which consists of Post- training performance method, Pre-post-training performance method, and Post- training performance with control group method.
- In MEB Industrial Complex Ltd, Post-training performance method and Pre-post-training performance method are used, but do not use on a regular basis. This method is very much helpful for measuring the effectiveness of the training program.

4.10 Management Development Program (MDP) of MEB Industrial Complex Ltd:

In most of the company's 37% of the training budgets go to Management Development and learning program. But in MEB Ltd the budget is not sufficient compared to other company. Though the existing development programs are satisfactory but if they invest more in this regard, they will be more financially solvent to make effective executives. Because the MDP often need to:

- To develop efficiency
- Remove managerial obsolescence
- Overcome technological obsolescence
- Conservation of resources
- Gain competitive advantage
- Make effective decision making
- Reserve Human Resource

The MDP is any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skill. So, to keep pace with the changing environment there is no option for MEB Ltd other than MDP. So, they need to make proper concentration on it.

4.11 Questionnaire Survey Analysis:

Questionnaire is important for any types of research. Questions are designed and asked to respondents to extract specific information. It serves two basic purposes: to (1) collect the appropriate data (2) make data comparable and amenable to analysis.

For preparing this report a questionnaire was prepared and interviewed 20 employees and 6 Executives of MEB Industrial Complex Ltd, Corporate Branch. The questionnaires are analyzed below:

4.11.1 Operative and Fresher:

1. Do You Have Clear Idea about the Different Methods of Training and Development of Your Organization?

Particular	Respondent	Percentage
Yes	6	30%
No	14	70%

Table 1 (a) - Do you have clear idea about the different methods of Training and Development of Your organization?

Graphical Presentation:

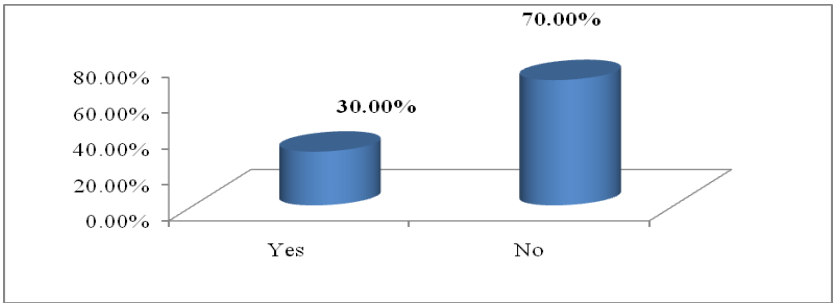


Figure: 1 (a) - Do you have clears idea about the different methods of Training and Development of Your organization?

Interpretation:

From the graph, it is identified the 30% employees have clear idea about different training and development program, but the other 70% employees do not have sufficient knowledge about this. Because MEB Ltd seems to be reluctant to make the operative and fresher knowledgeble in the field of training methods. It can create a hindrance in achieving MEB Industrial Complex Ltd training goal because of lack of knowledge in the field of training and development.

2. Training and Development Program Should be based on the Routine Activity of An Organization.

Particular	Respondent	Percentage
Strongly Agree	9	45%
Agree	6	30%
Undecided	2	10%
Disagree	3	15%
Strongly Disagree	0	0%

Table: 2(b) - Training and Development program should be based on the routine activity of an organization.

Graphical Presentation:

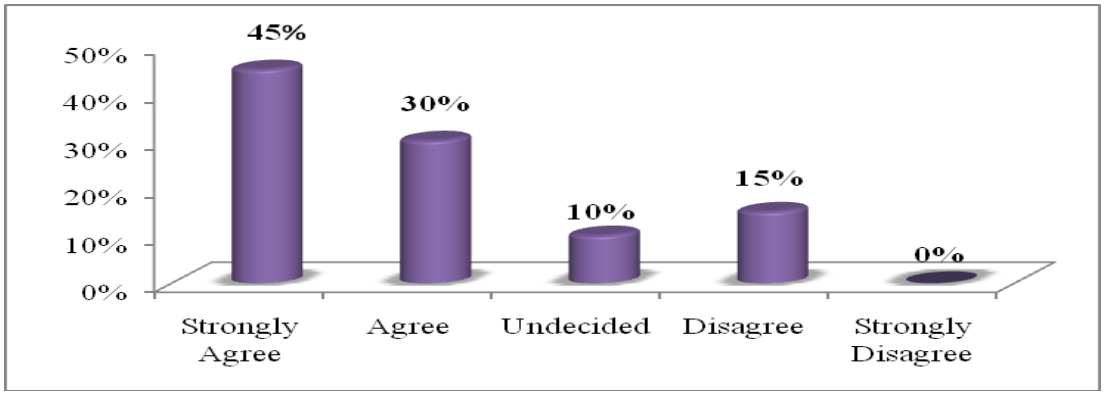


Figure: 2(b)- Training and Development program should be based on the routine activity of an organization.

Interpretation:

From the graph, it is seen that most of the operatives and fresher agree with the statement that the training and development program has to be a routine activity. That is 45% of the employees strongly agree and 30 % of them agree with it, but 15% of them disagree with this view. So, based on the maximum respondent consent the authority of MEB Industrial Complex Ltd makes the decision about making the training and development as a routine activity because it often makes them more efficient in the workplace by reveiwing the training as a routine based work.

3. Which Types of Training Program you Prefer Most?

Particular	Respondent	Percentage
Job Rotation	12	60%
Coaching	2	10%
Class-room Lecture	0	0%
Counseling	4	20%
Brainstorming	2	10%
Role-playing	0	0%

Table: 3(a) - Which types of training program you prefer most

Graphical Presentation:

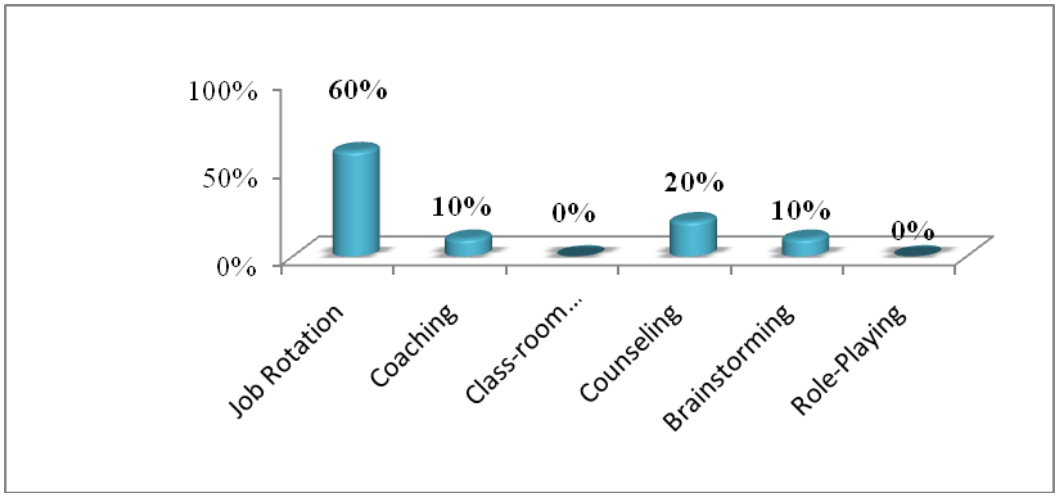


Figure: 3(b) - Which types of training program you prefer most?

Interpretation:

From the graph, it is found that 60% of the operative employees prefer Job Rotation and 20% prefer Counseling, on the other hand no operative and fresher prefer the Role Playing and class Room Lecture method as a training method because of the traditional form of training that consume valuable time. The operative and fresher prefer the job rotation most because it often enables them to gather various types of knowledge at different position. For this, based on their preferences the Human Resources Division should identify the necessary training program.

4. Are You Satisfied With the Existing Method, Aspect of Training of Your Organization?

Particular	Participant	Percentage
Yes	16	80%
No	4	20%

Table: 4(a) - Are you satisfied with the existing method, aspect of training of your organization?

Graphical Presentation:

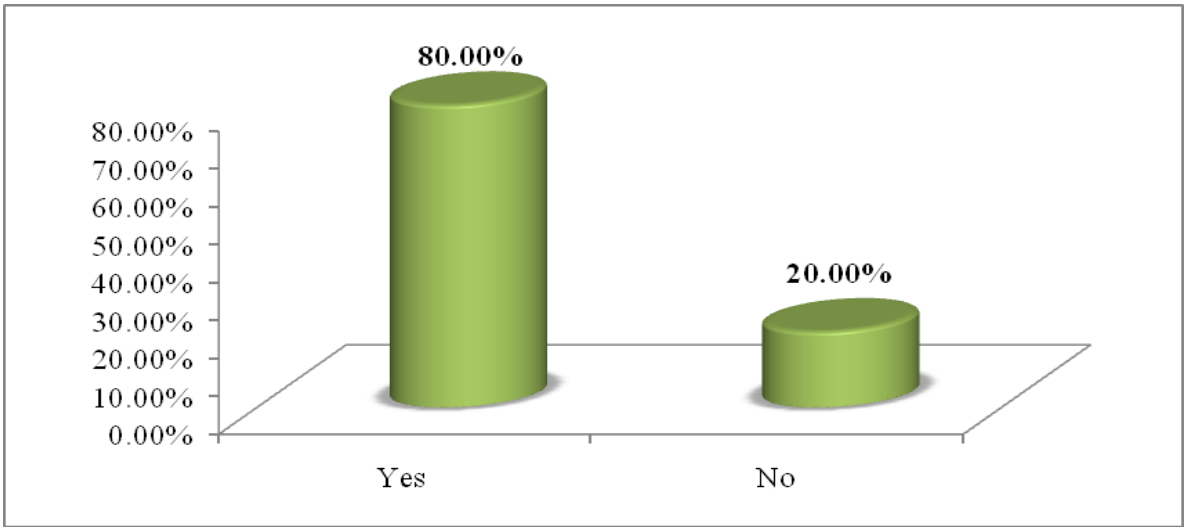


Figure: 4(b)- Are you satisfied with the existing method, aspect of training of your organization

Interpretation:

In this graph, it is seen that 80% employees are satisfied with the existing training program and 20% of them are not satisfied. So, the HRD of MEB Industrial Complex Ltd should take steps to cover the 20% employee's satisfaction by considering their preferences through enriching the existing training program.

5. The Evaluation Process of Training and Development Program of Your Organization Much Satisfactory.

Particular	Respondent	Percentage
Strongly Agree	4	20%
Agree	12	60%
Undecided	2	10%
Disagree	2	10%
Strongly Disagree	0	0%

Table: 5(a) - The evaluation process of training and development program of your organization much satisfactory.

Graphical Presentation:

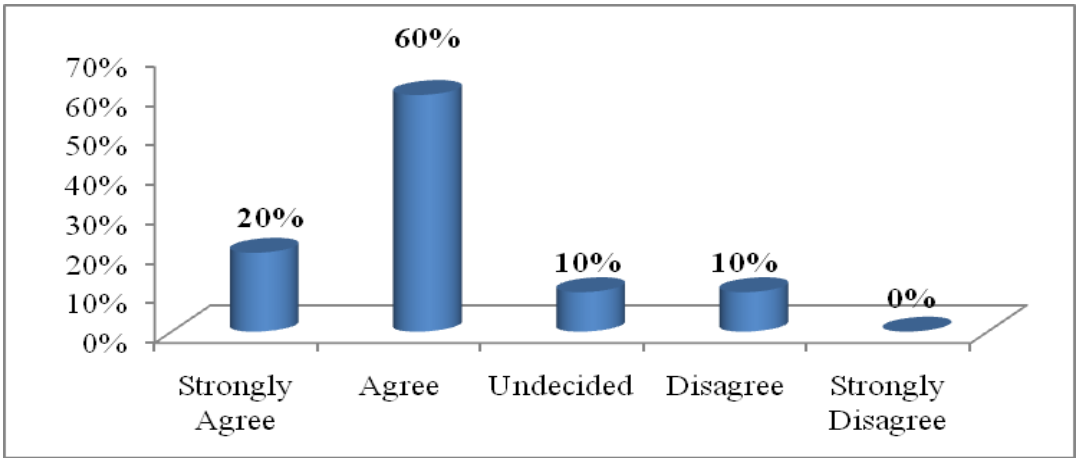


Figure: 5(b) the evaluation process of training and development program of your organization much satisfactory.

Interpretation:

In this graph, it is found that 60% employee moderately agree with the statement regarding their satisfaction over the evalution process of training and development. Only 20% of them strongly agree with the statement, but 10% employees seem to be opposit about it. Because, after completion of the training program, evaluation are not conducted to measure the actual performance. So, the pitfall of the evalution process has to be identified and take necessary steps to omit it and to get the 100% satisfaction of the operatives and freshers regarding this subject.

6MEB Industrial Complex Ltd does Conduct and after Training Assessment.

Particular	Participant	Percentage
Yes	8	40%
No	12	60%

Table 6 (a): MEB Industrial Complex Ltd does before and after training assessment

Graphical Presentation:

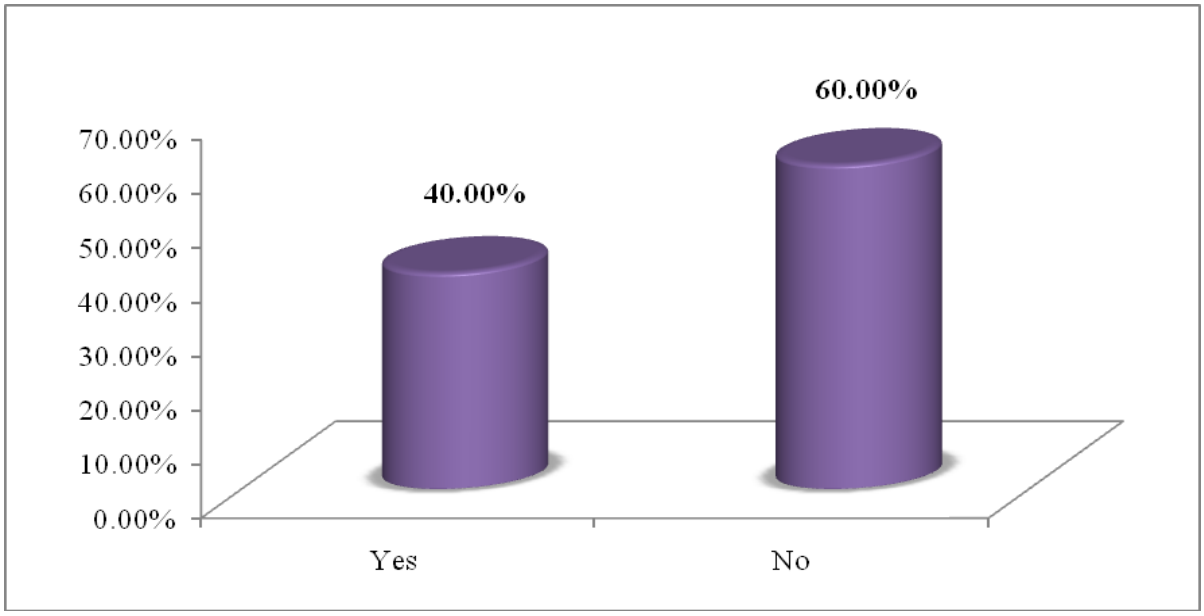


Figure 6(b): MEB Industrial Complex Ltd does before and after training assessment**.**

Interpretation:

In this graph, it is found that 40% operatives and fresher's said that MEB Industrial Complex Ltd provides proper concentration on before and after training assessment. But 60% of the employees seemed to be opposite. Because MEB Industrial Complex Ltd does not follow the pre-post training method in a regular basis for evaluating the effectiveness of the training program. For this, the existing assessment doesn't fully supported by the operatives and fresher's.

7.The Existing Training Budget of MEB Industrial Ltd is Adequate to Meet Up the Training Need.

Particular	Respondent	Percentage
Strongly Agree	14	70%
Agree	6	30%
Undecided	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

Table 7(a): The existing training budget of MEB Industrial Complex Ltd is adequate to meet up the training need.

Graphical Presentation:

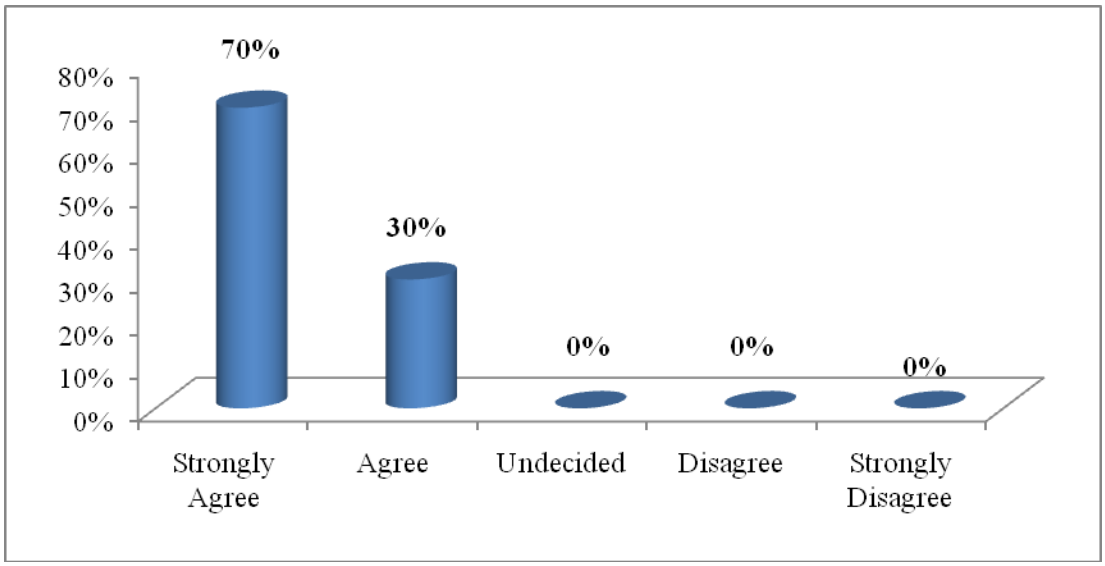


Figure 7(b): The existing training budget of MEB Industrial Complex Ltd is adequate to meet up the training need.

Interpretation:

Here 70% of the operatives and fresher's strongly said that the training budget of, MEB Industrial Complex Ltd is adequate to meet up the demand and 30% of them moderately agree with it. So, here it can be said that,MEB Industrial Complex Ltdmuch conscious about allocating the budget in employees training and development.

4.11.2 Executives:

8. MEB Industrial Ltd Determines the Deficiencies in Performance Level and Skill.

Particular	Participant	Percentage
Yes	1	16.67%
No	5	83.33%

Table: 8(a) - MEB Industrial Complex Ltddetermines the deficiencies in performance level and skill.

Graphical Presentation:

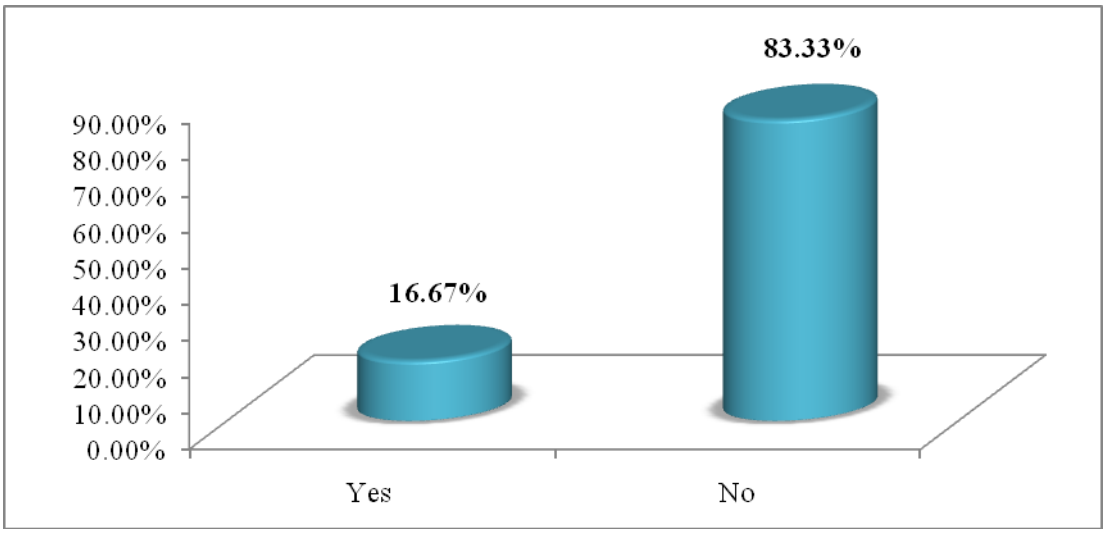


Figure: 8(b) - MEB Industrial Complex Ltddetermines the deficiencies in performance level and skill.

Interpretation:

In this graph, it is seen that 83% executives said that no process is followed to identify the deficiencies of skill and performance level before providing the training and development program, only 17% of them said it is done. So, MEB Industrial Complex Ltd can give an extra concentration over this. Because it is very much crucial for identifying the executives, who needs to be trained in order to make the training program more effective.

9. Training and Development Program Should Meet the Current and Future Job Requirement Respectively.

Particular	Participants	Percentage
Strongly Agree	5	84%
Agree	1	16%
Undecided	0	0
Disagree	0	0
Strongly Disagree	0	0

Table: 9(a) - Training and Development program should meet the current and future job requirement respectively.

Graphical Presentation:

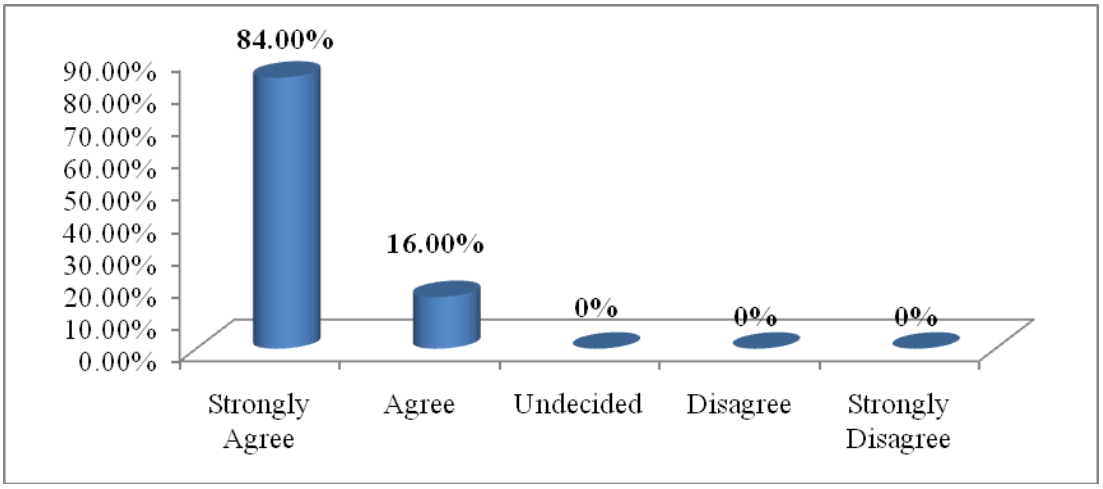


Figure: 4(b) - Training and Development program should meet the current and future job requirement respectively.

Interpretation:

In this graph it is seen that 84% executives strongly think that training and development should be based on meeting up the current and future job requirement respectively and 16% moderately agree with it. So, here a conclusion can be drawn that for meeting up the current and future job requirement training and development is one of the inevitable factors which have to be emphasized more broadly.

10. View about- both the Training and Development Program is the Attempts to improve the Performance and Skills, Changing Attitude and Behavior and Imparting Knowledge.

Particular	Participants	Percentage
Strongly Agree	6	100%
Agree	0	0%
Undecided	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

Table: 10(a) - View about- both the Training and Development program is the attempt to improve the performance and skills, changing attitude and behavior and imparting knowledge.

Graphical Presentation:

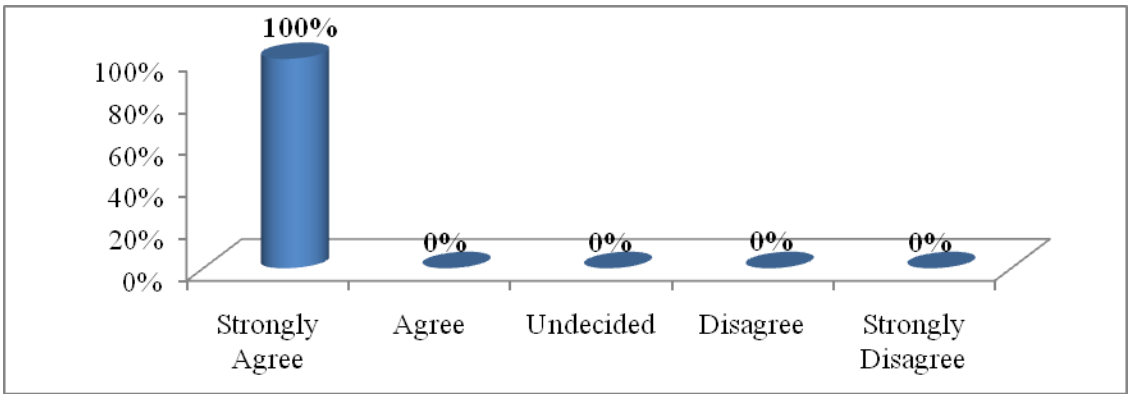


Figure: 10(b) -View about- both the Training and Development program is the attempt to improve the performance and skills, changing attitude and behavior and imparting knowledge.

Interpretation:

From this graph, it is identified that all the executives of MEB Industrial Complex Ltd strongly agree with the improvement of performance and skills, changing attitude and behavior and imparting knowledge through the training and development program.

11. MEB Industrial Complex Ltd Arranges the Training Program Systematically.

Particular	Participant	Percentage
Yes	2	33%
No	4	67%

Table 11(a): MEB Industrial Complex Ltdarranges the training program systematically

Graphical Presentation:

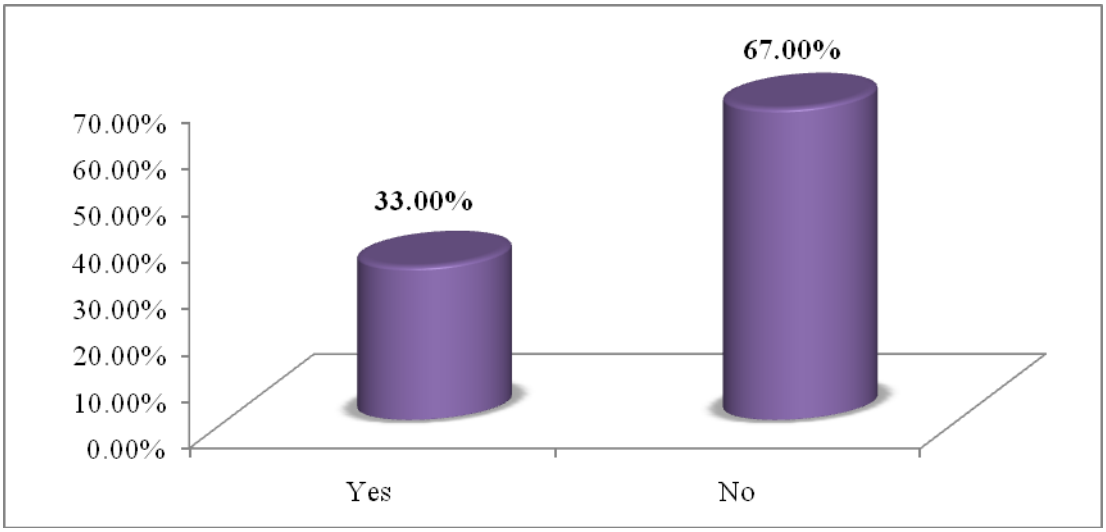


Figure 11(b): MEB Industrial Complex Ltd arranges the training program systematically

Interpretation:

In this graph it is seen that, only 33% of the executives said MEB Industrial Complex Ltd arranges the training program systematically. But 67% executives said MEB Industrial Complex Ltd doesn't. Because many times the training programs are set without making the training plan or after the stipulated time period. So, MEB Industrial Complex Ltd has to be more rigid for making the training program systematically.

12. You are Satisfied With the Trainers of MEB Industrial Complex Ltd.

Particular	Participant	Percentage
Yes	6	100%
No	0	0%

Table 12(a): You are satisfied with the trainers of MEB Industrial Complex Ltd

Graphical Presentation:

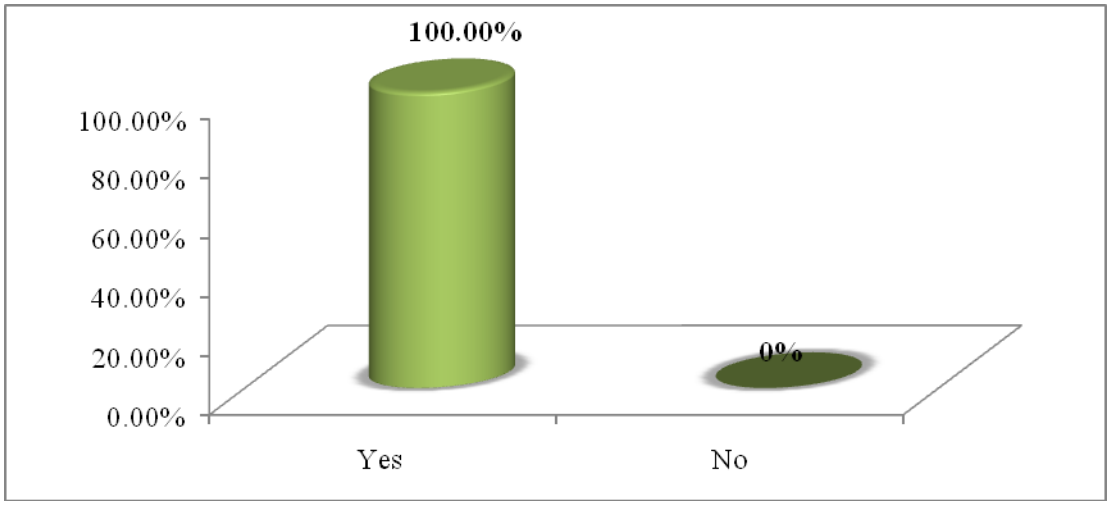


Figure 12(b): You are satisfied with the trainers of MEB Industrial Complex Ltd

Interpretation:

From this graph, it is identified that all the executives are satisfied with the trainer of MEB Industrial Complex Ltd. That means, the MEB Ltd selects the trainer very prudently for making the training program more effective. For this, they get the 100% satisfaction of the executives regarding the selection of trainer. So, they need to hold their present position by considering the choice of the employees and executives.

13. View about the Training Environment is Much Satisfactory.

Particular	Participants	Percentage
Strongly Agree	4	66.67%
Agree	2	33.33%
Undecided	0	0%
Disagree	0	0%
Strongly Disagree	0	0%

Table 13(a): View about- the training environment is much satisfactory

Graphical Presentation:

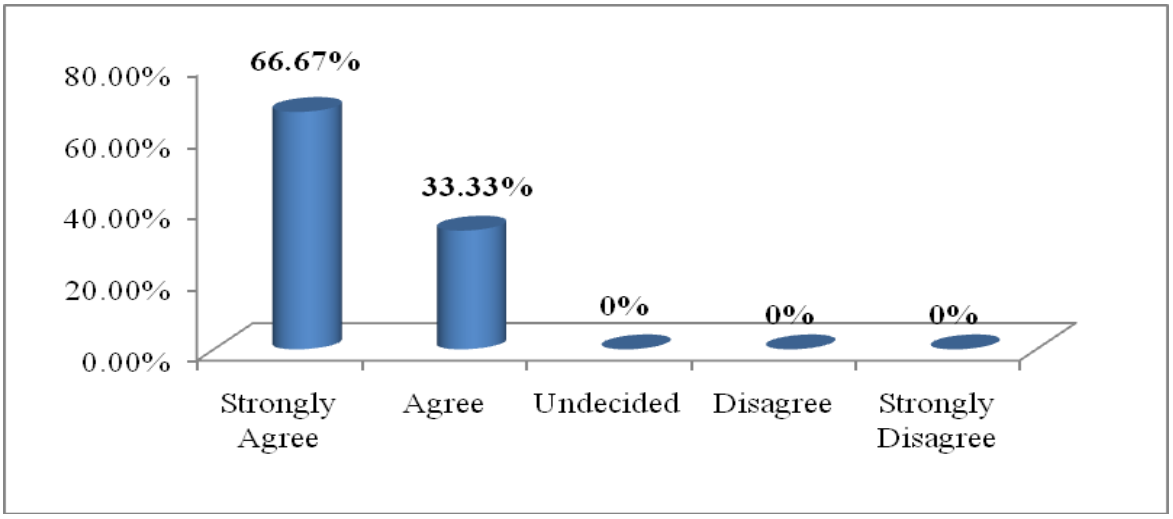


Figure 13(a): View about- the training environment is much satisfactory

Interpretation:

In this graph it is seen that, 67% executives strongly agree with the statement that the training environment of MEB Industrial Complex Ltd is very much satisfactory and 33% of the executives moderately agree with it. That is, the present training environments of MEB Industrial Complex Ltd can able to meet up the demand of the trainee. And the MEB Ltd has to take more initiative to make the training environment more satisfactory in order to get 100% satisfaction of the employees and executives.

4.12 Major Findings:

- MEB Industrial Complex Ltd is now using training and development as an incentive to retain and motivate their employees and executives. MEB Industrial Complex Ltd arranges the necessary training for enhancing the skills and knowledge to keep pace with the technological change and customer service.
- The approaches of training need assessment are not scientific.
- There is no particular process routinely followed by MEB Industrial Complex Ltd for identifying the deficiencies in performance level and skill before providing the training program.
- In MEB Industrial Complex Ltd the budget of Management Development Program (MDP) is not adequate.
- Training method are not enough clarified and structured.
- In MEB Industrial Complex Ltd, the Notification of training is not given to the nominated employees by the HR manager. For this the trainee does not able to get proper idea about the training.
- MEB Industrial Complex Ltd doesn't provide proper concentration on before and after training assessment.
- In MEB Industrial Complex Ltd, the employees and executives are very much satisfied with the trainers of different training program.
- The training environment of MEB Industrial Complex Ltd is quite satisfactory that most of the executives satisfied with their existing environment.

Chapter 6: Recommendations and Conclusions

5.1 Recommendations:

- The Human Resource Division of MEB Industrial Complex Ltd needs to be more rigid in conducting the need assessment and has to make it obligatory.
- Training method should be more clarified and structured. Different types of training method may be introduced. Such as- vestibule school, special courses.
- MEB Industrial Complex Ltd. has to provide proper concentration on before and after training assessment by an effective use of pre-post training performance method.
- For developing executive different types of development program may be introduces.
- The evaluation of training program should also be scientific.
- The trainer may be qualified with various types of training method and techniques.
- The trainers of MEB Industrial Complex Ltd. must provide expert advice to HRD, usually about the importance of the training program and how to make the training program more effective.
- Time schedule of the training and development program may be arranged properly.

5.2 Conclusion:

Lots of new Organizations have been established in last few years and these Organizations have made this sector very competitive. MEB Industrial Complex Ltd setting new standards in the Industrial sector in the time of turbulent economic conditions. From the very inception it plays a vital role in the national economy. To keep pace with the motto, they provide proper attention on every department including the Human Resources Department and an important function of this HR Department is Training and Development. An industrial sector no more depends on a traditional method of business. In this competitive world, this sector has trenched its wings wide enough to cover any kind of product and service anywhere in this world.

This report has tried to present the HR practices in **MEB Industrial Complex Ltd**. in comparison to its closest competitor in the same industry. From the analysis I found the Training and Development system is a very satisfactory one. In the time of my internship, I got the support as per my demand for attaining this knowledge and to get proper information about my topic that is **Training and Development Process of MEB Industrial Complex Ltd.**

From the phase of need assessment to evaluation of training, MEB Industrial Complex Ltd tries to provide proper attention to enrich their employee's skill for reaching in their desired goal. With the help of training and development programs, organization can improve its productivity and efficiency level to an utmost position.

Despite few of problems in training and development section in MEB Industrial Complex Ltd. it improving its employee and executive skill to reach the summit.

References:

Text Book

- A text book on Human Resource Management, Author: Gary Dessler (13th Edition).
- Personal Management and Industrial Relations by N.G. Nair and Latha Nair.
- Class Notes and Documents from Southern Central Library.

Prospectors and Published Documents:

- Training Manual.
- Service Manual.

Website

- www.mebindustrialcomplex.com
- www.wikepedia.com

Appendix: Survey Questionnaires

Part-A
Name-

Sex-

Designation-

PART-B: Training and Development (For the Operatives and Fresher):

1. Do you have clear idea about the different methods of Training and Development of Your organization?

a. Yes b. No.

2. Training and Development program should be based on the routine activity of an organization.

a. Strongly Agree
b. Agree
c. Undecided
d. Disagree
e. Strongly Disagree

3 . Which types of training program you prefer most?

a. Job rotation
b. Coaching
c. Class-room lectures
d. Counseling
e. Brainstorming
f. Role-playing

5. Are you satisfied with the existing method, aspect of training of your organization?

a. Yes b. No.

6. The existing training budget of MEB Industrial Complex Ltd is adequate to meet up the training need.

a. Strongly Agree
b. Agree
c. Undecided
d. Disagree
e. Strongly Disagree.

7. The evaluation process of training and development program of your organization much satisfactory.

a. Strongly Agree
b. Agree
c. Undecided
d. Disagree
e. Strongly Disagree.

8. Do your organizations provide proper concentration on before and after training assessment?

a. Yes b. No

Survey Questionnaires
Part-B

Name-

Sex-

Designation-

PART-B: Training and Development (For the Executives):

1. **Is there any assessment to determine the deficiencies in performance level and skills before providing the training and development facilities?**

   a. Yes b. No.

2. **Training and Development program should meet the current and future job requirement respectively.**

   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree.

3. **Both the training and development program are the attempts to improve the performance and skills, changing attitudes and behavior and imparting knowledge.**

   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree
   e. Strongly Disagree.

4. **Your organization arranges the training program systematically?**

   a. Yes b. No.

5. **Are you satisfied with the trainer of MEB Industrial Complex Ltd?**

   a. Yes b. No.

6. **The training environment of MEB Industrial Complex Ltd is very much satisfactory.**

   a. Strongly Agree
   b. Agree
   c. Undecided
   d. Disagree

e. Strongly Disa