DISSERTATION REPORT
ON
THE TRAINING AND DEVELOPMENT OF BENGAL GROUP OF INDUSTRIES

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LETTER OF TRANSMITTAL

Date: 3rd Feb, 2021
Amir Husen
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Subject: Submission of the Dissertation Report.

Honorable Sir,
At the first I would like to thank you for giving me such an important job to prepare a Dissertation Report on **The training and Development of Bengal Group of Industries**. The report is based observation data and some other informal information sources.

This was a unique opportunity for me to work independently with such an interesting topic. I can apply my theoretical knowledge. This report was performed widely on my pant and I have tried my best to complete the paper in appropriate way even though having faced some obstacles.

Thank you for giving me this opportunity and shall be available for my further clarification you may require.

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CERTIFICATE OF APPROVAL

This is to certifying that, Kamaram Monira, ID: MBA2001019007 is a student of MBA Program Sonargaon University. She has completed the project report entitled **The training and Development of Bengal Group of Industries**.

I am pleased to certify that the data and the findings presented in report in is a authentic work of I strongly recommend the report presented by Kamaram Monira for further academic session.

I also certify that Kamaram Monira bears strong moral character and a very pleasing personality. It has indeed been a great pleasure of me working with her.

I with her every success in life.



.....
Amir Husen
Assistant Professor
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STUDENT DECLARATION

I hereby declare that the study report on **The Training and Development of Bengal Group of Industries**. Includes the results of my own works. Pursued under the supervision of Amir Husen. Assistant Professor, Department of Business Administration, Sonargaon University.

Further affirm that the work presented in this report is original and no part or whole this report has been submitted to in any form any other university or institution for any degree or any other purpose.

.....
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At first I would thank almighty Allah who gave me to prepare this Dissertation Report. I also give thank to the respondents who give their valuable opinion and help me to prepare my survey properly. This report has created a deal of interest to me.

Preparation of this report received assistance, guidance and too valuable time of many important and prestigious personalities. I would like to express my appreciation to my supervisor Amir Husen, Assistant Professor, Department of Business Administration, Sonargaon University. I would like to thanks the authority to the Sonargaon University for allowing me to do my report here.

EXECUTIVE SUMMARY

This report title the Training and Development of Bengal Group of Industries prepared to fulfill the partial requirement of project of MBA program under Sonargaon University. In this report you will find information about the history of Bengal Group of Industries, their business organization structure etc.

This report is divided into five chapters.

Chapter one is Background of the study, objectives of the study, scope of the study, Methodology of the study, Limitation of the study.

Chapter Two is Historical Background of Bengal Group of Industries, Mission and vision of Bengal Group of Industries, objectives of Bengal Group of Industries, Methodology of Bengal of Industries, limitations of Bengal Group of Industries, and the structure of HR organogram.

Chapter three is Human Recourse Management, Human Resource Development, training and Development, Employee Performance, Human Resource Training and Development Employee Development Method.

Chapter four is Job Description, Objective of Providing Training through of Bengal Group of Industries, Training Needs Assessments (TNA) of Bengal Group of Industries, Level of Training Needs Assessments, Design the Training Program, Define Goals, Engage your employees, Get the timing right, Track Results, Evaluating the training Program. Donald L Kirkpatrick's Training Evaluation Model, Brief Discussion about other prevailing training program in Bengal Group of Industries, Swot analysis of Bengal Group of Industries.

Chapter five is Findings, Conclusion, Recommendations, References.

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Chapter – 1

Introduction

Introduction

1.1 Background of the study :

Training and development is one of the lowest things on the Priority list of most Companies. When it's organized, it is often at the Persistence of the human resources department. There is however, enormous value in organizing proper training and department sessions for employees. Training allows employees to acquire new skills, sharpen existing ones, perform better, increase Productivity and be better leader. Since a company it the sum total of what employees achieves individually, organizations should do everything in their power to ensure that employee perform at their peak.

Training and development involves improving the effectiveness of organizations and the individuals and teams within them. Training may be viewed as related to immediate changes in organizational effectiveness via organized instructions, which development is related to the progress of long-term organizational and employee goals. While training and development technically have differing definitions, the two are oftentimes used. Interchangeably and together. Training and development has historically been a topic within applied psychology but has within the last two decodes become closely associated with human resource management, human resource development.

An Organization that invests in training and development generally tends to have satisfied employees and exercise has to be relevant to the employees, and one form which they can learn and take back something.

1.2 Objective of the study :

The main objective of the study is training and development that must be in our mind as Business-

1. Increase Productivity
2. Quality Improvement
3. Learning time Reduction
4. Safely first
5. Labor turnover reduction
6. Keeping yourself updated with technology
7. Effective Management.

1.3 Scope of the study :

The Study focused on the sales and marketing department in Bengal Plastic Industries Ltd. It's objectives, activities, short comings and plus point of plastics good manufacturing. Day by day demand of plastics goods increasing globally. That's why there is a good scope of exploration of this business and thus study will be the investor, manufacturer as well as learner.

1.4 Method log of the study :

This report has been prepared on the basis of collecting information. I have under taken ground discussion, Participated in some internal training session and during some internal survey. I have collected information and data from following sources. Which help me to make this report. The source has been divided into two parts such as-

- Primary Sources
- Secondary Sources

The Collected data are analyzed and interpreted by the use of different types of strategically tools and techniques to make the data and information more meaningful for the study-

Primary Sources :

- Direct Conversation with the responsible representatives of the HR Department of the Independent Aparel Ltd.
- I used to questionnaire for collecting data form the workers and employees.
- Day to day desk Job (Informal Coversation with the client)

Secondary Sources :

- Written document of the HR Department of Bengal Group of Industries.
- Profiles of the company
- Hard copy of Training file
- Prospectus of Bengal Plastic Industries Ltd.
- Publish Journal and articles on Plastics industries market in Bangladesh.
- Some of the data are collected from internet and newspaper.

1.5 Limitations of the study :

I tried my best to collect maximum information.

- They study was limited to only one organization Bengal Group of industries.
- Most of the workers are less responsive for giving proper information.
- Some data could not be collected for their confidential document.
- HR officials have immense pressure of work.

Chapter – 2

Profile of Bengal Group of Industries

Profile of Bengal Group of Industries

2.1 Organizational History:

Bengal Group of Industry has started their journey back in 1969 by establishing country's first plastic processing company-Bengal Plastics Ltd. Today, Bengal Group is one of the largest Plastic industries in Bangladesh. However, their activities are not limited to plastic these days. Over the years they have successfully diversified our business into electronic media, real estate, chemical, paper, food, metal and renewable energy.

2.2 Organizational Timeline:

Year	Event
1969	**BENGAL** started operation with a single hand operated plastic injection molding machine in a rented premise in the old Dhaka by Morshed Alam.
1971	After independence of Bangladesh in 1971, started full pledged production of Jute & Textile Spare Parts, which were used to import from Indian and Europe.
1980	**Bengal Adhesive and Chemical Products** manufacture adhesives for various industrial usages such as wooden furniture industry, shoe industry, lather industry and others.
1981	Registered **Bengal Plastic Industries Ltd.** As limited company with the Joint Stock Company, Dhaka, Bangladesh.
1991	Introduced **Plastic Apparel Hangers** in Bangladesh for 100% export oriented garment industries for exporting to the U.S.A and the EU.
1994	Became the licensee manufacture of Batts Inc., Michigan, USA, which later acquired by A&E Products Group LP-a TYCO International Limited Company. A&E Products Group is the largest apparel hanger manufacturer in the world with more than 50 distribution centers in over 28 countries.
1995	Bengal Overseas Corporation Ltd. imports and exports various products to/from Bangladesh. It is now successfully representing leading global industrial brands in Bangladesh, such as Rinnai Japan, Cornelious UK, Crown Cork & Seal USA, Videojet USA, and Linnex USA.

1998	Became the licensee of Scheoller Wavin System, Germany- the leading manufacturer and designer of Bottle Crates for Coca-Cola, Pepsi-Cola and other major soft drinks with licensees and production partners in more than 50 countries in the world.
1998	Founder Chairman- Morshed Alam awarded CIP by the Government of Bangladesh for our contribution in the economy.
1999	Grew up as the largest plastic processing plant in Bangladesh with 72 Injection Molding Machines capacity from 250 tons to 1600 tons consuming more than 250 tons of raw materials each day.
1999	Initiated an expansion plan of US $5 million for installing the single largest production facility at Zerabo, Savar, Dhaka
2000	Acquired a Chinese plastic factory (Build-up Plastics BD Ltd.) with 12 injection molding machines in Dhaka Export Processing Zone, Bangladesh for a price of US $2 million, later named as Bengal Build-up BD Ltd.
2001	Power Utility Bangladesh Ltd. - an energy company to contribute in the power sector to meet the country's fastest growing demand for electricity by installing power plants at strategic locations in Bangladesh.
2002	Bengal Poly & Paper Sack Ltd. - PP Woven Sacks manufacturing industry at Tongi, Gazipur, Bangladesh with a capacity to produce 200,000 woven sacks of different types. The company is meeting the demand of cement industries, fertilizer industries, and poultry/fish feed industries by supplying quality woven sacks.
2002	Bengal Plastic Industries Ltd. received ISO 9001:2000 certification for quality management system and ISO 14001 certification for environmental system. Bengal Plastic is the only company in Bangladesh having both the certifications.

2003	Added Molded Furniture in the production fleet by manufacturing 12 different types of plastic chairs, 4 types of plastic tables, and other large molded products.
2003	Bengal Corrugated Carton Industries Ltd. - a packaging unit to produce corrugated cartons to supply to the entire Group companies with a capacity of 50,000 pieces of cartons of different sizes each day. Now, it is fulfilling all the demand of our entire sister companies.
2004	Acquired Rahmania Biscuits & Bread Industries Ltd. A biscuits making factory located at Noakhali, Bangladesh. The plant is capable of making soft biscuits with a capacity of 500 kg per hour later named as Romania Food & Beverage Ltd.
2004	Hamilton Metal Corporation Ltd. manufacturer of metal hooks and clips for apparel hangers of other Group companies. The plant is installed with four bending and forming machines with a fully automatic electroplating line. Installed capacity to produce 500,000 pieces of metal hooks and 800,000 pieces of metal clips per day.
2005	Acquired Polycord Ltd.- a flexible packaging unit at Savar, Dhaka (Bengal Flexipack Ltd.) producing various packaging materials for food & beverage, pharmaceutical, detergent, and others industries.
2005	Bengal Windsor Thermoplastics Ltd. - an injection-molding unit at Dhaka Export Processing Zone received ISO 9001:2000 certification for quality management system (QMS).
2006	Bengal Concept & Holdings Ltd. initiated 20-storied Bengal Tower at Motijheel- the financial hub in Dhaka City with a land area of 12,000 square feet and total caste area of 184,000 square feet including three basements car parking.
2007	Acquired National Television Ltd., (RTV) - a Bengali satellite television station broadcasting 24 hours news and programs contents with a foot print in Asia, Middle east, Australia and New Zealand. It is also distributed in the USA on Dish Network at channel 805

2008	Bengal Polymer Wares Ltd. received ISO 9001:2008 and ISO 14001:2004 certification for quality management system and environmental system certifications.
2010	Romania Food & Beverage received ISO 22000 certification for food safety management system.
2011	Bengal Plastic Pipes Ltd. to produce various sizes UPVC & HDPE pipes and UPVC door and door profile starting commercial operation in April 2011.
2012	Acquired Xenergeia International Limited which later on renamed to Bengal Renewable Energy Limited
2013	Bengal Windsor Thermoplastics Ltd. listed to the Dhaka Stock Exchange and Chittagong Stock Exchange as a public limited company under the Securities and Exchange Commission (Amendment) Act, 2012. Bengal Group of Industries and Swissôtel Hotels & Resorts has signed agreement to establish a hotel named "The Swiss Hotel Dhaka".
2014	Designer Jeans Ltd. A company of Bengal Group started large scale expunction. Bengal Cement Limited incorporated.
2015	Incorporated Bengal Melamine Ltd., Hamilton Mold & Engineering Ltd., Bengal Retails Ltd., Linnex Electronics Bangladesh Ltd. Bengal Plastics Limited issued commercial papers for short term financing and successfully repaid its liability accordingly.

2.3 Mission and vision of Bengal Group of Industries.

Mission : Company's mission is to strive continuously to exceed customer's expectations for achieving unlimited excellence by providing greater value their customers and there competitions.

Vision : To be the best leading company in there industry and to deliver total quality goods and service to all of their customers.

2.4 Objective of Bengal Group of Industries :

Training the sales force is important to increase sales volume, improve morale, reduce selling costs, improve relations, enable them to adjust with changing work, improve image of Bengal Group of Industries and so forth.

Below started points indicate objectives and importance of training the sales men.

- To provide information about market territories and customers.
- To tell them regarding the company's policies, objectives, reputation, strategies, problem and prospects etc.
- To inform them products of the company.
- To explain them about their duties, types of tasks, authority and restrictions.
- To make them aware of themselves.
- To change or modify their attitudes and remove prejudices and wrong beliefs.
- To motivate them for maximum efforts and build high morale.

2.5 Methodology of Bengal Group of Industries :

The employee of Bengal Group of Industries is trained in two ways. Some methods are internal (on the job training) while are some external (off the job training). Some companies prefer to maintain a well-equipped separated training department for the purpose. The training and development program is a part of HR Department of Bengal Group of Industries which headed by Head of HR himself.

In order to train their sales representatives first they conducted a training needs analysis. The TNA (Training needs Assessments) helps them to identity the needs and objectives, of the training program. In this program I only use off the job training program like lectures and discussion, the sales latter, complaint notes etc.

2.6 Limitations of Bengal Group of Industries :

The major limitations that everyone faced during the sales training program period is as follow:-

- **Time** : Limited time is also an obstacle for the training program.
- **Training for trainers** : The trainers of this training program are enough qualified but in order to synchronize the program a little bit of training for the trainer can be a good option.
- **Administration secrecy** : Another major problem every private company maintain some secrecy of it's all import and export activities. The authority keeps much information as secrete.

2.7 Organization network of the Bengal Group of Industries.

The organization network of Bengal group of Industries is given below:

Marketing Division:

There are two parts marketing division.

1. Corporate Sales
2. Retail Sales

Bengal Group starts their business with the plastics products. The Corporate Sales Division deals with the Institution and the corporate clients and the Retail Sales division deals with the general customer through their dealer and distributors. Now with 25 companies Bengal Group Industries Ltd is relentless to meet the rapidly growing market demand.

International Business Division:

The accomplishment in domestic market helps to promote the **Bengal group of Industrie**s to explore the international market with quality merchandise.

PPIC Division:

PPIC stands for designing, procurement, inventory and dominant. This division plays very important role in designing, developing and implementing procurement policies and strategies and manages inventory of the merchandise by analyzing market needs and production demand.

Accounts and Finance Division:

Accounts and Finance Division of **Bengal Group of Industries Ltd.** maintains all financial practices like budgeting, treasury monetary reports, tax and vat functions and so on. Most significantly, it develops and maintains system internal controls to safeguard all monetary assets of **Bengal Group of Industries Ltd.**

HR Division:

HR division of **Bengal Group of Industries** handles the all sorts of HR practices for their employees. This division, it recruits appropriate employees, trains them to adjust with existing employees and puts them into right places. It also take care legal aspects of employees about The Bengal Group Industries Ltd.

Internal Audit Division:

Internal Audit division maintain an internal audit process throughout the organization based on yearly audit plan also carry out other audit assignments to evaluate the compliance and internal control system.

IT Division:

Since 1996 IT Division of **Bengal group of Industries** Ltd are operating alongside with all functions of the company in order to support all units in achieving their day to day deliverables mistreatment.

QCS Division:

QMS stands for Quality Management System. QMS division contributes with success in leading and operating the organization and processing through managing in a very systemic and visual manner as per international standard.

Operation Division:

The operation division of **Bengal Group Industries** is accountable for continual monitoring of the components to be used in different production stage of any products which are equipped with modern instruments and calibration process. The Bengal Group Industries Ltd. research and development is under the umbrella of operation division.

Engineering Division:

Bengal Group Industries Engineering Division plays a very important role for installation and maintenance of production machineries as well as other civil construction at the factory premises. A skilled engineering team is ready to ensure smooth production by their technical assistances.

Factory Admin Division:

Factory Admin plays a significant role so as to hold factories' day to day operation. They're accountable for distributing the wage of daily staff, maintenance and management of manufacturing plant premises, machineries manufacturing plant transportation, canteen, security of manufacturing plant and different body problems

Chapter – 3

Theoretical Aspects of HRM, Training and Development

3.1 Human Resource Management:

Human resource management is the way organizations manage their staff and help them to develop (McCourt & Eldridge 2003, 2) in order to be able to execute organizations' missions and goals successfully. ‒Human resource management (HRM) innovation concerns new HRM ideas and practices that strive to add value to HRM and organizational performance‖ (Leede & Looise, 2005). Human resource is one of the most important resource of an organization employees supply the talent skills, creativity, exert effort and leadership that contribute the level of performance of the organization (Khan & Taher, 2018). HRM defines as ‒planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved‖ (Flippo, 1984). Human resource management is the part of the organization that concerned with the people (DeCenzo & Robbins, 2011). Human resource management is the process of acquiring, training, appraising and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2014).

3.2 Human Resource Development:

Human resource development is the integration of individual, career and organization development roles in order to achieve maximum productivity, quality, opportunity and fulfillment of organizations members as they work to accomplish the goals of the organization (Pace, Smith & Mills 1991, 6) Human Resource Development (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. HRD is one of the most significant opportunities that employees seek when they consider you as an employer. The ability, and encouragement, to continue to develop their skills help you to retain and motivate employees. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers (Susan M. Heathfield, October 29, 2018)

3.3 Training and Development:

According to Griffin, ‒Training usually refers to the teaching operational or technical employee how to do the teaching operational or technical employees how to do the job for which they are hired.‖

Every organization needs well-adjusted, trained, and experienced people to perform its activities. Training involves changing skills, knowledge, attitudes, or behavior This involves training and development of workforces and managers (Briscoe 1995: 83). Training and development are often used to close the gap between current performances and expected future performance. Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005). Amongst the functions activities of this function is the Identification of the needs for training and development and selecting methods and programs suitable for these needs, plan how to implement them and finally evaluating their outcome results (McCourt & Eldridge 2003, 237)

Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. Human resource management regards training and development as a function concerned with organizational activity aimed at bettering the job performance of individuals and groups in organizational settings. Training and development can be described as "an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees" (QURESHI, 2016) Organizational Development is a process that ‒strives to build the capacity to achieve and sustain a new desired state that benefits the organization or community and the world around them.‖ (The Organizational Development Network website)



Figure 01: Training and Development process

3.4 Employee Performance:

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000) while performance may be used to define what an organization has accomplished with respect to the process, results, relevance. Afshan et al. (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers market.

3.5 Human Resource Training and Development

Training and development falls under HRD function which has been argued to be an important function of HRM (Weil & Woodall 2005).

Training

As one of the major functions within HRM, training has for long been recognized and thus attracted great research attention by academic writers (see e.g. Gordon 1992, Beardwell, Holden & Claydon 2004). This has yielded into a variety of definitions of training. For example, Gordon (1992, 235) defines training as the planned and systematic modification of behavior through learning events, activities and programs which result in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively. It is worth nothing that, as researchers continue with their quest into the training research area, they also continue their arguments into its importance. Some of these researchers argue that the recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004) add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, thus a need for considerable and continuous investment in training and development.

Benefits of training

The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2001) summarizes these benefits as below:

1. High morale – employees who receive training have increased confidence and motivations;
2. Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;

3.6 Employee Development Method

Some development of an individual's abilities can take place on the job. Three popular methods of on-the-job techniques (job rotation, assistant-to positions, and committee assignments), and three off-the-job methods (lecture courses and seminars, simulation exercises, and adventure or outdoor training).

1. Job Rotation

Job Rotation means moving employees horizontally or vertically to expand their skills, knowledge, or abilities. Job rotation can be either horizontal or vertical. Vertical rotation is nothing more than promoting a worker into a new position.

2. Assistant-to Positions:

Employees with demonstrated potential sometimes work under a seasoned and successful manager, often in different areas of the organization. Working as staff assistants, or in some cases, serving on special boards, these individuals perform many duties under the watchful eye of a supportive coach.

3. Committee Assignment:

Committee assignments can allow the employee to share in decision making, to learn by watching others, and to investigate specific organizational problems. Temporary committees often act as a taskforce to delve into a particular problem, ascertain alternative solutions, and recommend a solution.

4. Lecture Courses and Seminars:

Traditional forms of instruction revolve around formal lecture courses and seminars. These help individuals acquire knowledge and develop their conceptual and analytical abilities. Many organizations offer these inhouse, through outside vendors, or both.

5. Simulation Exercises:

Simulation means any artificial environment that attempts to closely mirror an actual condition. The more widely used simulation exercises include case studies, decision games, and role plays. The advantages of simulation exercises are the opportunities to

–create an environment similar to real situations managers face, without high costs for poor outcomes

.

6. Adventure or Outdoor Training

A trend in employee development has been the use of adventure (sometimes referred to as outdoor, wilderness, or survival) training. The primary focus of such training is to teach trainees the importance of working together, or coming together as a team. This could be white-water rafting, mountain climbing, paintball games, or surviving a week on a sailing adventure. The purpose of such training is to see how employees react to the difficulties that nature presents to them.

Chapter – 4

Job description and Performed Training
&
Development Program of Bengal Group of Industries

4.1 Job Description:

A Job description is a written narrative that describes the general tasks, or other related duties, and responsibilities of a position. It may specify the functionally to whom the position reports, specifications such as qualifications or skills needed by the person in the job, information about the equipment tools and work aids used, working conditions, physical demands and a salary range. There are some functions of training and Development and which I used to follow. These where :

I. Developing Training modules
II. Conducting Training program
III. Assisting the Head of HR by evolving. Training strategies, forecasting, budget and ensuring effectiveness of training.
IV. Assisting in conducting training needs assessment (TNA)
V. Assisting in recruitment process.
VI. Developing Employee welcome file (for new employee)
VII. Developing Call list for written test, viva and practical test.
VIII. Developing Attendance for written, viva and practical test.
IX. Organizing candidate profile summary for written, viva and practical test.
X. Arranging top sheet and exam paper.
XI. Photocopy important papers.
XII. Helping new employees with formalities.

♦ **Developing Training modules**:- Developing training modules and sets of instructions usually include analyzing the needs, setting the objectives, identifying the elements and forming a template. Developing training modules comparises of four basis steps-
Step (1):- Analysis, Step (2):- Goals , Step (3):- Content, Step (4):- Template.

♦ **Conducting training program** : Conduct a training program is for sales representative in order to increase their knowledge and sales of the product.

♦ **Assisting the Head of HR by evolving training plans, forecasts, budgets and ensure effectiveness of training**:-
The inters are assist or support the HR in evolving training strategies, forecasting, budgets and ensure effectiveness of training programs.

♦ Assisting in conducting training needs assessment is an assessment process that companies and other organizations use to determine performance requirements and the knowledge, abilities and skills that their employees need to achieve the requirements.

♦ Developing Employee welcome file (for new employee) for the organizational development in was assigned to assists to design a file for welcoming new employees. So I designed a file which contains getting form the chairman of BGI to the new employees and notebook, Pen, Joining formalities, and other necessary information regarding their job and organization overview.

♦ **Assisting in recruitment process** : The employees assist their seniors in the recruitment by calling up the candidates, assembling call list for written test, viva and practical test, developing candidate profile summary for written, viva and practical test, developing top sheet and exam paper, organizing attendance sheet for candidate and photocopying important papers.

♦ **Developing call list for written test, viva and practical test**:- After the selecting of final application employee wrote down all candidates "name", fathers name and mobile number in Microsoft Excel sheet. After that printed that excel sheet twice and sent those paper to the senior.

♦ **Developing attendance for written, viva and practical test**:- Attendance sheet was quite alike as call list sheet. Employees have to do is just add a signature box in attendance sheet. After organizing this sheet employees handed over to reception at exam date.

♦ **Organizing applicants profile summary for written, viva and practical test**:- Employees have to assist developed candidate profile summary before the written viva or practical test. They wrote candidates name, father's name, mobile number, test education, university, birth date, experienced.

♦ **Arranging top sheet and exam paper**: Before the recruitment exam employee used to assist to arrange the top sheet and exam paper. Took 5 or 6 pages and one top sheet and stapled it.

♦ **Photocopy important papers**: The important documents have to do photocopy like requisition form, call list, top sheet, exam question, final result etc.

♦ **Assisting new employee with joining formalities**: Old employees assist the new employees with their joining formalities by helping them filling up necessary forms.

♦ **Training and organization development** : The Bengal Group of Industries training and development process is ideal process. It matched what employee learns in their experience more or less. They also use TNA methods before the training and use kirkpatrick's theory to evaluable the training program.

4.2 Objective of Providing Training and Development Program of BGI:

Training salesmen is an act of imparting skills and knowledge necessary for performing the work better. Training is necessary to both new and experienced salesmen. A new salesman requires training due to the fact that he is not knowing how, when, and, what to sell. He needs skills and knowledge to deal with customers effectively.
Training the sales force is important to increase sales volume, improve morale, reduce selling costs, improve relations, enable them to adjust with changing work, improve image of Bengal Group Industries, and so forth.

Below stated points indicate objectives and importance of training the salesmen;

I. To explain the sales people about basic principles of salesmanship.

II. To provide information about market territories and customers.

III. To tell them regarding the company's policies, objectives, reputation, strategies, problems and prospects, etc.

IV. To inform them about products of the company.

V. To explain them about their duties, types of tasks, authority, and restrictions.

VI. To provide salesmen the complete details about company's competitors.

VII. To teach them how to report, how work with colleagues, and how to behave with superiors.

VIII. To teach them effective techniques to contact customers, make effective sales presentation, convince customers, get orders, and to handle their complaints and objections.

4.3 Training Needs Assessments (TNA) of BGI:

Today's work environment needs staff to be skillful in performing advanced tasks in an efficient, cost-efficient, and safe manner. Training (a performance improvement tool) is required once employees don't seem to be performing up to a definite normal or at an expected level of performance. The difference between actual the particular level of job performance and the expected level of job performance indicates a necessity for training. (Schuler 2006)

A successful training needs analysis can determine those that need training and what kind of training is required. It is counter-productive to offer training to people who do not need it or to offer the wrong kind of training. A training needs Analysis helps to put the training resources to sensible use.

Training Needs Assessments (TNA) questionnaires are competency based and are designed to assist managers and people confirm wherever further coaching ought to be centered. This approach identifies the competencies and related behaviors, needed to perform effectively during a particular job or role. (Bee 2003)

The training needs Analysis questionnaire can provide information about an individual's performance in their current role from many points of view including self-report, direct manager, general manager, peers, customers, direct reports, etc.

This type of 360° feedback allows for objective assessment of performance through the perceptions of self and others to spot strengths and blind spots, prioritizes your development needs and develops action plans to deal with them.

4.4 of Training Needs Assessments

Generally an organization conducts the Training Needs Assessments in three levels. Those are - organizational level, task level and individual level. So we (Bengal Group of Industries) also conduct a training needs assessment on these three levels for the training program of our sales representatives. And for the assessments we used direct observations of their supervisors, reviewed the previous records and performance appraisal and discussion with the board of directors.

1. Organizational Analysis:

An analysis of the business needs or other reasons the training is desired. What is the organization overall trying to accomplish? The important questions being answered by this analysis are who decided that training should be conducted, why a training program is seen as the recommended solution to a business problem, what the history of the organization has been with regard to employee training and other management interventions.

In this level we tried to find out how the training program will help our company to help achieves its goal and increase more revenue. And we find out that effective training of the sales force can increase sales volume, improve morale, reduce selling costs, improve relations, enable them to adjust with changing work, improve image of Bengal Group Industries.

2. Task Level / Work Level:

Analysis of the tasks being performed. This is an analysis of the job and the requirements for performing the work. Also known as a task analysis or job analysis, this analysis seeks to specify the main duties and skill level required. This helps ensure that the training which is developed will include relevant links to the content of the job.

In this level we tried to find out how the training program will help our sales representatives regular works. And we find out that effective training of the sales force can increase the product knowledge, can teach them effective techniques to contact customers, make effective sales presentation, convince customers, get orders, and to handle their complaints and objections, provide salesmen the complete details about company's competitors, help them to understand their duties, types of tasks, authority, and restrictions and most importantly help them to know more about salesmanship.

3. Individual Level:

Analysis dealing with potential participants and instructors involved in the process. The important questions being answered by this analysis are who will receive the training and Their level of existing knowledge on the subject, what is their learning style is, and who will conduct the training. Do the employees have required skills? Are there changes to policies, procedures, software, or equipment that require or necessitate training?

Effective sales training can help our sales representative more effective and efficient towards their work. It can also teach them effective techniques to contact customers, make effective sales presentation, convince customers, get orders, and to handle their complaints and objections, change or modify their attitudes, and remove prejudices and wrong beliefs and most importantly motivate them for maximum efforts and build high morale.

After the assessment we have found out that a successful training can help to increase organization's revenue, increase product knowledge which help the salesman to increase sales, increase the efficiency and productivity of a sales person, help in accessing the abilities of a sales person, improve the organization's ROI. An effective sales training program can increase sales volume, improve morale, reduce selling costs, improve relations, enable them to adjust with changing work, improve image of our Organization(Bengal Group Industries). That is why our top management and Board of Directors gave the permission to conduct a training program for our sales representatives.

4.5 Design the Training Program

Based on the results we obtained within the analysis phase, we implemented them in designing the training. Designing is a sort of an outline of the entire training program. The design part consists of characteristic learning objectives that describe what the trainees (our sales representatives) should be ready to do upon completion of the training, and how these objectives are going to be measured. The objectives should match the knowledge, skills, and attitudes we identified were needed throughout our analysis. We'll also determined how the training session will be delivered, such as by an instructor in a classroom, online, or a blended approach. In the design part, we might also create storyboards to aid in the development of the training.

1. Budget

The type of training performed will depend greatly on the budget. If you we that web-based training is the right delivery mode, but you don't have the budget to pay the user fee for the platform, this wouldn't be the best option. Besides the actual cost of training, another cost consideration is people's time. If employees are in training for two hours, what is the cost to the organization while they are not able to perform their job? A spreadsheet should be developed that lists the actual cost for materials, snacks, and other direct costs, but also the indirect costs, such as people's time. So we planned to organize the training session on a weekend (Friday & Saturday). We got a budget for a two days training session which includes cost for materials, snacks, and other costs like the rent of venue, prizes, refreshments etc.

2. Learning about our target audience

The first thing we'd like to do is to find out who our audience is. This doesn't just mean their names, or the title of the final group you'll be training, though that is a decent start.
However, during this training program our target audience is our sales representatives and their average age is between 22 to30. However simply knowing the title of the group is not enough. We were trying to collect a lot of information.

The bottom line is, the more we know about our audience, and the better we'd be able to train them. So we tried to find out these answers to the following questions about our intended audience.

I. Who are we going to train? This means names, if possible, or at least the specific group (young people, people with disabilities, teachers, and so on) with whom we're planning on working. Sometimes we may not know the answer to this, but be equipped with a good guess. Like in this scenario we know our audiences age group which helps us a lot to design the training session.

II. What is their background? This will include education, religion, political beliefs -- in short, anything that tells you a little about who these people are. So we gathered some background information of our tagged audiences like their education,

religion etc.

III. What pre-training will they need? If there is knowledge (or certification) people need before they come, that should be made very clear when promoting the training. So we gave them some reading materials before the training.

3. Learning Objectives of the training session

Training the sales force is important to increase sales volume, improve morale, reduce selling costs, improve relations, enable them to adjust with changing work and it can also improve image of Bengal Group Industries.

After we have determined what type of training should occur, learning objectives for the training should be set. A learning objective is what you want the learner to be able to do, explain, or demonstrate at the end of the training period. Good learning objectives are performance based and clear, and the end result of the learning objective can be observable or measured in some way.

Below stated points indicate objectives and importance of training the salesmen;

I. To explain the sales people about basic principles of salesmanship.

II. To provide information about market territories and customers.

III. To tell them regarding the company's policies, objectives, reputation, strategies, problems and prospects, etc.

IV. To inform them about products of the company.

V. To explain them about their duties, types of tasks, authority, and restrictions.

VI. To provide salesmen the complete details about company's competitors.

VII. To teach them how to report, how work with colleagues, and how to behave with superiors.

VIII. To teach them effective techniques to contact customers, make effective sales presentation, convince customers, get orders, and to handle their complaints and objections.

IX. To make them aware of themselves.

X. To change or modify their attitudes, and remove prejudices and wrong beliefs.

XI. To motivate them for maximum efforts and build high morale.

XII. To refresh or update them periodically, etc.

4. Delivery Style

Taking into thought the delivery technique, what is the most effective style to deliver this training? It's also important to keep in mind that most people don't learn through ~~"d~~death by PowerPoint‖ ; they learn in a sort of ways, such as auditory, kinesthetic, or visual. Considering this, what varieties of ice breakers, group discussions, and activities we can make the training as interactive as possible? Role plays and alternative games will make the training fun for employees. Many trainers implement on-line videos, stories, and different interactive media in their training sessions. This ensures completely different learning designs are met and additionally makes the training more attention-grabbing. So for our training program we decide to offer off the job training and which was the mix of lecture, discussion, brainstorming, question answer session, role playing and games.

And for this training program we selected a place where we can arrange the session properly. So we choose Istanbul restaurant, located in Gulshan-2, near our head office. The restaurant has an excellent room with maximum capacity of around 50, which was good enough for our training program. They also arranged the refreshments of our attendees which were hassle free for us and it saves a lot of time as well.

5. Develop the Training Program

In the development phase, we use the objectives and other materials we created during the design phase to flesh out our outline and develop the training program. In this phase, we developed the training program based on our trainee's in knowledge, skills, or attitudes based on the training.

6. Content Development

The content we want to deliver is perhaps one of the most important parts in training and one of the most time-consuming to develop. Development of learning objectives or those

things we want our learners to know after the training makes for a more focused training. Think of learning objectives as goals—what should someone know after completing this training? (Craig 1987) After developing the objectives and goals, we can begin to develop the content of the training. Consideration of the learning methods we will use, such as discussion and role playing, lecture, discussion, brainstorming, question answer session, and management games will be outlined in your content area.

Development of content typically needs a development of learning objectives then a quick define of the most important topics we wish to cover. With that outline, we are able to ~~–fi~~ll in‖ the most important topics with information. Based on this information, we develop modules or PowerPoint slides, audio-visuals, activities, discussion queries, and alternative learning techniques.

7. Implementation

The implementation part is typically known as the delivery phase. During this phase, we actually deliver the training program to the trainees, whether or not the instruction takes place on-line, within the schoolroom, or through another methodology.

Companies should never have training for the sake of having training; otherwise, it can result in a wasted effort as the employees never end up using what they learned in their jobs. Trainings should be deliberate and impactful with a specific purpose in mind. To have effective employee development plans and training programs, you must first have clearly defined company goals and identify which employees could fit those roles and benefit from the training.

A good employee training program provides multiple benefits for both the organization and the employees. Clear understanding results in increased morale, company culture, productivity and less money/time wasted. So, before you implement your next employee training session, consider the following tips:

4.6 Define Goals:

The first step to any successful employee engagement plan is to have clearly defined goals that are measurable. Define short and long-term company goals or objectives, and identify possible training to meet those goals. Examples may include increasing productivity, enhancing customer service or improving employee relations.

Everyone knows that it is hard to be successful without knowing exactly what you're trying to achieve! Knowing your goals will dictate how you approach program development. Ensure that the managers and the leaders are on board with it as they will likely be the ones that will implement the training program once it is established.

Once you have finalized the goals you want to hit with the employee training program, list out specific standards you want to attain to measure the effectiveness of the training program. Just like any other project in the company, a training program needs to account for the expenses and show a positive ROI for the company.

4.7 Engage your employees:

How well your employees engage with your training will determine how successful it will be. How well you engage employees as a manager will have a big effect on the acceptance of the training, but probably the biggest driver of this will be whether the training is effectively meeting their needs.

Quite simply, if your employees don't think that your training is useful to them, it will be difficult to keep them engaged. You need to make sure that they feel like this program is adding value to their careers.

Assuming that your training is addressing a real employee need, there are additional measures you can take to further engage them and give them a more potent learning experience. Here are some examples:

- **Scenario-based learning** is an employee training technique that engages employees by immersing them in a training experience that has been modeled on a real-life scenario, rather than a theoretical knowledge dump.
- **Pomodoro technique** gives your employees small bite-sized information. It focuses on a specific topic and takes between 1 and 15 minutes to complete. This method gives employees a flexible way to access specific information and is especially useful for employees who lack time management skills or those who are in distracting environments.
- **Mobile-friendly e-learning events** can be especially useful for employees who are on the move, remote employees or who don't have 24-hour access to desktop computers.

- **Gamified learning experiences** engage and boost employees' intrinsic motivation levels through a variety of game mechanics including meaningfully applied levels, leader boards, and badges.

Creating the most engaging learning experiences for your employees will enhance their learning experience and keep them engaged.

4.8 Get the timing right:

It's important to provide training to employees in ways that will be most useful to them. It is crucial that the training method is convenient for the audience as ineffective training methods may become a time and resource drain on your employees. Effective training programs focus on quality over quantity, so make sure your training doesn't drag out too long or endlessly intrude on their personal time.

Some companies are often guilty of cramming too much new information into a short time period. This might work for the short-term, but employees will need opportunities to actively use what they learn from the training in the workplace for it to be properly utilized over a long period of time.

Any time employees are growing their skillsets or taking part in a program, there is hesitation and sometimes even resistance. Give employees the time to adjust and practice their new skills, ask questions and voice their concerns. Offer plenty of encouragement while they get used to their new programs.

4.9 Track Results:

In order to determine whether or not your training program is effective, a post-course evaluation is necessary. By measuring your goals before and after the training, you are making sure that your training program is delivering your desired results for both your company and your employees. This should take place a few months after implementing your employee training session, giving your employees the time and opportunity to adjust and implement their new skills.

Projects and Challenges are a great way to evaluate the effectiveness of training programs. Putting your employees on a project or challenge not only gives them a chance to apply the skills they learned, but also provides a good way to quantify the improvement of employee

performance that your training was meant to provide. Your company will be able to immediately benefit from the employees' new proficiency.

The evaluation should measure how effectively employees are using their new skills and integrating them into their work. Think about having a professional come in to observe employees or having managers complete surveys about their employees' application of the skills. Because the best training programs that keep their employees engaged aren't static, make sure that yours is always evolving and improving over time.

Consider the following activities:

- **Online Quizzes** - Test your employees' on the most important parts of their training! This is a convenient way for both employee and employer to quickly and easily measure how much was learned in the program. If the employee scores poorly, immediate action can be taken to better prepare the employee for their new responsibilities. Review online quiz results to see if particular questions are consistently answered incorrectly. If they are, maybe the questions are at fault, or maybe the content in the training is inadequate.

- **Give surveys to managers -** Use surveys to see how they are feeling about your training methods. Opening communication with the people in charge of the employees undergoing training will allow you to get a clear feel for how the training was received. The manager is the one who is most qualified to say if the employees on their team are better able to complete their work or if more training is required in a certain area of the job.

4.10 Evaluating the Training Program

In the evaluation phase, we determine if the trainees obtained the knowledge, skills, or attitudes we identified as the goal during the analysis phase. We can use the information we obtain during the evaluation phase to make additional changes to the design, development, and delivery of the training program the next time we offer it to trainees. Depending on our needs, we will have decided in an earlier phase what level of evaluation we will use. So we also conducted **Donald L Kirkpatrick's training evaluation model** - the four levels of learning evaluation. The **Kirkpatrick Four-Level Training Evaluation Model** helps trainers to measure the effectiveness of their training in an objective way In the evaluation phase, we determine if the trainees obtained the knowledge, skills, or attitudes we identified as the goal during the analysis phase. We are able to use the knowledge we tend to acquire throughout the analysis part to create further changes to the look, development, and delivery of the training program subsequent time we provide it to trainees. Reckoning on our desires, we are going to have set in associate earlier part what level of analysis we are going to use. Thus we tend to additionally conducted **Donald L Kirkpatrick's training evaluation model** - the four levels of learning analysis. **The Kirkpatrick Four-Level training evaluation model** helps us to identify the effectiveness of our training in associate objective approach.

4.11 Donald L Kirkpatrick's Training Evaluation Model:

IX. Level 1 Evaluation – Reaction

Just as the word implies, evaluation at this level measures how participants in a training program react to it. It makes an attempt to answer queries concerning the participants' perceptions - Did they like it? Was teaching material relevant to their work? Additionally, the participants' reactions have necessary consequences for learning (level two). Though a positive reaction doesn't guarantee learning, a negative reaction nearly actually reduce its chance. After conducting the reaction we discover that the trainee's reaction towards the training was very positive. As a matter of fact they asked for more training like this. In their reaction we find out that the material was relevant. They believed that these sorts of training will help them in their work and it'll help them to be a much better salesperson.

X. Level 2 Evaluation – Learning

Level 2 measures the degree to which participants acquired the intended knowledge, skills and attitudes as a result of the training. This level is used by instructors and training executives to determine if training objectives are being met. Only by determining what trainees are learning, and what they are not, can organizations make necessary improvements. Level 2 can be completed as a pre- and post-event evaluation, or only as a post-evaluation. So we conduct a post training evaluation by the immediate supervisor of those sales representatives and the result was satisfactory.

XI. Level 3 Evaluation – Behavior

This level of evaluation measures the degree to which participants' behaviors change as a result of the training – basically whether the knowledge and skills from the training are then applied on the job. This measurement can be, but is not necessarily, a reflection of whether participants actually learned the subject material. After the training program we talked with the immediate supervisor of those sales representatives and find out that their behavior has changed a lot. They are trying to apply the knowledge they gather throughout the training in their workplace.

XII. Level 4 Evaluation- Results

Level four seeks to determine the tangible results of the training such as: reduced cost, improved quality and efficiency, accumulated productivity, employee retention, accumulated sales and higher morale. Whereas such benchmarks are not always straightforward or inexpensive to quantify, by doing so the training organizations will determine the essential return on investment (ROI) of their training expenditures. One typical challenge is to identify whether or not specific outcomes are actually the results ofThe training. The sales team and also the supervisors of these sales representatives were very happy to visualize the end result of the training program. They also requested us to conduct this sort of training very often.After evaluating the whole training program we were very happy to see the results and now we are more encouraged to conduct these types of training again and again.

4.12 Brief discussion about other prevailing training program in Bengal Group Of Industries:

1. Environmental Health and Safety Training (EHS)

It covers the health & safety issues of workers. Some of the basic features that are discussed in this training are like everyone has to keep their working area neat and clean, the canteen should be properly used and kept neat & clean. Then Fire extinguisher, Hose pipe box, and First aid box should be kept free and ready to be used. And Personal protective equipment such as eye guard, needle guard, rubber mat etc. should be used carefully. This training also increases the awareness on reducing the wastage of drinking water and discourages Smoking and eating betel leaves in workplace.

2. Personal Protective Equipment (PPE)

This training discusses about the importance of using several personal protective equipment that helps workers to be safe in using the machineries. Here everyone is told to carry his or her own ID card, to wear face mask mandatorily, to keep the scissors knotted with a rope, to attach the needle guard with machine. It also discusses the necessity of using hand gloves and rubber matt on machine's footboard.

3. Refreshers Training

The content of this training is same as the Orientation Course of new workers training. The key difference is it is for the existing workers while the previous one is for new workers. Factory rules & regulations, working hours and worker's facilities related policies are also discussed in this training.

4. Machine Safety Training

The training starts with the slogan –Company's property is our trust‖. The machine

safety training provides some guidelines on how to use the machine safely. Such as before starting the machine it should be checked whether the machine is situated on a flat platform. It should be checked whether any electrical disruption is in the machine. Clearing session of machine should be conducted three times a day, i.e. before starting the work, after lunch, & before leaving the factory

5. Root Cause Analysis (Primary disease)

This training is conducted by a certified doctor. The causes and preventions of fever and diarrhea are analyzed and discussed in this training session. The company has a strong medical practitioner team which works whole day for primary treatment of workers.

6. Training for Security Guard

This training is provided to the security guard of the company. The trainees are briefed in three specific area. These are:- Every guest and unknown individual's identity should be verified before entering into the factory. No worker should be allowed to leave the factory without showing a valid pass.

7. Fire Training:

It is one of the important training program in the whole training process. At this time the worker are given some idea about the fire rescue and safety program. It helps the employee the idea about what to do if a sudden fire occurs. During the training program, on a sudden day the fire alarm will give siren of the fire, this is done to let the worker practical situation. All of the process is done without the acknowledgment of the worker.

After listening the fire alarm the worker will come to the downstairs, the condition of this situation is that they need to be calm and don't get hurry. They have to come done in a row holding the railing of the stairs.

8. Top level Management Training

This training is conducted for the employees of top level management. In this training, the basic management policies are discussed. The discussion covers the following things. Top level managers should not discriminatively behave with the workers. They should consider educational qualification, experience and skills while hiring workers. They should respect the workers and create a harassment free working environment. They should follow payment policy of National Labor Law in case of workers salary, wages and other compensation facilities. Workers should be given notice one month prior to termination and one month salary or gratuity whichever is higher. No workers should be forced against their will to work. Every worker should be provided bonus facilities according to the policy.

9. Mid-Level Management Training

Mid-level management training is conducted for the employees like supervisors of different sections (e.g. cutting, sewing, finishing etc.). This training suggests supervisors to create awareness among the workers about safety issues & ensure their participations in safety related training. It also tells them that no worker should be forced to work against their will and every worker can express their complaints through the suggestion box. The training also suggests to verify the workers identity, to verify the age of workers through different documents during the recruitment and to inform the workers about the rules & facilities provided by the company.

10. First Aid Training

First aid is the assistance given to any person suffering a sudden illness or injury, with care provided to preserve life, prevent the condition from worsening, or to promote recovery. It is important for every factory to maintain the first aid facility for the workers.

11. Safety training

There are so many issues where the safety of the workers are related. By which any of the worker can easily get injured. So if the workers can get aware earlier and know about their work place risk it can easily reduce the risk. That is the safety training is given to the worker.

4.13 SWOT Analysis of Bengal Group of Industries:

❖ **Strength:**

- It uses different types of modern equipment.
- As number of employees in Independent Apparels is 1500, It is easy to manage the workers.
- For painting purpose it doesn't use any outsourcer.
- It provides training to its employee effectively.
- ALLIANCE

❖ **Weakness:**

- As there is less manpower in HR department, one person has to perform different work beyond their routine work.
- Workers and mid level managers are not provided motivational training. So in some cases they are less efficient to their work.
- BGI is not producing raw materials which increase cost of the product.

❖ **Opportunities:**

- Good reputation of its product quality in outside world will increase more option of export.

❖ **Threat:**

In China, India and Cambodia new industries are emerging.

Chapter – 5

Conclusion and Recommendations

5.1 Findings

I have observed and found some different issues. Which are -

I. Managing Director of Bengal group of industries has the sole authority to approve any decision for the organization. Only after receiving the approval from the Managing Director, HR Division can start their functional activities.

II. The Bengal Group of Industries Ltd engages both HR manager and line managers in their every process as they are trying to follow Modern Human Resource Management.

III. Their Training and development department is vacant now. There was a single executive who left the organization recently. So the Head of HR and other executive form other department have to manage all the work of training department. After I join the organization as intern, sir assigned me to training and organization development and I had to conduct all the work by myself.

IV. The organizations also need some good trainers. They are wise and enough qualified. But training for trainers will be very effective for them. HR division should organize a training program for them. Bengal Group of Industries always tries to maintain good working Environment, health & safety procedure which is certified internationally.

5.2 Conclusion

Training and progress is likely one of the lowest matters on the precedence record of most organizations. When it is organized, it is ordinarily at the persistence of the human resources division. There's, however, significant worth in organizing right training and development periods for employees. Training makes it possible for employees to accumulate new skills, sharpen existing ones, perform better, increase productivity and be higher leaders. There are organizations that think training their employees is a waste of time and money, their employees can learn while doing their job. There are other organizations believes that investing a large amount of time and money to train employees is a proper decision for their growth. Bengal Group of Industries is one of them. **Bengal Group of Industries** believes that a proper training program, employees are unprepared, confused, and unsuccessful. Training is very important for organizational progress and success. A successful training is fruitful for both employers and employees. An employee will grow to be more effective and productive if he's trained well. A positive training can bring employees into the light with the organizational mission, vision, ideas and rules and the working conditions. The present employees are trained to refresh and enhance their expertise. If any updates and amendments take position in technology training is given to cope up with those changes. Most employees face some difficulties in their workplace. A proper training program can make it possible for them to overcome those difficulties. A training program helps to cut down any vulnerable links inside the organization .Bengal Group of Industries is very focused on training and organization development. They try to make their employees more effective and efficient. HR division of Bengal Group of industries has done the training and organization development tasks and this is a continuous process. The **Bengal Group Industries** training and development process is ideal process. It matched what I have learned in my courses. They always evaluate their previous training program and try to overcome the faults in their next training program. More or less, they are same. After working with them I found out that they actually care about their employee. They always try to come up with better ideas to make their training more interesting and more effective. And this will help them to train their employees effectively. The management always tries to provide their employee effective training in order to make them efficient and a better person.

5.3 Recommendations:

Bengal Group Of Industries I have observed some issues which are:

- ✓ **Limited work force**

All the functions of HR division are performed within a limited workforce. Sometimes, it became very stressful working environment for existence employees.

- ✓ **Training and Organization development**

Bengal Group of Industries is very focused on training and organization development. They try to make their employees more effective and efficient. HR division of Bengal Group of industries has done the training and organization development tasks and this is a continuous process.

- ✓ **Recruitment and selection**

Recruitment and selection is a continuous process in the Bengal Group Industries. All employees of Bengal Group of Industries are directly or indirectly recruited by their Human resource division.

- ✓ **Lots of paper work:**

HR division of The Bengal Group Industries has used lots of paper work. From requisition form to publishing final result, paper is used in every aspect. They use paper files to keep all the necessary records rather than using digital data server. They only use the HRIS for payroll purposes. As a result, they waste many papers and do not recycle this paper most of the times.

- ✓ **Proper use internal sources of recruitment**

Human Resource department maintains good eyes on its internal sources. Whenever the found any possible vacancy or feel the need of ne recruitments, they post recruitment advertisement on every notice of every branch and also publish this advertisement on the internet. So the existing employees this organization can see the advertisement. They also maintain their contact with other departments' employees so that they can recommend others to apply here. But they don't post any advertisement in their official website.

- ✓ **Training and Organization development**

I think, **The Bengal Group Industries** training and development process is ideal process. It matched what I have learned in my courses. More or less, they are same. They also use TNA methods before the training and use Kirkpatrick's theory to evaluate the training program. So; I did not find any mismatch between them.

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