

Thesis Paper
on
Training and Development Practices in Bangladesh: A Case Study on R.A.Z Apparels Ltd

Submitted by
Md Shofiuddin
ID:EMBA 2303030012
Program: Executive Master of Business Administration (EMBA)
Major: Human Resource Management (HRM)
Semester: Fall-2024
Sonargaon University (SU)

Submitted to
Department of Business Administration
Sonargaon University (SU)

Sonargaon University (SU)
147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission: 07 January 2025

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Submitted to
Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU)

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Letter of Transmittal

07 January 2025
To
Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Thesis paper on Training and Development Practices in Bangladesh A Case Study on R.A.Z Apparels Ltd.

Dear Ma'am,
With due respect and gratitude, I am submitting my thesis paper on "R.A.Z Apparels Ltd.'s Training & Development Process" that you allotted me. It is an excellent chance for me to gather vast amounts of information and grasp the subject matter in a proper manner. I found the report to be extremely interesting, valuable, and insightful.

The report includes a detailed evaluation of R.A.Z Apparels Ltd past history and accomplishments, organizational capacities and techniques, human resource planning and recruitment process. I put in every effort to prepare an effective and credible report. The report provides a clear understanding more about activities of "Human Resource Management in Business Connection Limited," and I appreciate your placement in this type of organization, which will allow me to discover more and broaden my knowledge. I anticipate that you will take into consideration any errors that may occur in the report despite my best efforts.

_____

Md Shofiuddin
ID:EMBA 2303030012
Major: Human Resource Management (HRM)
Semester: Fall-2024
Sonargaon University (SU))

Declaration of Student

This is to notify you that, the thesis paper on Training and Development Practices in Bangladesh: A Case Study on R.A.Z Apparels Ltd Training & Development Process has been prepared as a part of my dissertation formalities. It is an obligatory part of my EMBA program to submit a thesis paper. Moreover, I was inspired and instructed by my supervisor Shakila Yesmin Lecturer, Department of Business Administration, Sonargaon University.I am further declaring that I did not submit this report anywhere for awarding any degree or certificate.

Yours Sincerely,

_____

Md Shofiuddin
ID:EMBA 2303030012
Major: Human Resource Management (HRM)
Semester: Fall-2024
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis paper on Training and Development Practices in Bangladesh: A Case Study on R.A.Z Apparels Ltd Training & Development Process." has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out Md Shofiuddin ID:EMBA 2303030012 under my supervision. The report or the information will not be used for any other purposes.

_____

Shakila Yesmin
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgment

In the beginning, I would like to convey my sincere appreciation to the Almighty God for giving me the strength and ability to finish the task. I want to thank my academic supervisor Shakila Yesmin, Lecturer, Department of Business Administration, Sonargaon University, for providing me with all the necessary help for the completion of this report. I want to give the greatest thanks to her for guiding me as an advisor to start and complete this report successfully. The opportunity I had with R.A.Z Apparels Ltd. is a great chance for deep learning and professional development. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period. I would like to express my deep sense of thankfulness to MD. ANWAR HOSSAIN, GM, HR & Admin, Head Office, R.A.Z Apparels Ltd for his enormous help and endless support throughout the dissertation period. And last but not the least; thanks to all my office colleagues working at R.A.Z Apparels Ltd. I consider myself a very lucky individual as I was provided with an opportunity to be a part of it. I am also grateful for having a chance to meet so many wonderful people and professionals who led me through this period.

Executive Summary

Training development process, being essential for human resource development process, is gaining its popularity day by day. This report focus on the effectiveness of training program of a reputed organization of Bangladesh. This report's preparation was primarily focused on **R.A.Z Apparels Limited's training and development program**. It is very difficult compare the scenario between theory- and practice-based research in terms of the parallels and differences between the studies, the report discovered throughout my thesis program. Therefore, the study encountered certain obstacles. The training and development strategies used by the R.A.Z Apparels are fully covered in this study. The report includes all relevant information regarding training and development process of R.A.Z Apparels. This report is divided into five chapters. The **first chapter** of this study deals with introduction of the report, objectives for the report, practice and model of training and development program. The **second chapter** of this study deals with organizational background, mission and vision of the company, company profile. The **third chapter** of this study deals with methodology of the report, data collection process, types of data. The **fourth chapter** is about the different types of analysis and findings on survey of employee, KPI and management interview. The **fifth chapter** discusses the conclusions and recommendations which made after examining the entire report. The **sixth chapter** of this study deals with appendix and references. The main findings of the study are as follows: The report discovered that employees are more inclined to participate in training sessions, Employees are satisfied the quality of training programs, R.A.Z Apparels training sessions can meet the gap between employees and job task, The T&D program affecting positively in the annual turnover amount of R.A.Z Apparels.

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Chapter One
Introduction

1.1 Introduction

In the Human Resource Management (HRM) cycle as well as in any organization, the 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 success.

This report delves into the comprehensive Training and Development program implemented within our esteemed company. By exploring the various facets of our T&D strategy, we aim to showcase the significant role it plays in nurturing talent, enhancing employee capabilities, and ultimately contributing to the achievement of our organizational goals.

The primary objective of this report is to provide an insightful overview of our company's T&D initiatives, including the methodologies, tools, and resources used to facilitate learning and skill development. By sharing real-world examples and success stories, we aim to demonstrate the positive impact of our T&D efforts on individual career growth, team collaboration, and overall organizational performance. As an integral part of the T&D team, I had the unique opportunity to witness firsthand the careful planning, execution, and evaluation of our training programs. Throughout this report, I will draw on my experiences and observations to provide a comprehensive analysis of our company's commitment to fostering a culture of continuous learning and development.

By investing in our employees' growth and professional development, our company acknowledges the significance of cultivating a workforce equipped with the latest industry knowledge, technical expertise, and leadership capabilities. Furthermore, our T&D program aims to ensure that our employees remain engaged, motivated, and empowered to take on new challenges and embrace opportunities for personal and professional advancement.

1.2 Objectives of the Study

Every research work is conducted to achieve some objective of this report to fulfill the requirementsof the thesis paper. The performance management system makes sure that.
The objective of this report there are two types of objectives:

- General Objectives
- Specific Objectives

General Objective

The study is to know about Training & Development practices of R.A.Z Apparels.

Specific Objectives

The principal objective of training and development division is to ensure the availability of a skilled and willing workforce to an organization.

There are some other supportive objectives are as follows:

- To identify the training and development practices in 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.

1.3 Methodology of the Study

The methodology outlines the structured process and strategies adopted to examine the research problem concerning R.A.Z Apparels. It encompasses the research design, data collection methods, sampling techniques, and analytical tools to ensure a systematic and objective evaluation of relevant phenomena, such as organizational practices, management strategies, and performance outcomes.

Primary Sources

Information has been collected-

- Observe workplace operations and interactions through direct observation.
- The company's training manual.

Secondary Sources

Information has been collected from-

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

1.4 Limitations of the Study

The study has suffered from a number of barriers:

- Time was a major limitation or factor while preparing the report.
- Most of the employees are not very willing to give the answers to the questionnaire. They take it as a threat to 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.
- The time given was not enough to complete the report.
- Most of the time the officials were busy and were not able to give much time.

Chapter Two
Profile of the Organization

2.1 Overview

R.A.Z Apparels is a 100% export oriented knit garments industry established in the year of 2010. The company's knit garments section is consistent with the completed Knitting, Dyeing, Printing, Cutting, and Sewing & Finishing Division. The company is specialized in producing all kinds of knitted items. This factory adheres to all of major merchandising as per local & abroad, factory, is maintaining the compliances as per local law or buyer requirements. Utmost importance has been given to production layout and the quality control department, which gives us 100% quality assurance with inventory check, in-line inspection & before final inspection by buyer or 3rd party. R.A.Z Apparels is one of the ongoing leading garment factories in Bangladesh. Where we provide local law facilities, pure drinking water facilities, dining facilities, prayer rooms & medical facilities for workers on time. Even our factory is giving a wonderful circumstance facility for workers. We take pride in our dedication to achieve the best possible result for our clients.

We have been performing according to our aim with a good reputation since then and exporting to several European countries like the UK, France, Germany, Belgium, the Netherlands, Spain, Sweden, Denmark, etc. We have vast Knowledge of the last one decade regarding all kinds of knit apparels like Tee-Shirts, Sweat Shirts, Polo Shirts, Tank Top, Singled, Shorts, Trousers, Wrangler, etc. With any kind of print, Embroidery, Reactive print, Weaving Seam, Piqued seam and any other fancy items. We are able to deal with all kinds of knit fabrics like Single jersey, PK, Terry, Lycra, CVC, Y/D Stripe, Slob, 1*1,2*2,& 5*1 Rib , Needle drop single jersey & Interlock , Fleece , Sweat Fleece, Micro Fleece , Polar Fleece , Yarn dyed stripe, Engineering stripe, Waffle, PK Tex , Viscose , etc.

We are duly committed to ensure the delivery in due time with high quality products. This factory is well organized by efficient merchandisers and skilled quality controllers. We are always preferred to put in line quality controllers during the production of our valued Buyers. We firmly believe if we can retain our quality the best, we must get further orders from our valued clients. We always like to quote the most reasonable and competitive price. Our price might be very competitive but it must not degrade the quality of the products.
We therefore cordially request you if you have any inquiry about any kind of knitwear of any style for Men’s / Boys / Ladies / Children please let us know. We shall always be at your kind service.

2.2 Vision, Mission, Goals and Objectives

R.A.Z APPARELS Main vision is to be a leader in our chosen markets by building a strong bond with our customer, our stakeholders and our Employees. Also, we had followed BSCI code-2009, now we are following BSCI code – 2014, if any change in BSCI in future, we will follow it strictly. Besides, we will advise and implement, monitor all of our stakeholders to follow or respect BSCI code of conduct so that we can keep a good business relationship. To provide our customer with unparalleled choice and value in fashion and related services, treat each commitment with honesty

and integrity and build a dynamic and driven company that is able to attract, develop, excite and retain worldwide markets.

2.2.1 Social Compliance

- Our company has a global presence with exports. Our factories are compliant with all applicable social, ethical, environment and quality systems.
- Maintaining a sustainable health and safety environment in factories is our core and most important task and to achieve this goal we continuously train our manpower about the fire safety standard and initiate steps to increase firefighting capacity. We are concerned about the recent fire incidents in garments factories in Bangladesh and our management team is working proactively to improve the standard wherever possible. There is a dedicated team in our factory to take regular care for maintaining the Health & Safety standards.

2.2.2 Birth and progression

R.A.Z APPARELS is a 100% Export oriented Ready Made Garments (RMG) manufacturing company. It was the early 1980's when Bangladesh started exporting RMG to the international market. In the year 2008 R.A.Z APPARELS was established. In its age of 12 years it has successfully established its name among the major Garments manufacturers in the country.

2.2.3 Customers

Since birth R.A.Z APPARELS. Major Customers are from Europe & UK. R.A.Z APPARELS... The major customers with whom the company already worked or has been working are: - Aachen, Sabor Srl, Coop QA, Wibra etc.

2.2.4 Production and Quality

Europe, UK present a high reputation to the customers who lie on maintaining higher quality of the product. The Company strictly follows the AQL Inspection level mark. The Organization's Quality Assurance department is very sincere and strict in maintaining good quality standards during the production and before the final release of the Garments. Customer's representatives also perform this discipline on a random basis. At present the organization is mostly going by AQL 4.0 mark but 2.5 are also done now-a-day in numbers. On occasions, AQL 0.0 (reduced level) is also performed.

2.2.5 Human Resource

Since inception R.A.Z APPARELS Believes in building and strengthening in-house resources and none of its employees or workers are hired or recruited from abroad. Since birth the number of 300 workers has increased to 800+ with the growth of its Business. Currently R.A.Z APPARELS

accommodates a good set of expertise for prompt dealing and smooth operation complying with the nature of its product and activity.

2.3 Present R.A.Z APPARELS

2.3.1 Vision

At R.A.Z APPARELS, our vision propels us toward a future that reverberates with distinction and global resonance. We envision an era where our brand, an emblem of quality and innovation, transcends geographical confines, captivating discerning markets worldwide. As we march forward, our compass remains attuned to a customer-centric ethos, ensuring that every stitch we create caters to unique preferences and aspirations.

- Propel towards a future of distinction and global resonance.
- Envision a brand synonymous with quality and innovation worldwide.
- Transcend geographical confines to captivate discerning markets.
- Maintain a customer-centric ethos, catering to unique preferences.
- Integrate technological advancements for unparalleled experiences.
- Commit to sustainability, inspiring transformative industry practices.
- Shape destiny and contribute to community well-being.
- Foster a talent-nurturing, collaborative work environment.
- Navigate the apparel landscape with fashion, ethics, and impact.
- Illuminate a path towards a brighter, sustainable tomorrow.

2.3.2 Mission

R.A.Z APPARELS is driven by a resolute mission to stand at the forefront of the global apparel sector. With an illustrious 12-year journey of accomplishment, our mission is twofold. Firstly, we aim to fortify our position by meticulously upholding our core values of innovation, quality, and sustainability. Secondly, we are committed to embracing the shifting dynamics of the worldwide context, proactively aligning our strategies to meet forthcoming challenges head-on.

- Stand at the forefront of the global apparel sector.
- Uphold core values of innovation, quality, and sustainability.
- Embrace shifting dynamics, align strategies with challenges.
- Dedication to innovation, pushing boundaries of creativity.
- Maintain the highest standards in every garment for style and durability.
- Minimize ecological footprint through eco-conscious practices.
- Build lasting relationships based on trust and reliability.
- Serve as a harbinger of positive change, setting new benchmarks.

2.4 Objective

It was found that global outsourcing is not a trend but has become a reality for the developing countries since they are finding it hard to accommodate only within their resources and they are looking for decentralizing and outsourcing. As part of that our aim and objective is to capitalize this opportunity and play a commendable role through using the experience, skill and reputation as leading RMG manufacturer in Bangladesh for the Overseas counterpart.

2.4.1 Our Focus

Our present focus is to work only for a handful and selective business partners-who does not have not only existence in this sector but also the Understanding of the aspects manufacturing and quality control, beliefs in longer-term relationship, trust, the ability to Negotiate with some drawbacks or difficulties that occur in occasions etc.

Special R.A.Z APPARELS has a long and very successful existence in the RMG (Ready-made garments) manufacturing sector. Our unique feature is our professionalism. We develop the product from the ground up from fabric construction to sewing Methods. From receiving an order to costing, preparing perfect layout, production to shipment (before deadline) we had a real and pragmatic approach to this sector. This professionalism and expertise helps to assure that a garment is manufactured exactly to the specification of the buyer and to ship it accordingly on time.

2.4.2 Our Philosophy

"Good manufacturing is the best advertisement", this is the belief where our success lies. We believe in a relationship for longer-version rather than to deal with a periodic series of orders. Our continuous effort is to create good solid manufacturing value And Unquestioned reliability". This belief, effort and commitment to excellence made the R.A.Z APPARELS People distinguishable in many aspects in comparison to many. Our constant effort is not only to satisfy the customer or build a longer-term relationship but also to win their heart and go beyond the benchmark of standards at Garments manufacturing sector. A good care today means better business tomorrow.

2.5 Why R.A.Z APPARELS

- Human resource: A good set of specialized people
- Goodwill: As receive from the customers
- Commitment to quality
- Approach to customers in terms of relation and values
- Our views and philosophy
- Our Price: Reasonable competitive
- Shipment: Within lead time

2.6 R.A.Z APPARELS and its Employees

R.A.Z APPARELS believes that all of its 800 workers including management staffs all together it's a family. At present, it's a BSCI Factory and is very much concerned about the basic issues of an employee and believes that work cannot be done or realized by force rather than motivation. In this respect, some special features here at R.A.Z APPARELS are:-

Legal Right of a worker

Wages: Strictly follows the government rule-and worker's draw at least the minimum wages fixed by the government at time of his/her joining.

- Payment: Payments of the wages of workers are made at the first week of a month and this schedule is very strictly maintained without any rare exceptions.
- Working hour: Normal working hour: 8 hours day No force labor hire workers are not allowed to work:-
    - Maximum 10 hours a day
    - 60 hours in a week and
    - Not more than 260 hours a month
- Age of a worker As the International rule says a worker is only recruited when his/her age is18 or above. No recruitment bellows this age (No child labor)
- Benefits Employees are given 2 (two) Festival bonuses during the two biggest religious festivals in the country. And also, sometimes extra leave and benefits are provided based on situations.

Safety and Security

- Factory Evacuation plans are on each floor.
- Arrangement of fire Extinguisher.
- Emergency Exit.
- Special Safety rehearsal on a regular basis.

Health

A full time qualified Doctor and Nurse is appointed for initial Medical Care in case of any injuries or sickness (First aid and other related drugs)

Hygiene Free Atmosphere

A continuous effort goes on every day to keep the factory clean and hygiene free. Special arrangement of clean drinking water for the workers.

Others

Worker's dining hall is on the same floor to take lunch & Childcare facilities. Special health care arrangements etc. A good sound system as part of entertainment and of course for some announcements in emergencies.

R.A.Z APPARELS wants to see itself as organized as it was ever. So, in addition to the above it is currently planned to concentrate more on some basics though some of these are already done but to finish the remaining and to proceed further more strongly. These are:

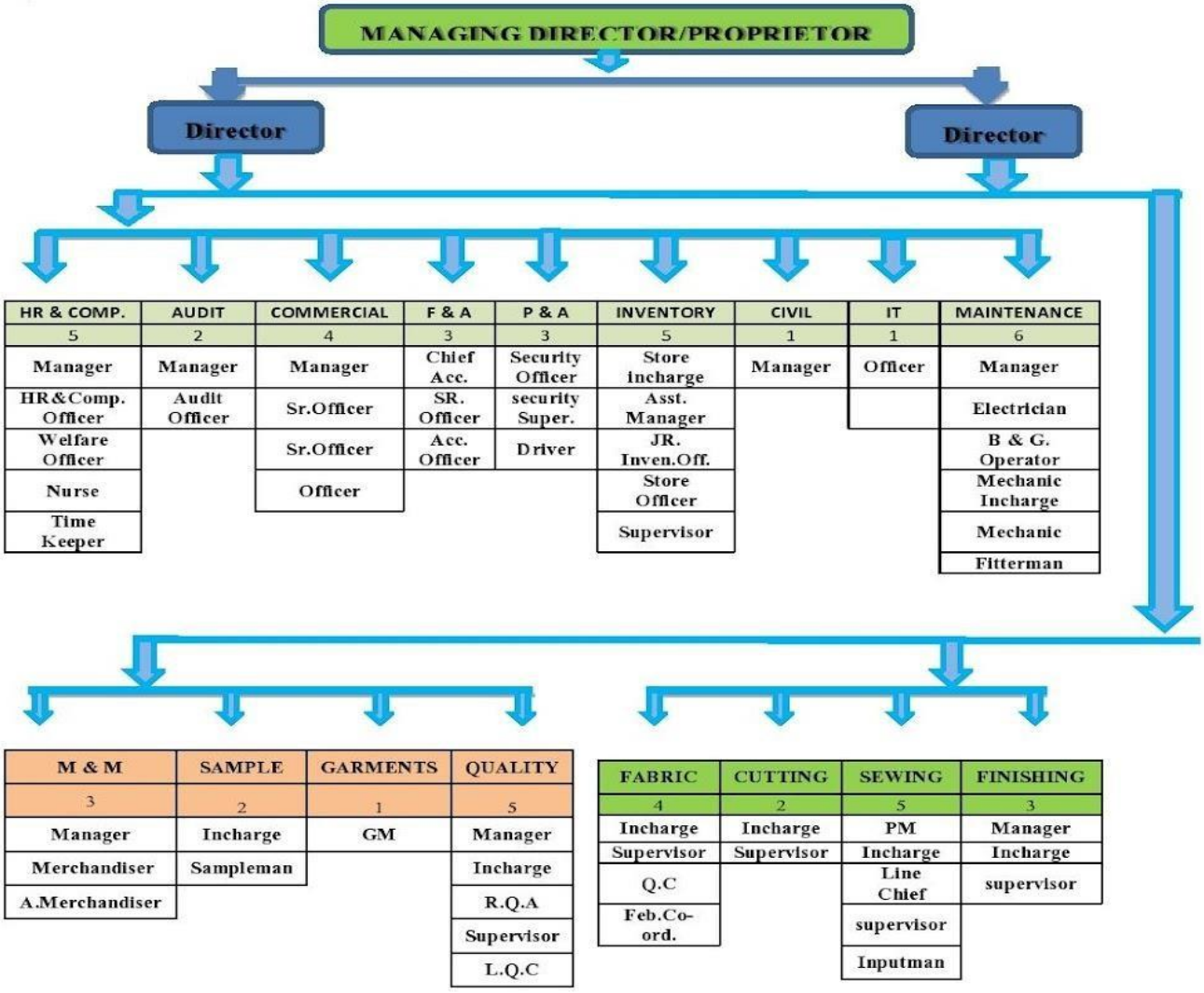
- Infrastructure
- Installations
- Workplace Improvement plans:
- Safety & Security measures
- Health support
- Implementation of Quality Management System (ISO 9001:2008)
- Human Resource development (is done in regular frequency)
- Training
- Motivation
- Performance Evaluation

To hire skilled and experienced expertise (in necessity)

RAZ Apparels

Pathantuli, Godnail, Siddirgonj, Narayangonj

Department Wise Employee Organogram



HR & COMP.	AUDIT	COMMERCIAL	F & A	P & A	INVENTORY	CIVIL	IT	MAINTENANCE
5	2	4	3	3	5	1	1	6
Manager	Manager	Manager	Chief Acc.	Security Officer	Store incharge	Manager	Officer	Manager
HR&Comp. Officer	Audit Officer	Sr.Officer	SR. Officer	security Super.	Asst. Manager			Electrician
Welfare Officer		Sr.Officer	Acc. Officer	Driver	JR. Inven.Off.			B & G. Operator
Nurse		Officer			Store Officer			Mechanic Incharge
Time Keeper					Supervisor			Mechanic
								Fitterman

M & M	SAMPLE	GARMENTS	QUALITY
3	2	1	5
Manager	Incharge	GM	Manager
Merchandiser	Sampleman		Incharge
A.Merchandiser			R.Q.A
			Supervisor
			L.Q.C

FABRIC	CUTTING	SEWING	FINISHING
4	2	5	3
Incharge	Incharge	PM	Manager
Supervisor	Supervisor	Incharge	Incharge
Q.C		Line Chief	supervisor
Feb.Co-ord.		supervisor	
		Inputman	

2.7 Factory Overview

Office & Factory:

Address	Pathantuli, Godnail, Siddirgonj, Narayanganj-1430, Bangladesh.
State	Narayangonj
City	Narayangonj
Country	Bangladesh
Zip code	1430
E-mail	razapparelsmd@gmail.com
Fax	+88027640528
Phone	+88027640528
Web	www.razapparelsbd.com

Factory basic information

Company Name	RAZ Apparels
Nature of Business	100% Export oriented knit garments
Legal Status	Privately Owned Company
Started	Sep 2008
Export Percentage	100%
Managing Director	Md. Anwar Hossain E-mail: md@razapparelsbd.com
Director	Engr.Abdul Aziz B.Sc. in Textile (D.U) E-mail:abdulaziz@razapparels.com
Total Space of the Factory	170000 Sq. ft.
Production Capacity	700000 pcs/month
Number of Sewing line	30 line

Production information

We're able to export all kinds of Knitted item most common list are as follows:

- T-Shirt
- Polo Shirt
- Sweatshirt
- Tank Top
- Trouser
- Night Dress
- Shorts
- Pajama
- Boxer Shorts.

Machine information:

Sewing Machine Information			**Cutting Machine Information**	
Name of Machines	No. of Machine		Name of Machines	No. of Machines
Over lock (4 Thread)	150Set		Cutting machine	09 Set
Over lock (4 Thread)	40 Set		Needle Detector	01 Set
Lock (Flat)	40 Set		Iron (Steam)	50 Set
Lock (Cylinder Bed)	50 Set		**Generator**	
Feed of the arm	15 Set			
Plain machine	230 Set			
Button hole	12 Set		**Boiler**	
Button stretch	12 Set		Electric Boiler	03 Set
Rib cutter	12 Set			
Back tape	08 Set			
Total	**569 set**		**Total**	**63 Set**

Sampling Unit:

We have an individual sampling unit for urgent sampling, Pattern Making, Checking, Market Drawing all pre- production is done by this unit before going for bulk. Sample machine details are as follow:-

Name Of Machines	**No. Of Machines**		**Name Of Machines**	**No. Of Machines**
Over lock (3 Thread)	03 Set		Over lock (5 Thread)	03 Set
Over lock (4 Thread)	10 Set		Lock (Flat)	03 Set
Plain machine	14 Set		Lock (Cylinder Bed)	06 Set
Total	**27 Set**		**Total**	**12 Set**

Manpower Information:

L. NO	**Department Name**			**Manpower**
01	Management	Staff	10	215
02	Commercial		10	
03	Accounts & audit		12	
04	HR & compliance		10	
05	Admin		08	
06	IE & Planning		10	
07	Inventory & store		15	
08	Quality		35	

09	Sewing		65	
10	Maintenance		10	
11	Sample	Worker	30	1200
12	Cutting section		80	
13	Sewing section		550	
14	Finishing section		200	
15	Quality section		107	
16	Security		13	
17	Cleaner		15	
18	Loader		20	
Total Staff & worker			**1200**	

Production Capacity:

SL.NO	Items	Capacity / Month
01	Basic items	500000 Pcs
02	Semi Fancy	100000 Pcs
03	Fancy	100000 Pcs
	Total	**700000 Pcs**

Buyer Information:

Sl No.	Buyer name	Country
01	TATI DIFFUSION	French
02	TRAFIC	Belgium
03	GOR	Spain
04	MOUNTAIN WAREHOUSE	England
05	COPPEL	Mexico
06	SIR SAFETY	Italy
07	SPORTS WEAR	USA
08	ECO	USA
09	SASCO	USA
10	TORRENTEE	French

Professional Membership:

As an active member of Bangladesh Knitwear Manufacturer & Exporter Association Known as BGMEA.

Rules & Regulation

We follow the 100% compliance rules & Regulation for Government authority & International Law. For factory security we appointed 25 members of the security team and also whole premises covered with close circuit cameras. They always go forward with their own rules. We hope you will find us as a partner factory with the full Capacity, technical know-how, environment and all other facilities in order to meet up all your requirements.

2.8 SWOT ANALYSIS

2.8.1 Strength

- Futuristic design
- Good image
- Reaction to a new fashion trend
- Quality of textile fabric and production

- The new ergonomic from of a model
- A short period of development of a model and a short period of duration
- Automation of production processes
- Industrial training conducted by specialist
- Ecological requirements.

2.8.2 Weakness

- Very high price because of fast changes,
- Small series with a large number of models ,
- Manufacturing of only three sizes
- The bad covering of foreign market
- The high price of energy
- Condition and price rise of raw material because of introducing VAT,
- Short time for optimization of products.

2.8.3 Opportunities

- Consumer's wish for new designs,
- Marketing of products into a new market,
- Market-Establishing "showroom" objects,
- reduction of garments Made-to-Measure.

2.8.4 Threats

- Competitors have a lower price
- Import of similar articles of clothing at low prices
- Competitors have better distribution network with more sales places
- Quick obsolescence of technology.

Chapter – Three
Literature Review& Theoretical Discussion

3.1 Literature Review

Training and development are essential for any organization that wants to improve its performance, retain its talent, and stay competitive in the market. A literature review is a systematic analysis of the existing research on a topic, which helps to identify the gaps, strengths, and limitations of the current knowledge. In this blog post, we will present the top ten literature reviews on training and development, based on their relevance, quality, and impact.

Noe, R. A., et al. (2014) Explored that review examines how technology has transformed the way people learn and how organizations can leverage it to enhance their training and development programs. The authors discuss the benefits and challenges of technology-based learning, such as increased accessibility, flexibility, engagement, feedback, and collaboration, as well as potential issues such as distraction, isolation, overload, and lack of transfer. They also provide recommendations for designing effective technology-based learning interventions that align with the learners' needs, preferences, and goals.

Aguinis, H., & Kraiger, K. (2009) Explained that review provides a comprehensive overview of the benefits of training and development at multiple levels of analysis: individual, team, organizational, and societal. The authors synthesize the empirical evidence from various disciplines and domains, such as psychology, management, education, health care, and public policy. They also identify the factors that moderate the effectiveness of training and development programs, such as the characteristics of the learners, the trainers, the content, the context, and the evaluation methods.

Salas, E., et al. (2012) Reviews that translate the scientific principles and findings of training and development research into practical implications for practitioners. The authors propose a framework that guides the design, implementation, and evaluation of training and development programs based on four key elements: learning outcomes (what to train), design (how to train), delivery (who will train), and evaluation (how to measure). They also highlight the best practices and common pitfalls for each element based on the current state-of-the-art knowledge.

Burke, L. A., & Hutchins, H. M. (2007) Revealed that review focuses on one of the most critical issues in training and development: training transfer. Training transfer refers to the extent to which the knowledge, skills, and attitudes acquired in training are applied on the job and enhance performance. The authors integrate the existing theories and models of training transfer and identify the factors that influence it at three levels: individual (e.g., motivation, self-efficacy), training (e.g., content relevance, feedback), and organizational (e.g., support, climate). They also suggest directions for future research and practice to improve training transfer outcomes.

Arthur Jr., et al. (2003) Reported that review is a meta-analysis of 335 studies that examined the effectiveness of training in organizations across various outcomes, such as reactions, learning, behavior, and results. The authors analyzed the impact of different design and evaluation features of training programs, such as the type of training (e.g. Cognitive, behavioral), the method of

delivery (e.g. Classroom, computer), the level of evaluation (e.g. Reaction, learning), and the criteria used to measure effectiveness (e.g., self-report, objective).They found that training programs were generally effective, but their effectiveness varied depending on these features.

Blume B.D., et al. (2010) found out that review is another meta-analysis of 89 studies that investigated the transfer of training in organizations across different types of outcomes, such as declarative knowledge, procedural knowledge, and retention. The authors examined the influence of various factors on transfer of training, such as the characteristics of the trainees (e.g. Ability, motivation), the training design (e.g. Behavior modeling, error management), and the work environment (e.g. Supervisor support, peer support). They found that these factors had significant and differential effects on transfer of training.

Kraiger, K., et al. (1993) Explained that review introduces a new framework for evaluating training programs based on three types of learning outcomes: cognitive (knowledge), skill-based (skill), and affective (attitude). The authors argue that traditional methods of training evaluation, such as pretest-posttest designs and reaction measures, are inadequate and inappropriate for assessing these outcomes. They propose alternative methods and criteria for each type of outcome, such as cognitive strategies, skill demonstration, and attitude change. They also discuss the implications of their framework for training design and delivery.

Tharenou, P., et al. (2007) Revealed that review examines the relationship between training and organizational-level outcomes, such as productivity, profitability, and customer satisfaction. The authors review and critique the existing empirical studies on this topic, which are mostly based on the Kirkpatrick model of training evaluation. They identify the methodological and conceptual limitations of these studies, such as the lack of rigorous designs, the use of inappropriate measures, and the neglect of contextual factors. They also suggest directions for future research and practice to enhance the validity and utility of training evaluation at the organizational level.

Bell, B. S., & Kozlowski, S. W. (2008) Reported that review explores the concept of active learning, which refers to the extent to which learners are actively involved in the learning process through self-regulation, feedback seeking, and goal setting. The authors propose a theoretical model that links active learning to four core training design elements: learner control, error framing, feedback, and practice. They review the empirical evidence that supports their model and demonstrate how active learning enhances learning outcomes and adaptability in dynamic and complex environments.

Brown K.G., & Sitzmann T. (2011) Found that review provides a comprehensive summary of the current trends and issues in training and employee development research and practice. The authors cover various topics, such as the strategic role of training and development in organizations, the challenges and opportunities of technology-based learning, the best practices and innovations in training design, delivery, and evaluation, and the future directions and implications of training and development for individuals, teams, organizations, and society.

3.2 Theoretical Discussion

3.2.1 Training

Training is the systematic process of altering the behavior of employees in a direction that will achieve the organization's goals. Training is related to present job skills and abilities. It has a current orientation and helps employees' master skills and abilities needed to be successful. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge.
According to Aswathapa, "Training and development refers to the imparting of skills, abilities and knowledge about their learning in this view:

T&D = Standard Performance - Actual Performance

Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Training provides employees with specific, identification knowledge and skills for use in their present jobs.

3.2.2 Development

Development is any attempt to improve current or future management by imparting knowledge, changing attitudes or increasing skills.
The general management development process consists of -

- Assessing the company's strategic needs
- Appraising the managers' performance
- Then developing the managers

3.3 Types of Training

There are two types of training, is given below:

- On-the-job training (Internal Training)
- Off-the-job training (External Training)

3.3.1 On-the-Job Training

When an employee learns the job in an actual working site in a real life situation, and not in a simulated environment, it is called On-the-job training and also called workplace training. Employees learn while working.
There are some methods of on-the-job training:

- Job Rotation
- Coaching
- Job Instruction
- Committee Assignments
- Apprenticeship

Job Rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments.

Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement.

Job Instruction

This method is also known as training step by step. Under this method, the trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job.

Committee Assignments

Under the committee assignments, a group of trainees are given and asked to solve an actual organizational problem. The trainees solve the problem jointly. It develops teamwork.

Apprenticeship

Apprenticeship is a formalized method of training curriculum that combines classroom education with on-the-job work under close supervision. The training curriculum is planned in advance and conducted in careful steps from day to day.

3.3.2 off-the- Job Training

Off- the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort conducting the training away from the workplace minimize distractions and allows trainees to devote their full attention to the material being taught- However, off-the-job training programs may not provide as such transfer of training to the actual job as do on-the-job programs.

Off-the-job training methods:

- Classroom Lectures
- Audio - Visual
- Simulation
- Vestibule Training
- Case Studies
- Role Playing
- Programmed Instructions

Classroom Lectures

Off the job methods of training classroom method or lecture method is well-known to train white collar or managerial level employees in the organization.

Audio-Visual

Providing training by way of using Films, Televisions, Video, and Presentations etc. This method of training has been used successfully in education institutions to train their students in subjects to understand and assimilate easily and help them to remember forever. New companies have come up to provide audio visual material for students in their concerned subjects.

Simulation

The simulation Method of training is most famous and core among all of the job training methods. In the simulation training method, trainees will be trained on specially designed equipment or machines that seem to be really used in the field or job. But, those equipment or machines are specifically designed for training trainees, making them ready to handle them in the real field or job.

Vestibule Training

Mostly this method of training will be used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipment or tools to certain places where training is provided, but not work.

Case Studies

It is a written description of an actual situation in the past in the same organization or somewhere else and trainees are supposed to analyses and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates good interest among them.

Role Playing

During a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and training. This method is also called ‘role-reversal’, ‘socio-drama’ or ‘psycho-drama’. Here trainees act out a given role as they would in a stage play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals.

Programmed Instructions

This involves two essential elements:

(a) A step-by-step series of bits of knowledge, each building upon what has gone before, and

(b) A mechanism for presenting the series and checking on the trainee's knowledge. Questions are asked in proper sequence and indication given promptly whether the answers are correct.

3.4 Training Practices in Bangladesh

Most of the employers in Bangladesh want to hire trained personnel and very few are interested in developing people through investing in them. Education over-emphasizes humanities and concentrates less on the type of training, which develops skills for industrial development. Here are some common problems at the macro level in Bangladesh:

- Training expenditure has a low priority in company budget.
- Aggregate expenditures by business on training are inadequate.
- Management training in our country has not been accepted as a top management activity.
- Corporate commitment about training is lacking. Most companies spendnothing at all on training.
- Training is not viewed as an investment; rather it is treated as an expense.

A large number of training institutes and centers in the country are working for the development of HRM including the development of managerial and technical skills of human resources. Public Administration Training Centre (PATC) is offering training to the government officers. Similarly many other institutes mentioned below are rendering training services to the job incumbents of different sector:

- Bangladesh Institute of Bank Management (BIBM) – for training bank people.
- Bangladesh Insurance Academy – for training human resources ofinsurance companies.
- Bangladesh Institute of Management (BIM) former (BMDC) – for trainingGovernment officials, autonomous body and sector corporation personnel.
- National Institute of Education Management (NAEM) – for training of Governmentcollege teachers.

Other than these institutes, Industrial Relations Institute (IRI), Planning and Development Academy (PDA) and Institutes of Personnel management (IPM) are conducting training programs. In Bangladesh, there are more than 50 vocational training institutes, 12 technical training centers that are also involved in the skill development of human resources.

3.4.1 Employee Training

Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve the ability to perform on the job. Training can involve the changing of skills, knowledge, attitudes or behavior. It may mean changing what employees know, how they work, their attitudes towards their work or their interaction with their coworkers or supervisor. Training is more present-day oriented and its focus is on individuals' current jobs.

3.4.2 Employee Development

Employee development focuses on future jobs in the organization. For example, if you become a sales territory manager, the skills needed to perform that job are quite different from those required for selling the products. Now you will be required to supervise a number of sales representatives; requiring a broad-based knowledge of marketing and very specific management competencies like communication skills, evaluation of employee performance and disciplining problem individuals.

3.4.3 Evaluation of Training

Evaluation of training compares the post-training results to the objectives expected by managers, trainers and trainees. Too often, training is done without any thought of measuring and evaluating it later to see how well it worked. Because training is both time-consuming and costly, evaluation should be done. In fact, at some firms, what employees learn is directly related to what they earn, which puts this principle of measurement into practice.

One way to evaluate training is to examine the costs associated with the training and the benefits received through cost/benefit analysis. Comparing costs and benefits is easy until one has to assign an actual dollar value to some of the benefits. The best way is to measure the value of the output before and after training. Any increase represents the benefit resulting from training.

3.5 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 changing. 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 learners is important.

3.5.1 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.

3.5.2 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. Traditional and Modern Approaches of Training and Development:

3.5.3 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.

3.5.4 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

3.6 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 resources 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 teamwork, 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 build 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 a healthy working environment. It helps to build good employee relationships so that individual goals align with organizational goals.

3.6.1 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 competitiveness.
- 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 the 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.

3.7.1 Skills

Training is imparting skills to employees. A worker needs skills to use machines 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 need interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

3.7.2 Education

The purpose of education is to teach theoretical concepts 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 courses on a part time basis.

3.7.3 Development

Another component of training and development, which is less skill oriented but stressed 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.

3.7.4 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:

- Need Analysis
- Instruction Design
- Validation
- Implement the Program
- Evaluation

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 compiling and producing 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 presenting it to a small representative audience.

Implement the Program

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

Evaluation

Fifth is an evaluation step in which management assesses the program's successes or failures.

3.9 Training Methods

3.9.1 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.

3.9.2 Development

Development is the process of increasing efficiency and changing behavioral patterns 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 attaining the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skills.

3.10 Difference between Training and Development

Training is concerned with the immediate improvement of a specific skill of the employee that is the way 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) while the development focuses on the future job skill and efficiency (Long term process).

3.10.1 Career Development

Career development involves managing careers 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 a 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.

3.10.2 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 - Four
Analysis of the Study

4.1 Training and Development Practices of R.A.Z Apparels

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.

R.A.Z Apparels 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.

4.2 Objective of Training and Development in R.A.Z Apparels

- 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 build effective work teams through developing staff communications and interpersonal skills.
- To inculcate a sense of dedication to the highest quality.
- To keep an employee up-to-date with changes that affect the business environment.

4.3 Training Needs Assessment of R.A.Z Apparels

Need assessment is the first step in the training and development process and it focuses on detecting and solving performance problems. 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 training 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 R.A.Z Apparels goals and bottom line.

4.4 Steps in Training and Development Process

4.4.1 Training Needs Assessment

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. R.A.Z Apparels recognizes that employees are an integral part of an 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 analyses 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 give priorities according to importance and availability of resources and then in preparing Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion.

4.4.2 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 is 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.

4.4.3 Training Evaluation

Employees and line supervisors again have a major role playing in this segment of Training and Development of R.A.Z Apparels It is believed that active cooperation 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 surveys 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 is 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 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. The 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.

4.5 Training Methods Followed by R.A.Z Apparels

Several methods can be used to satisfy an organization's training needs and accomplish its objectives. The R.A.Z Apparels classified their training by two categories:

Non-Supervisory Training:

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

Supervisory Training:

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

Orientation Training

Orientation training is a training program organized for a newly hired employee to get used to work and adapt to the company. Orientation training, which has a critical place in the recruitment processes of companies, is of great importance in terms of ensuring the rapid adaptation of employees to work and their colleagues. With orientation training, employees begin to get to know the corporate culture closely. Employees who have the opportunity to meet and blend with their managers and colleagues during this training process also gain a lot of information about the workplace in this process.

Code of Conduct Training

Code of conduct training increases awareness of a wide range of ethical and legal issues in the workplace, such as conflicts of interest, bribery and corruption, insider trading, data privacy, information security, diversity and inclusion and social media use.

PPE Training

PPE training covers the proper use of personal protective equipment that guards the health and safety of employees. It lays out the standards for proper use and helps keep employees safe.

Mid-Level Management Meeting Training

Middle management is the intermediate management level of a hierarchical organization that is subordinate to the executive management and responsible for 'team leading' line managers and/or 'specialist' line managers.

Machine Operating Training

Machine Operator Training is the perfect course to increase knowledge of the Volvo machine, learn safe operating techniques, and discover how to use the machine to minimize wear and tear. The result is a more effective operation with reduced costs and more uptime.

Occupation Health and Safety Training

Occupational Health and Safety Training (OHS) is a great way for employees to learn additional skills and knowledge and to reinforce quality work practices which will result in a change in workplace behavior.

First Aid Training

First Aid training means training in which a person reacts to injuries and performs simple emergency medical care procedures before emergency medical professionals are available as necessary.

Termination Policy Training

Termination of Training means the process whereby a student may have their training terminated as a result of behavior that is confirmed to be damaging or dangerous to either service users, other students or Course Providers, or creates unacceptable risk for themselves or others.

Hand Book and Wage Deduction Training

An employee handbook is a guide and an ever-changing document used by employers that states their company policies, history and culture for current and new employees.

Disciplinary Action Procedure Training

It is a practical training course that covers key disciplinary procedures and measures, including investigations, hearings and appeals. Through this course, you will learn about the aims of the disciplinary procedure and the responsibilities of management staff when dealing with employee misconduct.

Risk Assessment Training

Risk assessment training teaches you both what risk assessments are, as well as how and when to perform them. It provides you with an understanding of the benefits of comprehensive risk assessments and how to comply with basic legislation.

Chemical Handling in Spot Room Training

Hazardous chemicals can destroy health, cause severe injury, and harm the environment and damage property. Training on the safe handling of chemicals is key for any teams who work with, supply, or store hazardous materials.

Waste Handling Training

This course is designed for employees and managers who have a duty to handle or manage waste. It provides a greater awareness of proper waste separation, categorization, collection and disposal, especially concerning hazardous materials.

Child Labor, Forced Labor Abuse and Harassment Training

The term “child labor” is often defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development**.** The primary purpose of harassment training is to provide basic information about what constitutes harassment in the workplace to employees at all levels. The training offers a discussion of the many consequences of harassing behavior and strategies to take to avoid engaging in such illegal behavior.

Fire Training

Training consists of basic knowledge and skills in exterior firefighting operations. Duties are performed from the exterior of the structure and away from areas that may be immediately dangerous to life and health. Includes safe response, scene security and exposure protection activities.

Security Training

Security awareness training is a formal process for educating employees and third-party stakeholders, like contractors and business partners, how to protect an organization’s computer systems, along with its data, people and other assets, from internet-based threats or criminals.

Chapter-Five

Findings

5.1 Major Findings

- **Lack of Training and Development Incentives:** R.A.Z Apparels does not utilize training and development as a tool to incentivize and motivate its employees and executives. This absence of incentives may hinder employee engagement and retention efforts.
- **Scientific Foundation in Training Needs Assessment:** The Company's approaches to assessing training needs lack a scientific foundation. This suggests that the methods used for identifying skill gaps and training requirements may not be evidence-based or data-driven.
- **Inconsistent Performance Deficiency Identification:** There is no consistent and structured process in place for identifying performance deficiencies before providing training. This lack of consistency may result in employees not receiving the appropriate training they need to address their weaknesses.
- **Insufficient Budget for MDP**: The budget allocated for Management Development Programs (MDP) is insufficient. This limitation can hinder the company's ability to provide comprehensive and effective leadership training to its managers and executives.
- **Lack of Clarity and Structure in Training Methods:** Training methods at R.A.Z Apparels lack clarity and structure, potentially making it challenging for employees and executives to grasp and apply the training content effectively.
- **Communication Issues with HR:** Human Resources (HR) does not effectively communicate or notify nominated employees about training opportunities. This lack of clear communication can lead to confusion among trainees and disrupt the training process.
- **Inadequate Attention to Assessment:** The Company does not give sufficient attention to before and after training assessments, indicating a potential lack of focus on evaluating the impact and effectiveness of training programs.
- **High Satisfaction with Trainers:** Despite the mentioned shortcomings, employees and executives express high levels of satisfaction with trainers in various programs. This suggests that the trainers themselves are effective in delivering content and engaging participants.
- **Satisfactory Training Environment:** The training environment at R.A.Z Apparels is considered satisfactory, with most executive's content with their surroundings. A conducive training environment can contribute to a positive learning experience.
- **Lack of Off-the-Job Training Facilities:** The Company does not provide off-the-job training facilities for employees. This absence of resources outside of the regular workplace can limit employees' opportunities for skill development and growth.

Chapter - Six
Recommendations
&
Conclusion

6.1 Recommendations

- R.A.Z Apparels need to use training and development as incentives to retain and motivate employees and executives.
- Improve the scientific basis for training needs assessment.
- Establish a consistent process for identifying performance deficiencies.
- Allocate a larger budget for Management Development Programs (MDP).
- Provide clear and structured training methods.
- Ensure proactive communication to nominated employees about training.
- Implement before and after training assessments.
- Maintain the quality of trainers.
- Enhance the training environment periodically.
- Consider providing off-the-job training facilities.
- Regularly review and adjust training strategies.
- The Human Resource Division R.A.Z Apparels needs to be more rigid in conducting the need assessment and has to make it obligatory.

6.2 Conclusion

Lots of new Organizations have been established in the last few years and these Organizations have made this sector very competitive. R.A.Z Apparels setting new standards in the Industrial sector in the time of turbulent economic conditions. From the very inception it has played a vital role in the national economy. To keep pace with the motto, they provide proper attention to every department including the Human Resources Department and an important function of this HR Department is Training and Development. An industrial sector no longer 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 R.A.Z Apparels 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, which is the Training and Development Process of R.A.Z Apparels. From the phase of need assessment to evaluation of training, R.A.Z Apparels tries to provide proper attention to enrich their employee's skill for reaching their desired goal. With the help of training and development programs, an organization can improve its productivity and efficiency level to an utmost position. Despite a few problems in the training and development section in R.A.Z Apparels it is improving its employee and executive skill to reach the summit.

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