



Internship Report on

“Training & Development of M& J Group”

Prepared By

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Internship Report

On

“Training and Development of M&J Group”

Submitted To

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Date: 07.06.2016

Sayla Sowat Siddiqui

Senior Lecturer, BRAC Business School

BRAC University, Dhaka, Bangladesh

Subject: **Submission of Internship report on Training & Development of M&J Group**

Dear Mam,

It is an immense pleasure for me that I am submitting my Internship report on **Training & Development of M & J Group**. I am assigned to work at the Corporate Office at Mohakhali. I have invested my time, skills and hard work for preparing this Internship report following my Supervisors instructions and fulfill all the requirements of this course. This gave me the opportunity to theoretical knowledge in practical field, which help me in my future career. I would like to thank you for giving me the opportunity to work on this topic.

I will be very glad if the report can serve its actual purpose and I am ready to explain anything to you if you feel necessary. Therefore, I pray and hope that you will appreciate my hard work. Your kind advice will encourage me to do further research in future.

Sincerely yours,

Jannat Ara Ferdawshi

ID: 11204062

Acknowledgement

To begin with, I would like to acknowledge and extend my heartfelt gratitude to Sayla Sowat Siddiqui, my Internship Supervisor for providing me this great opportunity to work on this Report concerning Training & Development of a company. I am grateful to her for guiding me and showing her best interest in helping me prepare this report. Without her patience, sincere guidance and suggestion I would not have been able to finish this report properly.

Secondly, I heartily thank all the officials of M & J Group for their supporting as well as co-operating me as an intern in their organization. After that, I would like to convey my sincere gratitude to the Head of Group HR, Gazi Munir Uddin and my supervisor Israt Jarin of M&J Group for providing their valuable time and cooperate with me. Moreover, I am also thankful to them for providing necessary and valuable information regarding this company and also for being kind to me. Without their help this Internship report would not have been easy to prepare.

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Executive summary

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If current or potential occupants can meet these requirements, Training is not important. On the other hand, if this is not the case, it is necessary to raise the skill levels and increase the versatility and adoptability of the employees. Moreover, employees are the internal assets of an organization. Training presents a prime opportunity to expand the knowledge base of all employees so that they can relate those training with their workplace and give their best performance achieving company goals. Knowledge and skills development is vital to the health of organizations. We live in an information age today and organizations are routinely valued not just on their physical but on their intellectual capital. Training is one of the chief methods of maintaining and improving intellectual capital, so the quality of an organization's training affects its value. Untrained or poorly trained employees cost significantly more to support than well-trained employees do. Training affects employee retention and is valuable commodities that, if viewed as an investment rather than as an expense, can produce

high returns. Employees also miss out on work time while attending training sessions, which may delay the completion of projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employees with benefits that make the cost and time a worthwhile investment.

This report is based on the Training of M&J Group, a leading garments business established in the year 1965 as a flour mill, later on expanded business and now we are working on the garments sector of this company. This report consists of the overall HR practices, such as recruitment and selection, training and development, performance management, staffing etc. It also mentions how the company is developing strategic human resource practices along with their business strategies. Additionally, it provides the outcomes of evolving role of strategic HR instead of traditional HR practices in the organization. We found out that M&J Group mostly follows strategic HR practices.

On the report we mentioned all the information we gathered regarding the company and its various HR practices, and came up with some analysis of our own. We also tried to provide some recommendations to the company with our own and limited knowledge and experience on SHRM. Finally, the report is based on the combination of the SHRM of M&J Group and also our analysis on the factors concerning their procedures regarding HR.

Chapter 01

The Organization

Introduction

The Garments Industry has played a pioneering role in the development of industrial sector of Bangladesh. Though it took a rather late start in 1976 but it soon established its reputation in the world market within a short span of time. Resultantly garment is now one of the main export items of the country. Besides, enriching the countrys economy it has played a very important role in alleviating unemployment.

Bangladesh, the southern Asian country has a population of approximately 164 million people. The economy of Bangladesh is significantly dependent on agriculture. But it's great news for the country that readymade garments (RMG) sector of Bangladesh has raised as the biggest earner of foreign currency. This sector creates about 4.2 million employment opportunities and contributes significantly to the GDP. Readymade garments (RMG) of Bangladesh are powered by young, urbanizing, workers, where most of them are women.

Over a period of 25 years, the garments export sector has grown into a \$6 billion industry that employs over a million people. In the process, it has boosted the overall economic growth of the country and raised the viability of other export-oriented sectors.

1.1 Historical Background of M&J Group

M&J Group is a leading manufacturing company in Bangladesh with its 6 sister concerns. M & J Group is one of the biggest and the most reliable apparel manufacturer now providing high quality garments to the leading fashion brands like Replay, H & M, New Yorker, C & A, Esprit, GAP, Old Navy and Macys in the Europe, USA, Asian and Canadian markets. They entered the business of manufacturing in 1965 by establishing a flour milling company. Later on they expanded in 1989 when the garment manufacturing factory was opened. Now with its 6 sister concerns, M & J Group is a leading manufacturer in Bangladesh. The group is producing a wide range of top quality denim bottoms including some non-denim products.

M & J Group aspires to be the leader supplier in global fashion business by offering best expertise and knowledge in producing Ready Made Garments. With the mission of providing the top quality services to its customers, the group always aims to improve efficiency of production processes using the latest technologies. With 130 management and support staff in corporate office and about 8,000 employees, they are a big team. With more than 400,000 sft production floor spaces, and over 2,500 modern machine facilities, they are producing 8 million pieces of garments per year. In addition to the whole array of modern machinery that are basic to the cutting, sewing and finishing (includes washing), they have a good range of special machinery that helps in bringing accuracy in production as well as adding more value to the customers.

At M & J Group, they attain and maintain their reputable, quality business by:

1. Strictly complying to customers' guidelines and requirements
2. Taking advantages of the latest technologies
3. Emphasizing on preventions as well as inspection
4. Always working with Total Quality Management principles
5. Never missing the delivery schedules
6. Continuously improving safety levels of products and working environments
7. Having in-house professional quality management team comprised of Quality Manager, Quality Assurance and Quality Inspectors
8. Putting research and development activities into the core of the business
9. Always trying to think from customers' point of view.

1.2 Background of the report:

Through this report an individual can expect to have a good knowledge and understanding on the various operational activities performed by M&J Group particularly in the area of Training and Development division. From the last three months of the M&J Group's operations, everything is tried to include in precise form. I have tried my level best to put more emphasis on the Training and development part and its operational process since it was the topic of my internship program. This report is to be used only for the academic purpose. I have collected all the necessary and relevant data from various primary, secondary sources. After three months long hard labor, it has become possible for me to make the report comprehensive and factual. The data is truly and strictly confidential and no one can use its components in full or partial. I would like to give thanks to everyone who has helped and encouraged me in the process of preparing this report.

1.3 Code Of Conduct of M&J Group:

M&J is committed to following a set of core values – the guiding principles. As an organization, it ensures safe, efficient and harmonious operations and fully informs all employees of their responsibilities for this, M&J has established certain standards as Code of Conduct for the guidance of all employees. These standards mentioned are only a partial list of acceptable behavior and conduct. The standard code outlines how M&J expects its people to treat its valued customers, suppliers and markets, fellow employees, shareholders, and the communities in which we work and live. Any violation of such acts or omissions will constitute misconduct and lead to disciplinary actions.

1.4 Conflict of interest:

The Conflict of Interest Policy is to protect M&J's interest when it is contemplating to enter into a transaction or arrangement that might benefit the private interest of an employee of M&J. This Policy is intended to supplement but not replace any applicable policy of the company governing conflicts of interest in practice. The Policy intends to ensure safe, efficient and harmonious operations and to fully inform all employees of their responsibilities with regard to conflict of interest. Certain standards of conduct have been established for the guidance of all employees. Any violation of such acts or omissions will constitute misconduct and lead to disciplinary actions.

1.5 Corporate social responsibilities (CSR) of M&J Group:

Corporate social responsibility (CSR) has become one of the standard business practices of our time. For companies committed to CSR it means kudos and an enhanced overall reputation – a powerful statement of what they stand for in an often cynical business world. Companies that demonstrate their commitment to various causes are perceived as less selfish than companies whose corporate social responsibility endeavors are nonexistent. According to M&J, “the real business quality cannot be achieved without considering responsibilities for its social, ethical and environmental impacts of customers, employers and worlds we are living in”.

There are basically 4 sections M&J focuses on are below

Caring for environment:

M&J uses advanced technologies in all our production processes we're aiming to take care of environmental concerns effectively. They have used waste treatment facilities (ETP) to bring down the waste quality at environmentally acceptable level before discharging.

Social & ethical behaviors:

Taking it as an essential part of M&J core values, they naturally undertake the responsibility to help people aiming to improve their living and working quality. Nevertheless, our competitive advantage of corporate reliability also relies on our social and ethical behaviors including followings:

- Buyers' code of conduct is strictly being followed in all areas with strong emphasis to human rights, occupational health and safety issues

- Adherence to all local and international compliances as regards to work environment, physical environment and welfare of work forces
- In-house doctors provide round the clock medical services
- Child care rooms for the working mothers
- Free lunch for employees to ensure proper dietary intake.
- Work forces' voices are being heard and considered through Workers Welfare Committee.

Khokon Charitable Foundation (KCF)

Khokon Charitable Foundation named after the deceased brother of the owning family of M & J Group - was set up in July 2007. KCF aims to help the people whose lives are dominated by poverty, illiteracy, disease and other handicaps. With multifaceted interventions, this foundation strives to bring about positive changes in the quality of life of the rural poor of Sirajganj district in Bangladesh. With this view in mind, KCF already started helping the people of Haluakandi, the village where the founder of M & J Group late Mr. Mofiz Uddin Talukder was born.

Following are the core areas where KCF would like to concentrate by allocating its resources:

Medicare Facilities

M&J gives Medicare facilities like arrangement of a make shift hospital for the pregnant women, children and elderly people are already in operation. All registered people have access to qualified doctors and medicines for free. Occasional eye camps are also being set up to help people with cataract and other eye complications.

Pre-Schooling

Pre- schooling facility has been established for those who traditionally remain outside of formal schooling. Children below 6 years of age are entitled to use this facility for free.

Other Activities

Awareness building campaign and support:

- to use arsenic free drinking water
- to use sanitary latrine
- to learn basic hygiene issues
- for afforestation program
- for family planning

Abdus Salam Memorial Trust Fund (ASMTEF)

Abdus Salam Memorial Trust Fund, named after the deceased brother of the owning family of M & J Group, was set up in 1984 with an initial fund of BDT 60,000. It was reconstituted in January 2009 to raise the amount to BDT 2.70 million (around USD 40,000). This fund will be used to provide 10 scholarships to students of the department of Soil, Water and Environment of Dhaka University. 8 students of Honors classes (2 students from each year, from 1st year through 4th year) and 2 students of Masters Class will be eligible to receive an amount of BDT 2,000 per month for a period of one year based on their results. Also, there is a provision for a Gold Medal to be awarded to the student who obtains the highest marks in the Honors final examination.

1.7 Product/service offering:

M&J Group always try to provide the perfect combination of top quality products with value added service. M&J itself proud of its international reputation as top quality products and customer-focused value-added service provider for more than 2 decades. M&J itself is very much committed to their clients and customers, they always keep on striving hard to add value to the products and services they provide for their customers. That's why their reputation was entirely based on the reliability and customer satisfaction which has always been the foundation for their growth.

1.8 Quality policy of M&J Group:

Their quality approach is based on continuous improvement of performance which is from well controlled procurement stage to the on-time deliveries of top quality garments. It is not only about the production of quality products, it is about the total quality of business that transforms

the needs to satisfaction. That is why they keep trying to improve customer satisfaction through fashion and reliability by always putting full emphasis on quality. Their main concerns are the quality of their business and satisfaction of their customers all together.

The 10 ways that M&J follows to attain and maintain a reputable quality in fashion business are given below

- Strictly complying to our customers' guidelines and requirements
- Taking advantages of the latest technologies
- Emphasizing on preventions as well as inspection
- Always working with Total Quality Management principles
- Never missing the delivery schedules
- Continuously improving safety levels of products and working environments
- Having in-house professional quality management team comprised of Quality Manager, Quality Assurance and Quality Inspectors
- Putting research and development activities into the core of our business
- Always trying to think from customers' point of view
- Always striving for excellence

1.9 Operational Network:

Appropriate operational structure, job positions and defined role are required to ensure continuity of the expanding business and for well-balanced business operations. Analytical review and approval by the Managing Director(s)/Director or the Management Committee, as appropriate, concludes the process for establishing such positions in various departments and functions under the M&J Group. This becomes the Organogram, reflecting the organizational structure.

The Procedures that M&J follows for their operational network are

1. Review, re-evaluation and re-assessment of existing manpower resources is conducted while formulating annual budget, in relation to employees job specifications, job

requirements and compensation levels. M&J's production and growth requirements are taken into consideration too.

2. If Vacancy arising as a result of employee separation for whatever reasons, unless the position is abolished, are approved by the department or functional Head, as the case may be.
3. Employee Requisition is initiated through the existing Oracle Enterprise Resource Planning by the concerned department head either because of vacancy created due to separation or, creation of a new position. Prior to initiating requisition, the concerned department head critically reviews the Job Description to confirm the followings:
 - Is it up-to-date?
 - Have duties and responsibilities changed significantly since the description
 - Does the nature of the job require any change because of changed environment, business conditions or different demands?
4. On confirmation, the department head informs the HR Department, who will make certain that the description accurately describes the job, it is updated and finalized for the incumbent to take on.
5. HR Department will ensure that all positions - other than those in the Organogram is approved by the Managing Director/Directors or the Management Committee.
6. Before a new position is approved, the Job Description is prepared by the head of the concerned department in consultation with the head of HR to evaluate the position for proper grading and compensation purposes.
7. All key positions should be re-evaluated on regular intervals.

2.1 Organizational structure of M&J Group:

To ensure that all employees are aware of the various department and functional organizations, name of supervisory persons etc., the HR Department is responsible for monitoring and when necessary, periodically updating and issuing organizational charts and organogram. The HR Department distributes copies of respective organizational charts/organogram to each department/functional Head, who will then make them available, as deemed necessary, for the information of others in the department / section. No department or function will have organogram of its own without having the same approved or amended in a prescribed manner through the HR Department.

General Hierarchy



1.4 Organizational Chart

2.2 Mission

Our mission is to manufacture top quality readymade garments by practicing advanced technology in production processes to attain superior customer satisfaction and maintain excellence.

2.3 Vision

Our vision is to become a leader as a dependable and trend setter supplier of readymade garments in global fashion business by;

- Strictly following the latest fashion trends and industry needs
- Offering world class products using advanced technologies
- and always adhering to on time deliveries

2.4 Values

Our core values are built on superior customer satisfaction principles we strive to achieve every day by maintaining;

- Fashion sensibility
- Service quality
- Corporate dignity and reliability
- Legal, ethical, social and environmental responsibility
- Personal sincerity
- and latest technology

Chapter 02

Job

3.1 Job Description:



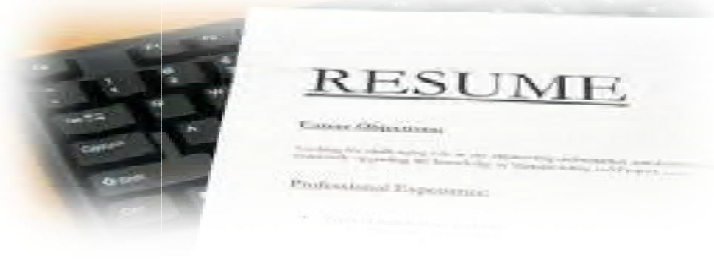
To fulfill the requirements of my Degree of Bachelor of Business Administration (BBA) I joined M& J Groups as an intern for 3 months. I worked in the HR department as my major is in Human Resource Management (HRM) and my office hours are from 9:00 AM to 6:00 PM. As I am an intern so my main job was to support the executives of the organization.

Specific tasks, responsibilities and duties of the job:

During my internship as mentioned above I had to support the Human Resource Department as a whole so as a result I had to do some specific tasks and had responsibilities and duties related to the job. The responsibilities and duties I had to do there are following-

In my internship program I had to support in the following HR activities:

CV Sorting:



I mainly collect the CV from the CV Bank from BD jobs.com. After that, I sorted the CV in terms of educational qualification, relevant work experiences, age, location and expected salary.

Interview calling:



Interview calling: Here, I prepared the applicant's schedule and include their name, mobile number and signature. After that, I call them up and let them know about the Interview schedule and also ensure about their convenient to come and location. Moreover, I texted them up in case of any types of inconvenience.

Conduct Interview:



Here, I mainly prepare the assessment sheet and provide them to the selected assessors. Sometimes I sat beside the reception and call the applicants. Other than that, I also play the role of assessor and ask various relevant questions to the candidates.

Collect the assessment sheet and select the appropriate candidates:



Collect the assessor sheet and select the appropriate candidates: I collect the assessment sheet from the head of the departments and submit those to the Head of HR. sometimes I do participate to the final selection of the candidates.

Photocopy and scanning:

I did photocopy and scanning of different important documents and matched them up with the main documents. Moreover, I compiled all the documents and filed them up.

Induction:



Here, I did the organization of the induction process like prepare the hand copy of M&J group, get them introduced to the different departments of different floor, let them introduced to our organization. Moreover, I gave a brief description about job description and job specification.

This is some of the specific objectives I did in M&J Group for the purpose of the completion of my Internship.

3.2 Organization Wide:

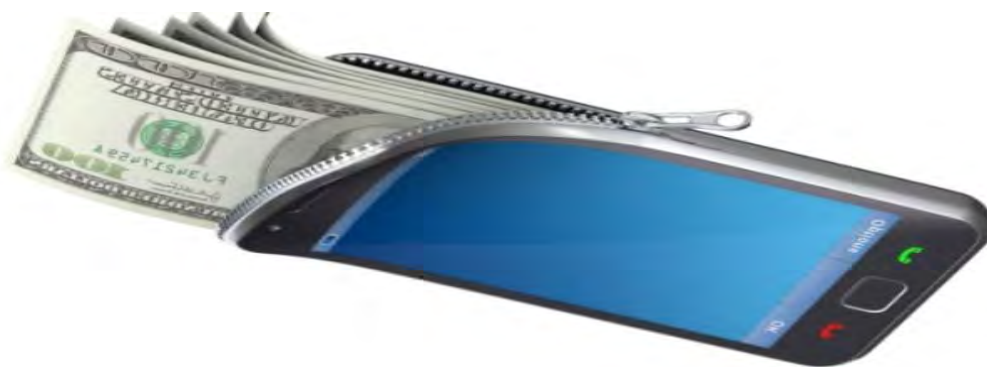
Transferred different kind of paper to different department:

I transferred different type of Paper to the different department, like I received the salary file from HR department and give it to account's department, collected CV from HR And send it to selection and staffing department though this department include in HR but their department located far from the main HR department. When any employee wanted to leave their job then some paper was approved from HR department and that paper also needed to approve from Sales Secretariat department, and those paper also transferred by me.

Matched different type of photocopy paper with main document:

There I worked in all section in HR department, mainly in HRD section, that means human resource development section. Basically I matched different kind of photocopy and policy paper with main policy paper. Different kinds of training paper matched with photocopy of training paper, photocopy of different kind of application paper match with main document, different kind of bank document match with photocopy of bank document, different kind of legal or law related paper matched with its photocopy paper and set up those in a file for future information.

Prepared the Mobile Bill:



There I also worked in the compensation department, preparing the mobile bill monthly of the employees in the excel sheet. Moreover, I make them organize and submit those head of compensation department.

Prepared Questionnaire for the candidates:

I did prepare questionnaire for the junior executive in the HR & Compliance department according to the direction of the Head of HR. Finally I got the verification of the questionnaire from the Head of HR and made the final printout.

Checked Written Script:



Sometimes I did check the answer script by following the instructions of my supervisor. I got the answers beforehand and make them scoring in terms of percentage.

Prepared comparative analysis:

I prepared the comparative analysis of the HR Manager, Senior Executive of CWPL. There I listed the the CV of selected candidates and make a comparative analysis among them. Finally, I made them entry in HR folder and also submit the hardcopy of the CV to the Head of HR.

Biometric entry:

Here, I do the biometric of the new employees following the instruction of my supervisor. I did follow the procedure and get the entry of the new employees.

Prepared flow chart for the recruitment and selection of M&J Group:

There I got instructed by the Head of HR preparing the flow chart for the requisition and recruitment.

Performance Appraisal:

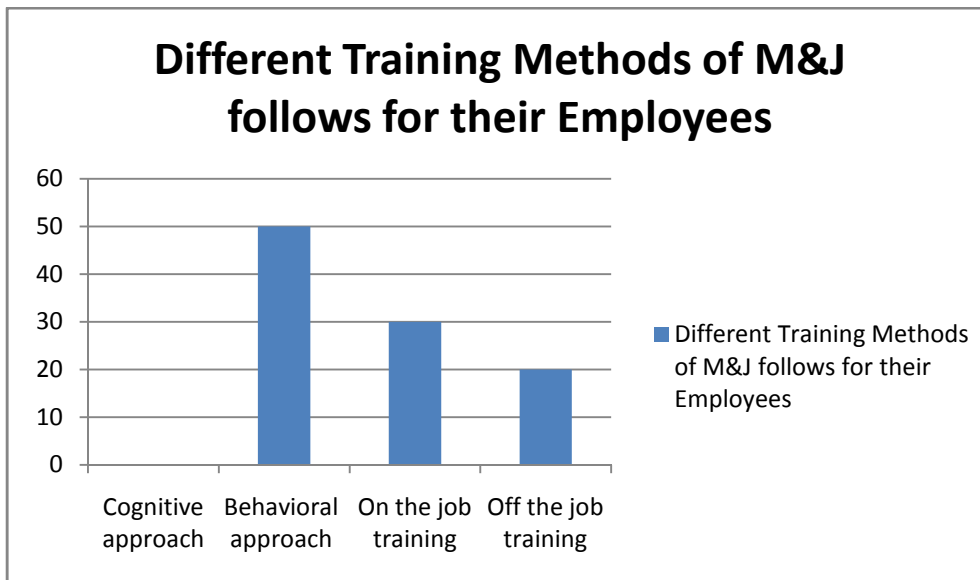
In M&J Group, each week assistant manager of our department reviews my work progress and suggests me accordingly. My recently my organization has introduced new software for the enterprise and that is why top management asked HR department to gather significant information about its human resource so I was actively engaged in posting data of the people of the organization and this activities is checked frequently by one of the senior officer of the HR department and he advised me about the accuracy of the data collection.

I also support the payroll section of the HR department for the development of monthly salary for the employees. I went bank with them for the salary purpose and it's documentation process. For the salary purpose I went to the standard chartered and IFIC bank. The senior payroll department always instructs me about proper maintenance of documents.

I was also involved in activities of cell phone communication operation which includes distribution of sim cards, controlling of sim cards, bill collection and payment for the above purpose I frequently visit Baridhara, Boshundhara GP House.

Data Analysis

1. What are the different training methods M&J follows for their employees?



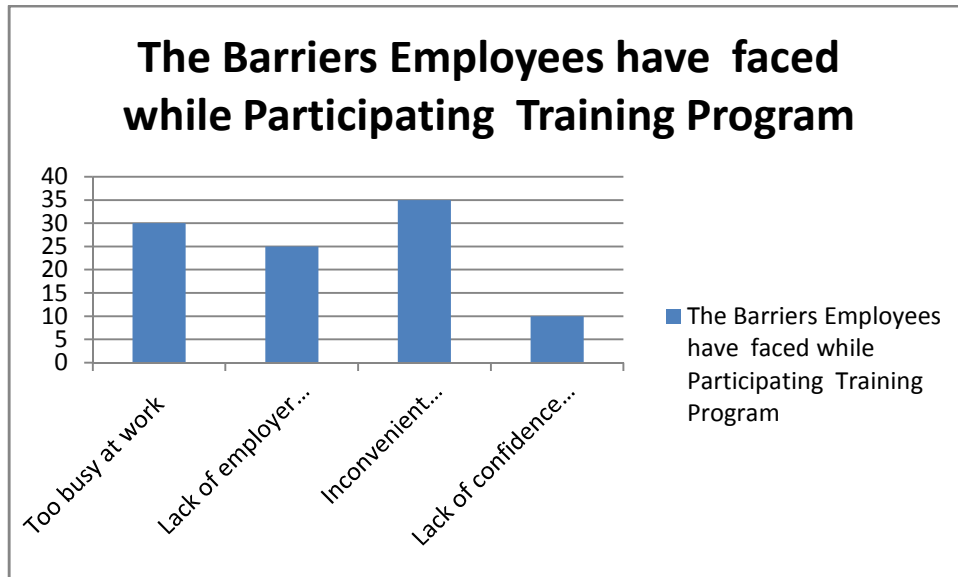
Explanation:

According to this chart we can draw the conclusion that M&J follows 50% Behavioral approach, 30% On the Job training, 20% Off the Job training and 0% cognitive approach for their employees.

Observation:

M&J follows mostly behavioral approach for their employees.

2. What are some of the barriers employees face when it comes to participating in our training program?



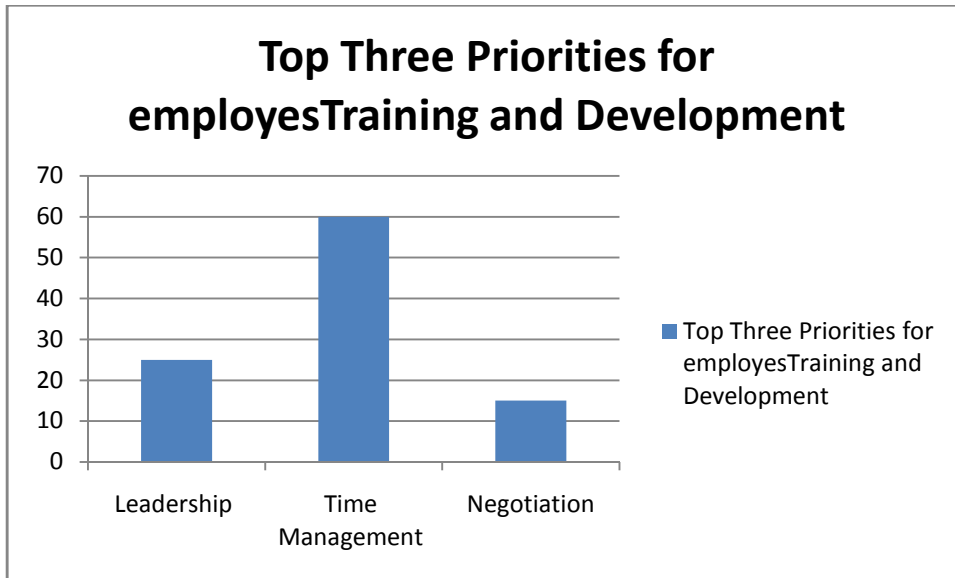
Explanation:

According to this chart we can see that 30% of the employees are too busy at their work, 25% employees faces the lack of their supervisor’s support, 35% employees having inconvenient time/location and 10% employees having lack of confidence in own abilities while participating in training program.

Observation:

I may conclude that most of the employees faces difficulties participating in training program because of the inconvenient time/location.

3. If M&J could choose the top three priority topics for employee training and development this year, what would they be?



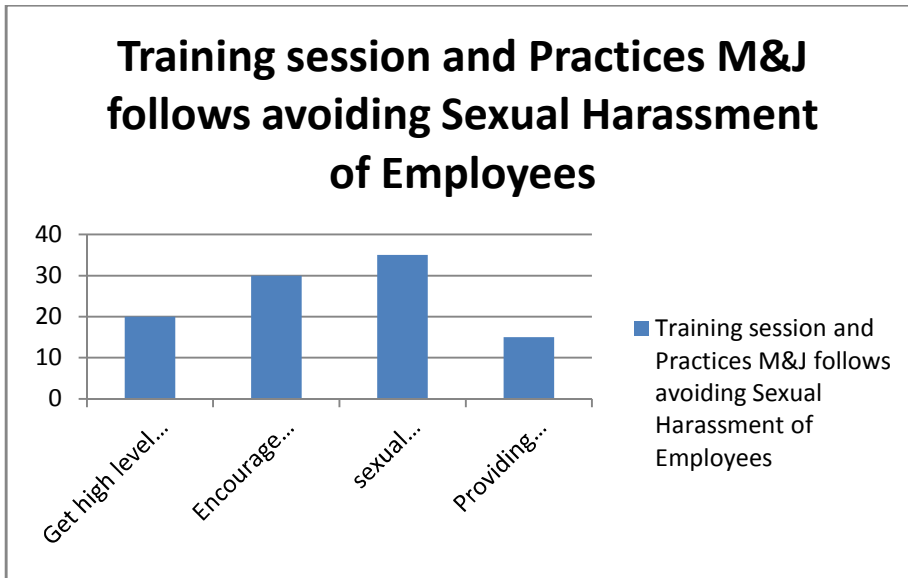
Explanation:

From the above chart I can say that M&J should give focus 60% on Time management, 25% on Leadership & 15% on Negotiation for employee training & Development this year.

Observation:

Among these three M&J can focus more on Time Management for employee Training & Development.

4. What kind of training session and practices M&J follows avoiding sexual harassment of employees?



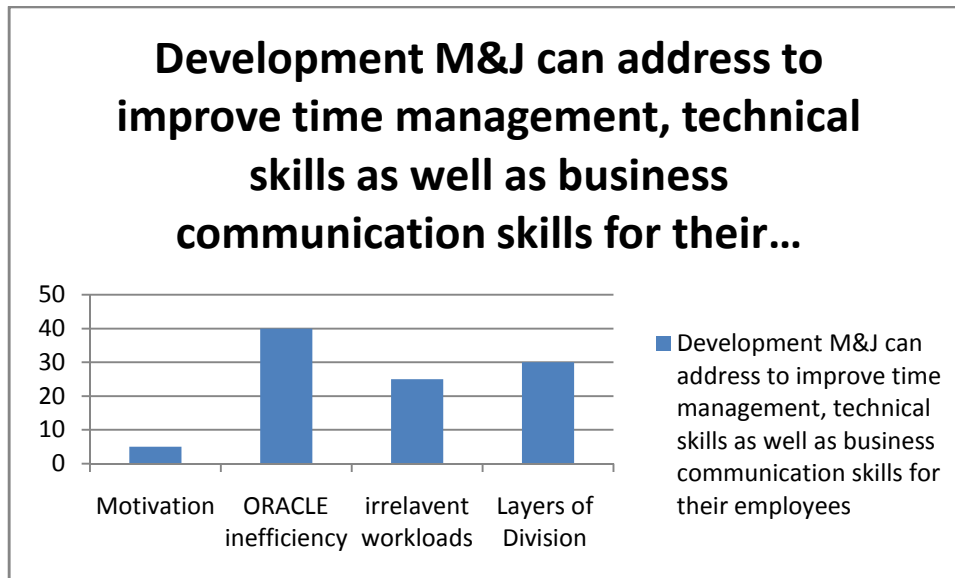
Explanation:

From the chart above, we may draw the conclusion that M&J follows 35% by writing & implementing sexual harassment policy, 30% by encouraging appropriate conduct by managers, 20% by getting high level management support & 15% by providing training on sexual harassment.

Observation:

M&J follows mostly by writing & implementing sexual harassment policy to avoid sexual harassment of employees.

5. What kind of development M&J can address to improve time management, technical skills as well as business communication skills for their employees?



Explanation:

According to the chart above we can say that M&J can focus 40% on ORACLE inefficiency of employees, 30% on layers of division, 25% on irrelevant workloads & 5% on motivation to improve time management, technical skills as well as communication skills for their employees.

Observation:

M&J can focus more on ORACLE inefficiency of employees.

6. What kind of improvements M&J can think about in terms of safety and health of the workplace for their employees?

Improvements, M&J can provide in terms of safety and health of the workplace for their employees

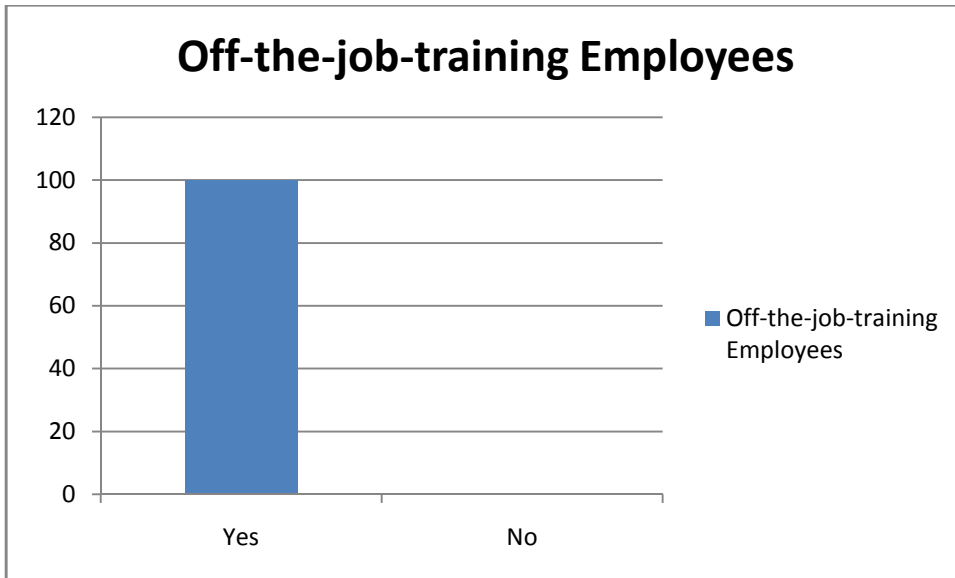


Explanation:

Here, following the chart above we can say that M&J can focus 55% on complying with regulations, 35% on training employees, 5% on indentifying& control hazards & 5% following a culture of safety in terms of safety & health issues of the workplace for their employees.

Observation:

7. Does M&J take any off-the-job-training for their employees?



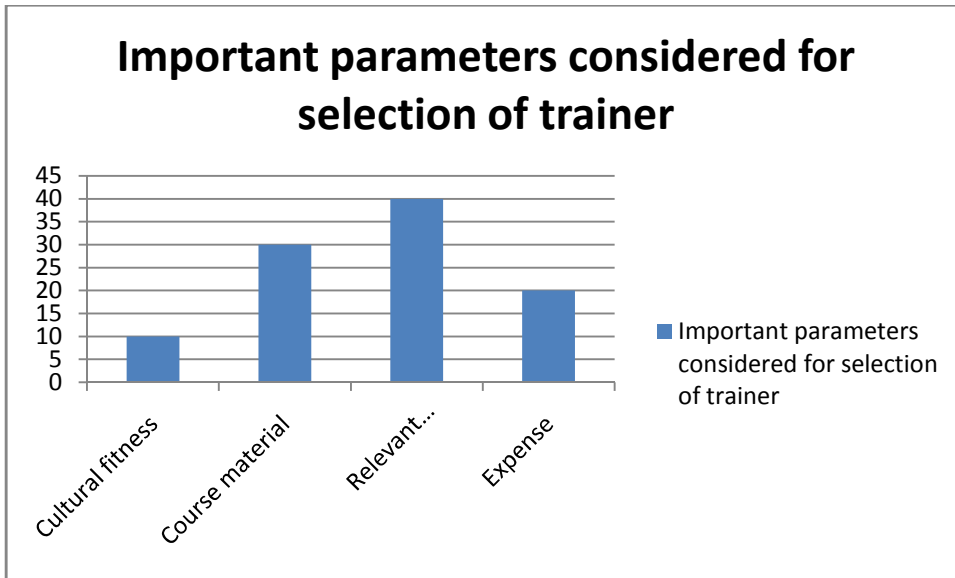
Explanation:

From the chart above, we can see that M& J follows 100% of the job training for their employees. M& J make the arrangements for the training session outside when they find it necessary to hold and also when they don't able to provide the accommodation for their employees within the organization.

Observation:

M& J follows 100% of the job training for their employees.

8. What are the important parameters considered for selection of trainer?



Explanation:

According to the chart we can say that, M&J may consider 40% on relevant experience & job competence of trainer, 30% course material, 20% on required charges of trainer & 10% on cultural fitness for the selection of trainer.

Observation:

M&J can give priority more on relevant experience & job competence for the selection of trainer.

Chapter 03

Project

4.1 Summary:

M&J Group is a leading manufacturer in Bangladesh with its 6 sister concerns. M&J Group Bangladesh is one of those organizations who implement effective Human Resource practice in the organization to guarantee the development of their employees, which also paves the way for a long term organizational success owing to precise employee participation perfectly. M&J strongly believes that long-term success depends on the competitive edge that the Company builds in for its people. Dealing with the challenges of the future will require focus, the resilience to handle rapid change, and finding innovative solutions through its people. HR Policy essentially sets the standard rules and guidelines according to the organizational principles, mission and vision. This is a framework that sets out the way that things are done in an organization; thereby this Policy Manual sets the standards for the organization which has arisen from the best practice. M&J is focused on enabling employees perform better and strongly believes that superior Appraise performance can provide a sustainable competitive advantage for the Company. M&J recognizes that the ongoing development of its employees and the existence of a skilled, flexible workforce are critical to the Company's success in an increasingly competitive global economy. Thus, M&J's performance management process enables Appraisers to meet specific development objectives by:

Linking: All Training and Development to performance objectives

Prioritizing: Training and Development events in terms of business imperatives

Assessing: The main contribution made by Training and Development by the Appraiser and the Appraisee.

All Training and Development is targeted towards continual performance improvement by the individual, the team and the Company as a whole. M&J follows different types of training methods for their employees such as cognitive approach, behavioral approach, on the job training and off the job training. M&J follows mostly behavioral approach for their employees. M&J follows steps in training & development process such as

1. Induction
2. Core Programs
3. Tertiary programs
4. Technical Training

After that, employees faces some of the barriers like they are too much busy at work, lack of employer support, incontinent time/location or lack of confidence in their own abilities while participating in training program. Further, M& faces some of the challenges like leadership, time management as well as business communication that could be resolved with training. Furthermore, M&J could choose three priority topics for employee training & development that would be leadership, negotiation power and management inefficiency. M&J's business goals are achieved through optimum management of performance of all its employees with its vision to become a leader as an expendable and trendsetter supplier of RMG in the global fashion industry, M&J is constantly working towards superior customer satisfaction. This is deeply rooted in its team performance and, therefore, M&J needs to adhere to smart ways of recognizing specific contributions that add exceptional value to the organization. Rewarding its people for a job well done is taken very seriously and efficiently. Similarly, it also confronts performance that does not meet the required standard and correct the situation. Thus, Performance Management is the means to get alignment of personal goals with business strategy, provide feedback for performance improvement and help identify and explore the potentials of its people. Lastly, M&J

follows different kind of training session & practices avoiding sexual harassment of employees like getting high level management support, encouraging appropriate conduct by managers, write & implement sexual harassment policy and providing training on sexual harassment. M&J Group has a through training process in place. After bringing in the right talent for the organization, the training process helps them in growing as leaders. Much of the training is on the job. The HR facilitates different training programs for the employees. Once employees are trained an evaluation process is triggered to ensure the effectiveness of training. The training process of M&J Group is basically centered on developing the employees as future leaders.

4.2 General Objective:

The objective of this Internship report is to evaluate the overall Training & Development practices of M&J Group for its employees. The main purpose of working on this report is to analyze the strategic human resource management practices of a particular company, also to distinguish between SHRM and traditional HRM. This report also focuses on various other companies HRM practices and relates them with our learned theory and how the theories are implied in real life.

4.3 Specific Objective:

- ✓ To know the different training methods of M&J Group.
- ✓ To know the design of the training program and also conduct the training program.
- ✓ To find out the challenges that could be resolved with training.
- ✓ To know the improvements M&J can take delivering their training program.
- ✓ To know the evaluation process of training for its employees.
- ✓ To find out the training session and practices M&J follows avoiding sexual harassment.
- ✓ To find out the improvements M&J can address in terms of time management, technical skills & business communication skills.

4.4 Methodology:

Research methodology is purely and simply the framework or a plan for study that guides the collection and analysis of data. Research is the specific way to solve the problems and is necessarily used to improve the market potential. This involves exploring the possible methods one by one and arrive the best solutions considering the availability of resources.

Research design: Descriptive.

Data: Primary and Secondary data.

Research: Survey method

Research Instrument: Questionnaire

I have been followed two main ways while working on this report.

Primary data:

Primary data are those which are gathered directly through questionnaire and it is my original sources of data collection method. Primary data is collected with the help of structured questionnaire following Purposeful random sampling method in the managerial group of M&J Group.

Sampling Unit: Managerial Group.

Sampling Size: 04

Sampling method: Purposeful sampling.

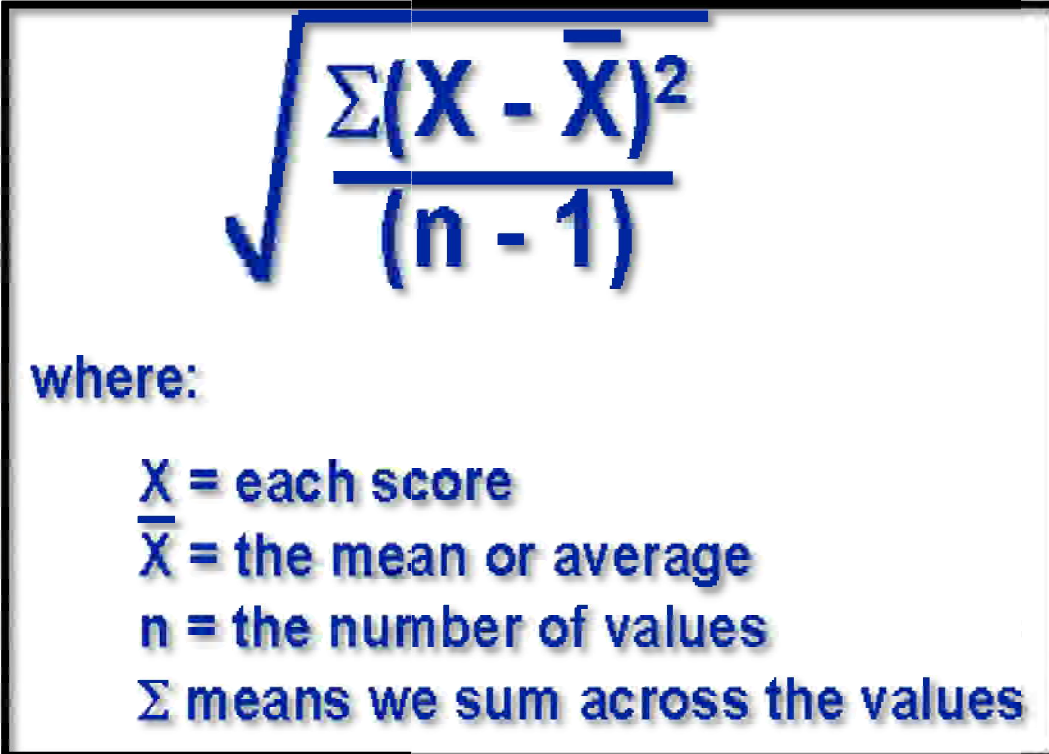
$$\text{Sample Size} = n = \left[\frac{Z_{\alpha/2} \sigma}{E} \right]^2$$

A 95% degree confidence corresponds to $\alpha = 0.05$. Each of the shaded tails in the following figure has an area of $\frac{\alpha}{2} = 0.025$. Then I deduct 0.025 from 1 and I get 0.975. The critical value is therefore $z_{\alpha/2} = 1.96$. [Z value from Standard Normal Table]

Standard Deviation Calculation:

Random numbers are (Xi) = 8, 2, 5, 9, 7

Sample mean= 6.2


$$\sqrt{\frac{\sum(X - \bar{X})^2}{(n - 1)}}$$

where:

- X = each score
- \bar{X} = the mean or average
- n = the number of values
- Σ means we sum across the values

Standard Deviation= 2.78

The value of Margin of error (E) = 2.71

$$\text{So, the sample size} = \left[\frac{Z_{\alpha/2} \sigma}{E} \right]^2$$
$$= 4$$

Secondary data

My secondary source is the company's website. I mainly use their website for in general information and also some of the documents provided by the department such as books and some reports based on Training and Development.

4.5 Limitations

One of the major limitations was gathering information. As there are some confidential matters that a company might not want to disclose, so we had to work with the limited information gathered. Also the time allocated for the report was not that sufficient compared to the amount of work needed in this report. To add more, HR is not widely practiced yet in Bangladesh which made it a bit difficult to gather all the necessary information.

Findings & Analysis

Investment Perspective of HRM

SWOT analysis is a strategic planning tool that examines the strengths, weaknesses, opportunities and threats affecting an organization. Human resource departments of M&J Group use it to measure performance and set future their goals. The HR department also uses SWOT analysis with other planning tools to develop action steps that support the HR strategy and the company's mission.

Strength:

The main focus of M & J Group is the quality of the products. They are very conscious about the quality of their product and for that reason, today, M & J Group is one of the biggest and the most reliable apparel manufacturer providing high quality garments to the leading fashion brands like Replay, H & M, New Yorker, C & A, Esprit, GAP, Old Navy and Macys in the Europe, USA, Asian and Canadian markets. Another notable thing is that they never miss their delivery schedule. M & J Group is very much concern about the safety and environment issue which is definitely very impressive to the foreign buyers and government as well. They are continuously improving their safety levels of products and working environments and this measurement is making their position strong in the garments industry.

Weaknesses:

Though, M & J Group is a very stable organization now, presently their one and only weakness is their workers. Seeing the other garments worker, now their workers often put a demand to increase their wages and this act hampers the production.

Opportunities:

The main opportunity of M & J Group is their updated technology. They constantly make use of the latest machines and technology to improve their products more worth and fashionable. Again, as the company provide quality garments to the leading fashion brands of Europe, Asia, USA and Canadian market, so it is a big opportunity to expand their business for those brands. Another vital opportunity is they have in-house professional quality management team comprised of Quality Manager.

Threats:

Currently the main threat of M& J Group is the vague political situation of our country. Because of the extensive strikes, the number of orders has fallen down. Due to political unrest, garments sector of our country undergoes severe problem. Also the garments sector is one main source of

earning of the country, and there is a lot of competition in this sector. So, to retain its position in safe, M&J needs to maintain its strategies properly.

Strategic Management

Strategic management is a process of determining what needs to be done to achieve corporate objectives over 3-5 years and also examines the organization and the environment in which it operates and attempts to establish an appropriate and optimal “fit” between the two to ensure the organization’s success. It has been already known that M&J garments is a part of business unit group of M&J industries. M & J Group perfectly combines strength and expertise in garment manufacturing services suitable for industry needs. They are proud of their international reputation as top quality products and customer-focused value-added service provider for more than 2 decades. By being committed, they always keep on striving hard to add value to the products and services provided for their customers. That is why their reputation was entirely based on the reliability and customer satisfaction which has always been the foundation for their growth.

M&J Group always follows existing product in existing market but they maintain high quality of products. They always try that their product will be best in the existing market. They believe in high quality products and services. They have around 8000 employees and they do not need hiring employees. They are providing training and other sorts of facilities to the existing employees. Besides to retain the existing employees who are more beneficiaries for the company, they has to pay a higher compensation to the employees, more than the competitors so that they become satisfied and be committed to this organization. They also do not acquire other institution. They believe that they do not need any merger or acquisition of any company. They only deliver the products according to the buyers demand. They never take excess of order which they cannot complete in time. Even if they have huge order demand, they only choose the amount of order they can supply. For this reason they do not need to hire new employees every year. M&J Group produces all the necessary accessories for jeans like button, chain, etc in-

house. Since they produce everything on their own, therefore do not take too much order. Always tries to maintain a limit they can fulfill.

Corporate Strategies:

Growth:

M & J Group is a leading manufacturer in Bangladesh. The group is producing a wide range of top quality denim bottoms including some non-denim products. They have four segments. M&J group of flour mills, M&J group of dyeing, M &J group of washing and M&J group of garments. They currently fall under growth strategy. Day by day they are expanding their business. The company is now doing business in foreign countries and they are well known for their quality. Their economy scale also enhancing and for this reason they are expanding their market in various countries. They are now developing new product and services in existing market.

The company entered already in Australia, Canada, Europe and many other Asian countries. They only supply their product in foreign countries. They now have large distribution network. They provide them their best quality product. For this reason their growth stage is enhancing rapidly.

Business unit strategies:

M & J Group is now one of the biggest and the most reliable apparel manufacturer providing high quality garments to the leading fashion brands like Replay, H & M, New Yorker, C & A, Esprit, GAP, Old Navy and Macys in the Europe, USA, Asian and Canadian markets. They have 130 management and support staff in corporate office and about 8000 employees forming a big team for services. They always keep on striving hard to add value to the products and services to provide for their customers. That is why their reputation was entirely based on the reliability and customer satisfaction which has always been the foundation for growth.

Differentiation:

M&J Group focus on differentiate of products. They do not maintain cost leadership because they have maintained the quality of product. Normally they deliver the product in foreign countries and their buyers are foreigner so they do not need to maintain cost leadership of product. Their products are different because they have distinguished their products in four categories like boys, girls and children. They normally focus on youth generation fashion trends. When they supply the product they have knowledge about the fashion trends of generations and then they produce the product in this sense. It aims to develop market unique products for different customer segments and has clear competitive advantages. It wants to deliver excellence product which make them different from other garments industry and it has different customer segments in various qualities of fabrics for children, men and ladies. This company may charge a premium for its product or service. The company does so with confidence because of a highly developed and strong corporate identity. The company can readily pass along higher supplier costs to its customers because of the lack of substitute or alternative products on the market. Moreover M&J can be able to overcome its HR challenges as it has a good balance by competing on such things as price, service and quality, or on any combination of attributes that it believes are important to its customers to gain a competitive advantage. Besides, this company offers employee incentives and compensation for the creativity so that it can be able to add innovative design to differentiate from the others.

Best Practice or Best Fit

Best practice:

“Best practice” is universally recognized a high performance HR practices. This is a bundle of HR practices that contribute to an improved bottom line activity, reduce turnover and absenteeism and brings the best from employee. Though this practice is very popular in abroad but in our country very few companies know about it.

Best Fit:

Best Fit model customizes all HR practices according to their own context considering the organization structure, firms, business unit and mostly business life cycle. This approach is more flexible than best practice.

We tried to find out if M&J Group is following the components of “Best Practice” or “Best Fit” through the interview.

A company must follow some conditions or steps to claim that they are following best practice strategy.

1st condition is to ensure employment security. It means how secured the job of employees is in that specific company. It is well practiced in almost every companies of today’s world. If the organization cannot provide the guarantee of its employee’s job then that will harm their reputation. By analyzing turnover rate we can evaluate which organization’s job is more secured. According to the head of HR of M&J Group of industries- their turnover rate is very low of 0.003%. In 2013, among 8000 employees, only 18 left the organization. To keep the turnover rate controlled they try to satisfy each and every employee of the organization.

Second condition is selective hiring. Here we need to compare the number of people applied for a job and how many of them got selected. This ratio will say if the organization is doing selective hiring. From the records of M&J Group of industries, we found out that in their garments factory on an average 8 people fight for one post. They took several tests including written test, interview, and physical test and selected the best among all.

Extensive training is another important component of best practice strategy and M&J Group gives most importance on it. They have training budget, training room, and training schedule. They prefer mostly on-the-job training than off-the-job training. Almost every employee from top to bottom has to go through this training session. Training for new hired employee is mandatory. Besides on-the-job training they arrange seminars, workshops, tasks etc.

Next condition is employee participation. M&J Group encourages employees to share their opinion on how can they improve their condition but they do not have any rules or regulations

for that. They ask each department to put across their opinion or wish but the final decision is always taken by the top level management.

Next condition is team working. In M&J Group the number of team work is not that high but some task is given as team. Basically in between the industry their main focus is on individual performance but group work also takes place but in management level. They make a group of 8/10 people, make one of the group members as group leader and assign task.

In terms of compensation, no employee has any objection against what they get from M&J group as they decide salary contingent to performance. They always try to provide all kind of financial support and their salary is comparatively higher than competitors and that is one of the core reasons why employees do not have any desire to switch. Thus they maintain their turnover rate.

Final component of best practice is the reduction of status difference. M&J Group never discriminates any of its employees and their concern is to treat all of them equally. They do not have any uniform or badge to show the rank or hierarchy and same rules are being followed for everyone like all the employees have to be present in office sharp at 9.A.M. If anyone is late for more than 10 minutes that will be counted as late attendance and 4 late attendances will make them loose one day's salary. This rule is applicable for each and every employee from head of operations to the junior most employees.

As they were not familiar to the term best practice we asked discretely if they are following all the components of "Best Practice". After this research we have found out that M&J Group, a growing organization has the opportunity to follow all the steps of the universal model, "Best Practice" respectively and they are doing so.

Evolving Role of HRM

Every company has to follow some roles either they can be traditional or strategic. The company M & J follows the roles of strategic human resource management system. In the organization the persons who are responsible for the HR jobs are actually the line managers. A strategic approach

places the responsibility for managing people with the individuals most in contact with them, their respective line managers.

Usually a company following traditional HR focuses more on their employee relation. On the other hand companies following strategic HR focus on the partnerships with internal and external customers. Through the interview taken from the HR manager of the M & J Group we were able to know that the company actually focuses more on their relation with the customers. As they are always trying to meet the demand as quickly as possible so they have to focus in customer relationships and they are doing it so.

Strategic HR is flexible enough to consider the various time frames such as low, medium and long-run as necessary to facilitate the development programs and policies that address the critical strategic challenges faced by the organization. The M&J Group does have the policies but they try to cope with the situations. That is why they follow the organic control which includes flexibility and whatever is necessary to succeed. Control systems are modified as needed to meet changing conditions.

Strategic HR is more proactive and systematic in change initiatives. As they follow the organic control of flexibility, their initiatives are obviously proactive and integrated.

However, in case of key investments M & J Group is focusing on their capital and products which is a part of traditional HR system. They focus more on their capital and products because their intention is to meet the customers' need and demand. Additionally, they do focus on people or knowledge if they find it important basing upon the conditions or situations.

The accountability of M & J Group is investment center which considers returns as well as expenditures with attention paid toward the "value added" by HR activities.

Last but not least, it has to be mentioned that the M&J Group is continuing their activities fully focusing on customer requirements and also they are trying to think through customers' point of view. For this reason they are following total quality management principles and strategic HR role to cope with the rapid changes among the situations.

Human Resource Planning

Like the other organizations, Human resource planning plays eminent role in M & J group. The process of HRP is intended to match projected human resource demand with its anticipated supply, with explicit consideration of the skills mix that will be necessary throughout the firm. Human resource planning helps to forecast the manpower requirements, provide the manpower for different department of the company. M & J Group go through the human resource planning process to determine the demand of the requirement manpower. Though they do not follow any formal method to determine their employee demand but they select the number by the requirements of line managers/supervisors/department heads. M & J Group always maintain a shortage of employees, as they do not prefer the surplus.

Strategies for employee shortage:

M & J group always maintain the number of employees lower than their demand, which means their strategy is to maintain a little shortage rather than maintain a surplus of the employees. As it is a garments company, so during shortage it is easier to offer overtime to the employees. When they get a big proposal from their buyer they make their employees to do overtime to fulfill the desired target. In the time of employee shortage often they hire new employees as they do not prefer to hire temporary employees. They also use job rotation in their different departments.

1. Aggregate Planning:

Through our research and interview we came to know that M & J Group follows some of the rules of aggregate planning. Aggregate planning usually anticipates needs for groups of employees who are working as customer representatives.

Unit forecasting:

As we already came to know that the M & J Group focuses more on their customer relations thus their role of customer representatives is very important. They follow the process of unit forecasting with some other combinations also. They follow it because this technique has the potential for being the most responsive to the needs of the marketplace because it places responsibility for estimating employee needs at the “point of contact” in service provision or

product production. To do so they actually uses the notice boards, newspapers, internet websites such as bdjobs.com and their own company's website etc.

Skills inventory system:

M&J Group uses the skills inventory system to assess the ability, skills, experience of existing employees. The employees provide their information about education, qualification, age, ability, skills etc. Their inventory system is actually computerized databases and combination of both job description and job specification which is also an important part of their overall HRIS system. They also update the system annually.

Usually an aggregate planning is an operational activity done for the production process in advance which is also considered as the long term decision. But in M & J Group it is actually both long term and short term depending upon the customers need and demand as they are changing frequently and affecting the overall situation of both market and production.

2. Succession Planning:

M & J Group prefer to follow succession planning for their top level positions. They follow this system as it is very easy to execute and the employees are known about the company. Usually they do not inform the employees about the vacancy of the top levels. They evaluate the employees for the position by observing the employee's work and their performance card, which is kept in the skill inventory for so long. After observing some targeted employees, they take interview of them. After selecting the employee the company gives them training which could be on the job training, off the job training or seminars and workshops. Completing the training successfully the employee is ready for the vacant position.

Staffing

Staffing is the step done after conducting a successful HRP. Once the demand for manpower is calculated, M&J then undergoes various steps of staffing. It is necessary for conducting proper staffing that the staffing strategies used should comply with business strategy. By taking

interview of head of HR department, we got to know that M&J mainly focuses on permanent employee. They do not rely on temporary employees.

Temporary Vs Permanent employees:

According to M&J Group's strategy, they mainly go for permanent employees. There are few reasons behind their decision. As they believe in quality and their main focus is on better quality of the products manufactured, therefore they are reluctant to hire temporary employees. They feel temporary employees might deteriorate their quality standard and they do not want to take any risk. Temporary workers might be skilled enough but they will not be familiar with the organization's strategies and the way they operate. This sometimes increases the chances of accidents occurring on-the-job. So, an extra orientation is required plus temporary employees do not have any commitment on the company. Another important factor for choosing permanent employees is that M&J provides various training facilities to the workers who might require training. The more temporary employees are hired, the more training cost increases. For completing one particular task the company will provide training, the next day that temporary employee will leave the organization. As a result, the company undergoes wastage of time and training cost. However, temporary recruitment is done in M&J but in case of internship. If interns succeed in performing up to standard then they are recruited permanently. M&J does not outsource, they produce everything in-house which is another reason behind relying on permanent employees rather than temporary.

M&J conducts the whole recruitment and selection process semi annually. They never faces surplus of employees. They try to maintain a moderate level of employee working, neither shortage nor surplus. If there is a shortage, they do not go for temporary, rather they uses overtime for the time being. Since they do not have a fixed quantity for production and always produce on order received, therefore overtime is more frequently used than any other methods.

Recruitment of employees:

Since M&J does recruitment and selection semi annually, therefore between those time gaps supervisors keep a performance track record of the garments worker level employees. This record helps them to determine employee needs. When the time of posting job vacancy comes,

supervisor hands over the records and informs senior level about the recruitment need and the job position.

Sources:

For junior level recruitment, job vacancy is announced internally as well as externally. Job description and specification is clearly mentioned in the vacancy advertisement.

Internal sources: Initially, same vacancy ads are posted in the bulletin board of the company. This is done to encourage existing employees to apply for the desired post. Also, company considers applicants who are referred by existing employees if the reference is through valid source and reliable.

External sources: Vacancy ads are posted in their own web-site also various job sites. Fresh graduates are also welcomed. Ads are also posted in local news papers.

For top level employees, a closed recruitment process is followed. No vacancy ads are posted. Top level managers or head of HR decides who will be recruited by conducting a meeting with the board members.

Selection of employees:

All the CVs of the interested applicants are sorted. These CVs are then initially screened by the line managers, here they match them with the job description and then decide which applicants have the possibility to precede to interview level.

After the initial screening of the CVs, the chosen CV candidates are called for an interview session conducted by the senior level management along with supervisor.

A written test is conducted and the chosen candidates undergo that test. From the written assessment, few candidates proceed to the next level.

Again candidates are sorted depending on their interview session and written test; few are selected for further and final interview.

After the final interview, job is offered to the most capable candidate and some time is provided for the candidate to accept the job offer. The last step is to provide an initial training to the junior level employees hired.

The selection process of the top level employees are however different from the bottom line employees. Top level management decides internally, also reference is given importance to.

On average 1 out of every 8 candidates applied is chosen.

Training & Development

Training is an educational process. People can learn new information, re-learn and reinforce existing knowledge and skills, and most importantly have time to think and consider what new options can help them improve their effectiveness at work. Effective trainings convey relevant and useful information that inform participants and develop skills and behaviors that can be transferred back to the workplace.

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.”

These two processes, Training and Organizational Development, are often closely connected. Training can be used as a proactive means for developing skills and expertise to prevent problems from arising and can also be an effective tool in addressing any skills or performance gaps among staff. Organizational Development can be used to create solutions to workplace issues, before they become a concern or after they become identifiable problem.

Identification of training objectives:

As a garment company, M&J has to cope with and adopt all the new advancement of and rapid changes in the technology, demand patterns, customer tastes and competitors' threats and their employees also need to learn all about them, the terms, new discoveries, new breakthroughs, improve their skills and knowledge, and all these are done by providing needed training to the employees. So to improve their skill and broaden their knowledge, the HRD of M&J is working

relentlessly on the continuous training, development and well-being of its members. Both in-house and outside organization training of employees are concomitant and ongoing process. It's actually about to set a goal for the training program. But as M&J has been providing training for about 24 years now, so they have pretty much pre-established objectives and measures for each of their programs that for which purpose which training is appropriate and they are going to achieve their objectives and how they are going to determine the results. The company's Human Resource Department which is responsible for the training and development program. The training planning for an employee is developed by immediate superior. At the beginning of the year superiors develop plans for their subordinates that what trainings are necessary immediately and what trainings can be given later and then they pass their decision to the HR department. Finally, after getting the requirements, the department goes for the necessary steps.

Levels of need assessment:

Today, M & J Group is one of the biggest and the most reliable apparel manufacturer providing high quality garments to the leading fashion brands like Replay, H & M, New Yorker, C & A, Esprit, GAP, Old Navy and Macys in the Europe, USA, Asian and Canadian markets. The company conducts TNA semiannually which means after every six months of the year. So, it thoroughly goes out the three steps of the need assessment so that it can maintain up its quality in the international market.

The need assessment is done to check whether the employees need the training or not. In the need assessment there are three steps which make the design and delivery of training near about perfect and the mistakes or bad outcomes from the training reduces a lot which on the other hand saves a lot of cost of the organization. Three steps of need assessment are:

- Organization analysis
- Task analysis
- Individual analysis

The organizations are different from one another. Performance, management, cultures, motives etc. nothing is same. M&J garments determine the best suited and preferable training methods for the workers. M&J hires the international HR for the organization analysis.

In organizational level, the company prefers the most suitable training which is related with the organization's ultimate motive in example, the main motive is to maximize the company's labor productivity and that is why workers are trained on how to increase the number of output by reducing the number of inputs.

In task level, the HR manager always focus specifically on which skills are demanded by the workers for performing the particular jobs. It also takes care that how much involvement is there of the worker of making mistakes in the work. According to that, it designs the training program by the help of other experts both national and international so that the employees do not make those mistakes while performing their assigned jobs. The company thinks about the direct feedback of the job to the employees in example, learning setting is the actual job setting or not.

In individual level, M&J emphasizes on the learning style of the workers because what is good to someone may not be preferable to the other. Everyone cannot go maintaining the same pace. Due to this they divide the group of workers into categories and provide training styles according to the category needs. It is costly and simultaneously time consuming but the outcome is larger enough compared to the average cost.

Designing and delivering training materials:

Training materials are designed according to the needs of the employee deficiency. M&J mostly provides mostly the job training in example, apprenticeship, job rotation, and job instructions. On-the-job training is the most dominant form of training in the world today: not because it is safe or economical but because in many instances it is the only practical way of learning a job. It is a traditional and proven methodology; numerous studies indicate that it is the most effective form of job training possible. New employees are basically provided with the job instructions while performing the particular job. It is basically done by the senior worker to the juniors. It is almost like the apprenticeship training. Workers learn the activities from the mentors or seniors. Here, the company gets another benefit because the relation between the senior and junior

employees become close enough which makes the work place suitable for everyone. If the workers are happy with the working conditions then they are willing to provide their best performances.

Training room along with the training schedules is organized inside the organization. A certain amount of budget has been fixed for the workers of the organization which are invested on the workers to make them appropriate for the required tasks. The budget is around 35 to 40 percent of the company retained earnings.

On the other hand, job rotation is done by M&J where workers inter change their departments. For example, workers of cutting department shifted to the stitching one and vice versa. This makes them more perfect and the garments remain flexible so that they can adopt with the changing dynamics of the competition. The organization mostly focuses on the training of the existing and especially of the new comers as they feel reluctant to deny their product quality compared with the competitors.

Beside the training program, workshops and seminars are arranged for the workers of the garments which motivate them thinking critically, innovative and mostly it helps to increase the level of their commitment towards the organization. The more the workers will be motivated the more the labor productivity will go up. For the seminars big expertise both national and international is invited by M&J. Overall, the company does not negotiate with the proper training of their employees.

Process of training evaluation:

Good modern personal development and evaluation extend beyond the obvious skills and knowledge required for the job or organization or qualification. Effective personal development must also consider: individual potential (natural abilities often hidden or suppressed); individual learning styles; and whole person development (life skills, in other words). Workers' performances are recorded in M&J garments which give a clear idea at a glance that who needs training to improve or who are performing the best. I have discussed earlier that the company provides workshops and seminars to every employees who requires it. After providing with the training for a certain period of time, the managers then check out their performances again to

evaluate whether the training was successful or not. The evaluation is basically made through observation and interview. As producing the clothes is something very physical so, they prefer mostly for the direct observation. The managers look at some of the vital points while evaluating and they are:

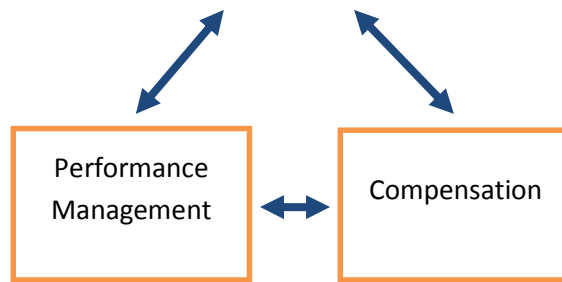
- Is the unit better because of training?
- Are trainees behaving on the job after training?
- To what extent trainees have greater knowledge after the training program?
- What are the trainees' reactions about the overall training program?

The evaluated performances are then recorded again to update the previous performance data. If the training program really improves the performances and can obtain a great success then it is continued for the upcoming groups and if this does not bring any success to the organization then the whole program is restructured. However training sometimes fails because of program mentality, duration fixation and wrong assumption.

Integration of training outcomes with other HR practices:

Training outcomes integrate with the other HR practices in M&J garments. It integrates with the best HR practices of the company and they are:

- Training helps achieving organizational goals every year.
- Delight employees with unexpected things i.e. rewards. It is mainly to motivate the workers.
- Recognizes employee talents by public appreciation i.e. colleagues.
- Highlight the best performers and make them visible so that the others put their best and the environment becomes pure competitive.
- Systematic knowledge sharing that supports the strategy.
- Performance linked bonuses which increase the motivation, productivity and the competition.



3.8 Performance Management System

Performance management system is designed to manage employee's performance. It is a review for each employee that identifies the strengths and weaknesses. M&J Group does this in both manual and digital way.

Performance appraisal is a part of performance management system. Performance Appraisal is a process through which a manager evaluates and examines an employee's behavior by comparing it with the standard or performance of others. Every successful organization has to evaluate their performance to find out organizational progress. This evaluation process varies from company to company.

Performance management system has to go through four steps to get the best result.

First of all, the organization must determine the purpose of the system and how it will be used. A performance management system may have several purposes and the organization has to design that in such a way that goes with their objectives. M&J group's purpose is mainly to develop employees, enhance motivation and facilitate human resource planning.

Second step of the system is to decide who will be responsible for this performance management system. According to senior executive of HR, Amit Kumar Deb, three participants are involved in their PMS- Supervisor, employee himself and subordinates. First they do the self assessment, then subordinates give their opinion and supervisor plays the most important role by updating their appraisal form.

Next step is to find how to evaluate - absolute or relative. Absolute is comparing one's performance with the standard and relative is to compare with other employee's performance. M&J Group never does the absolute process. Instead they compare their performance with pre decided standard.

Finally organization decides the method to be used in the system. Many methods are available including Graphic rating scale, Behaviorally Anchored rating scale , Management by objectives, Forced distribution etc. M&J Group basically follows MBO where they have corporate goal, individual employee has a goal, supervisor monitors the progress, and then evaluates the performance and finally department heads decide the reward. M&J Group keeps computerized document for each employee which is being updated after every appraisal.

M&J Group has its own style to assess and manage performance. Their performance management is directly related with training program. They first examine the performance and on the basis of that they decide whether training is needed or not. After providing training to weaker employees they again do the performance appraisal to find out if training was effective or not. Finally they determine the salary contingent on performance.

Even though they do this appraisal semiannually or twice a year, they keep updating their performance appraisal form every day. They never compare one employee's performance with others. They have a pre settled standard and they compare the performance with that. This is the general process of performance management system.

Reasons behind using performance management system:

- They do this PMS to find out what kind of training is needed for individual employee
- By updating the performance management form to adjust compensation
- In garments, supervisor watches over the employees which makes them perform better
- M&J Group believes if the leader is not cooperative, subordinates will not give their best. That is why they take their opinion in performance management system.
- Supervisor knows his employees, their nature, skill very well. So the main responsibility of updating the performance document is given to him. He decides which employee needs training, after training their changes in performance etc

Perceptual errors of raters:

After doing this research we think there arises some problems of raters. Like-

- If supervisor is biased to any employee, he will always be benefitted and the others may have to suffer for that.
- It is really hard for one supervisor to look over so many employees and evaluate their performance. It will take long time as well as mistakes may arise.
- While doing self assessment one can be unethical and give all the answer in favour of him. In that case, self assessment will be of no use.
- To evaluate the garment worker they do the evaluation manually which makes the process very lengthy.
- Raters including subordinates, supervisor can provide judgement based on the employee's personal characteristics which may affect the evaluation.
- Rater can consider only one single criterion and make the whole decision. This is called halo effect.

Recommendation & Conclusion

Recommendation

- In strategic management they only focus on quality and services but they do not focus on cost. In competitive advantages they should attain cost also.
- They only provide services to foreign countries and foreign buyers but they should deliver the product in our country also because it also expands the business and product.
- Without knowing about the best practice model they are following all the elements but not simultaneously. If they were familiar to this, the model may be used more precisely. Our suggestion for M&J group is to select HR manager who has proper knowledge on HR practices.
- M&J group should be more focused on following all the elements of best practice equally as they have opportunity to use every bit of it. After this research we got to know that

they practice all the components but team work gets least priority among all. Team work will bring more success than individual work. They can maintain team under each department and all members can be divided to team on basis of skill, job, age, qualifications etc.

- They can go for executive search firms for top level position rather than always relying on succession planning. Sometimes more skilled employees and fresh ideas are required in top management who can make the right decision and knows more about human resource management.
- This company uses overtime but doesn't hire temporary employees at all. This can be a pressure to employees in long run. Employees might start to get demotivated by the extra pressure even if they get proper incentive. If they need to continue overtime for a longer period of time, they might lose interest therefore sometimes temporary employees should be used just to cover up target order.
- M&J can go for anonymous evaluation paper for training which will be provided to all the trainees who will be selected to be provided with the training program. There, they will provide their own learning styles and methods which will help them to catch all the new ideas and learning immediately on spot of the workshops or seminars.
- The company should maintain the updated mentors or the most recent trainee to be the mentor of the immediate upcoming batch so that the ideas and techniques are also updated and latest. The same mentor or senior may give the monotonous and non-updated skills to the upcoming juniors.
- M&J should think about the factors that create barriers when it comes to participating in training program from the employee part.
- M&J can give more focus on time management, leadership and business communication skills of employees.
- M&J should think about the performance appraisal of employees so that employees feel motivated towards work and give their best effort to achieve company goals.
- Lastly as training & development is an important part for the organization and employees, M&J should pinpoint the important parameters in terms of selecting the trainer.

4.2 Conclusion

It was a great opportunity for me to work on this company and acquire a wider view on the reality. I learned a lot regarding how this business sector operates and how this company managed to gain its position in all these years. As an organization, M&J Group has earned the reputation of a leading garments manufacturing company. It has access to foreign market and is gaining a global market penetration through its quality of product. One of the strongest factor of this company is they focus highly on quality management and not only that, they are also up to date. They use latest technologies on requirement which is very good. Overall, this company is in a stable position, its market hold is also very strong; the business is in growth stage. In conclusion, M&J Group has a long way ahead and with the vast knowledge of their HR professionals, if they can maintain their wide range of workers properly with right managerial skills and maintain the standard they set, soon they will shift from growth stage to maturity stage.

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handbooks of M&J Group

Appendix

Survey Questions regarding Training & Development of M&J Group

1. What are the different training methods M&J follows for their employees?
2. How do M& J issues the design of training program and also conduct the training program?
3. What are some of the barriers employees face when it comes to participating in our training program?
4. What about the budget M& J allocates for different training for their employees?
5. What types of challenges M&J faces that could be resolved with training?
6. If M&J could choose the top three priority topics for employee training and development this year, what would they be?
7. What improvements overall can M&J makes to the way they deliver our training program?

8. How M&J do evaluates after the training program of their employees?
9. How M&J do evaluate the effectiveness of training program meeting company goals and objectives?
10. What kind of training session and practices M&J follows avoiding sexual harassment of employees?
11. What kind of development M&J can address to improve time management, technical skills as well as business communication skills for their employees?
12. What kind of improvements M&J can think about in terms of safety and health of the workplace for their employees?
13. Does M&J take any off-the-job-training for their employees?
14. How M&J can promote the leadership skills of employees?
15. What are the important parameters considered for selection of trainer?

