



Inspiring Excellence

**Project report**  
**On**  
**Training and Development in Petrobangla**

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## Letter of Transmittal

12 December 2016

Dr. Salehuddin Ahmed  
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**Sub: Submission of the Project Report.**

Dear Sir,

With due respect, I would like to inform you that it is a great pleasure for me to submit the Project report On Training and Development in Petrobangla as a requirement of the Master of Business Administration (MBA) Curriculum. This project gave me the opportunity to have an insight on the Training and Development in Petrobangla as well as about the energy sector of Bangladesh. The work on the project has also enriched my knowledge about the importance of efficient management of energy.

I hope that the project would meet your expectations and standards. Your kind consideration and cooperation will be highly appreciated.

Thank You

Yours sincerely

.....  
Md Zohirul Islam  
ID: 14164026  
Master of Business Administration  
BRAC Business School

## Acknowledgement

I am immensely grateful to Almighty Allah to help me successfully complete my Project report. I thank my parents for supporting me and my education throughout my university life.

I am grateful to my instructor, Mr. Dr. Salehuddin Ahmed for giving me the opportunity to work on this topic. I thank him for the support he rendered to me throughout my project period.

My appreciation goes to the concerned authority of Petrobangla who gave me the privilege to do project in that organization. I specifically want to thank Mr. Zaker al Kabir Siddique, Deputy Manager (Admin) of Petrobangla who has been my supervisor during my project period with the organization. I thank him for his endless help; support and guidance in assigning me work and help me in accumulating information for completing my report.

In addition to the input for my in project report, I have learned many aspects of work and life from him, which will help me to be an enriched person in the future. I also thank all the employees of Petrobangla for their invaluable support and taking out time for throwing light on my survey analysis.

## **Executive Summary:**

Petrobangla, the flagship organization of the country's primary energy sector, is entrusted with the responsibilities of exploring, developing, producing and marketing natural gas and extracting coal. All those activities made this organization extremely potential in playing a vital role fuelling country's economy. At present, natural gas accounts for about three-quarters of commercial energy consumption of the country. Petrobangla is also engaged in extracting granite which is used as construction materials. It may be noted that Petrobangla is a major contributor to the national exchequer. Moreover, it is saving a huge amount of foreign currency by substituting the import of energy. Petrobangla is playing a catalytic role in achieving country's development goal as whole. I hope, Petrobangla with its excellent track record of outstanding performance will be able to live up to the expectations by further intensifying its efforts in exploration and development of fossil fuels in the country and also by managing activities related to the import of Liquefied Natural Gas (LNG) to ease the shortfall in the supply of natural gas.

I have worked in the Administrative department of Petrobangla. The report has been prepared in align with my job responsibilities and experiences at Petrobangla. Petrobangla values its human resources and its HR policies that are aimed at targeting and retaining best talents in the industry, as the direct impact of the organizations improvement falls upon the employees. The organization works to develop and train the employees by different training programs, which requires a two-way relationship between higher authority and employees. The aim of this research is to find out the strategies and approaches regarding their training program that is taken by the Petrobangla to increase the efficiency and effectiveness of the employees. I have conducted a research survey to identify effective methods and the process of training program in Petrobangla. After that I have designed the research in a descriptive way and collected data are analyzed quantitatively. The research findings show that there are several factors that make the training program cost effective and a positive outcome of Petrobangla. All trained and skilled employees who intellectually and emotionally bound with the organization and who feel passionate about its goals and committed towards its values thus they go the extra miles beyond their basic job. However, the overall analysis describes that training program will make the employees more engaged to their works and improve the performance of employees within the job for the benefit of the organization. At the end of the project, some recommendations are given to help the Petrobangla management so that they can deploy appropriate decisions to make the training program more realistic and cost effective that will ensure the profitability as well as the satisfaction of the employees.

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# **Chapter-01**

## **Introduction**

## **1.1 Origin of Report:**

This project report has prepared as a fulfillment of the partial requirement of the Master of Business Administration program under the authorized of BRAC Business School, BRAC University. The primary goal of the intern/project prospectus is to provide on the job coverage to the student and an opportunity for translation of theoretical conceptions in real life situation. Students are placed in enterprises, organizations, research institutions as well as development projects. The program covers an overall period of approximate 12 weeks of organizational attachment, with report finalization work. The report titled, “Training & Development Program” of Petrobangla.

Bangladesh Oil, Gas & Mineral Corporation (Petrobangla) is a government-owned organization. I am working as an assistant Manager in Administrative division. I have collected all the required information from the employees directly and from the Human resource department. I will try my best to combine and relate the information with the concept of the report, but due to organization privacy policies limit and restricted access to information there still remains some limitations.

## **1.2 Scope of the Study:**

Bangladesh Oil, Gas & Mineral Corporation (Petrobangla) is a government-owned national oil organization of Bangladesh. It explores, produces, transports and sells oil, natural gas and other mineral resources. It also concludes production sharing agreements with international oil companies for exploration and development of oil and gas resources in Bangladesh. The scope of the study is limited to the Human Resource Department and Administrative Division of Petrobangla. The report covers process and methods of training program that are used in Petrobangla. It also includes benefits of training program and the employee's satisfaction towards the training program. It will also represent a brief scenario of the Petrobangla in total.

The report limits itself to understand the activities of HR departments mainly managing & improving the skills and performance of employees rather than aiming for an extensive analysis of the entire activities handled by Petrobangla. It will be beyond the scope of this report to study the entire process of each and every department because of feasibility and time considerations.

## **1.3 Objectives:**

### **1.3.1 Broad Objectives:**

The broad objective of this study is to explain the training & development program of Petrobangla.

**1.3.2 Specific Objectives:** The following aspects can be listed as the specific objectives for this practical orientation.

- To describe the training objective of Petrobangla.
- To explain the process of Training in Petrobangla
- To identify the methods of Training in Petrobangla.
- To measure the benefits of training in Petrobangla.
- To measure the improvement of the employee's Performance in their task.
- To measure the employee's satisfaction toward their Training program.

## **1.4 Methodology of the Report:**

**1.4.1. Research Type:** This is a descriptive research.

**1.4.2 Data collection:** Essential data sources both primary and secondary had been identified which were needed to complete and workout the study.

### **a) Sources of Primary data:**

**Questionnaire:** A questionnaire is simply a tool for collecting and recording information about a particular issue of interest. It is mainly made up of a list of questions, but should also include clear instructions and space for answers or administrative details. Questionnaires should always have a definite purpose that is related to the objectives of the research, and it needs to be clear from the outset how the findings will be used. Respondents also need to be made aware of the purpose of the research wherever possible, and should be told how and when they will receive feedback on the findings.

### **b) Secondary data sources:**

Secondary data is one type of quantitative data that has already been collected by someone else for a different purpose to yours. Secondary data analysis can save time that would otherwise be spent collecting data and, particularly in the case of quantitative data, can provide larger and higher-quality databases that would be unfeasible for any individual researcher to collect on their own. I have used some of the secondary sources of data such as:

- ✓ Annual report of Petrobangla
- ✓ Web site of Petrobangla
- ✓ HRM and Training related books.

**1.4.3 Population:** All the employees of Petrobangla.

**1.4.4 Sampling Methods:** The sampling method was non-probability convenience sampling.

**1.4.5 Sample Size:** The sample size is 40 employees from the Head office of Petrobangla.

**1.4.6 Data analysis and reporting:** To find out the required information, necessary number of tables, charts and graphs were used to present the report. Computer programs such as-MS-Word and MS-Excel used to process the data.

## 1.5 Limitations:

The project report would not be free from limitations. I have faced some problems during the study, which I have mentioned them as below:

- Restriction to access most of the important information of Petrobangla.
- I am only working in the Administrative Division of Petrobangla.
- Officials of Petrobangla did not disclose some information as those are highly confidential.
- Some of the employees may hesitate and may not interest to fill up the survey form.
- Unavailability of necessary documents.
- Sample size may not enough to figure out the real picture of training program.

# **Chapter-02**

## **Overview of the Organization**

## **2.1 Formation of Petrobangla:**

Bangladesh Minerals, Oil and Gas Corporation (BMOGC) was established pursuant to President's Order no. 27 of 26 March, 1972 for dealing with the exploration and development of oil, gas and mineral resources of the country. The activities of the Corporation relating to minerals was segregated and placed under a new organization named Bangladesh Mineral Exploration and Development Corporation (BMEDC) formed by President's Order no. 120 of 27 September, 1972. The reconstituted Bangladesh Oil and Gas Corporation (BOGC) was short-named "Petrobangla" by Ordinance no. XV of 22 August, 1974. Through the repeal of Ordinance no: LXX of 1974, Oil and Gas Development Corporation were abolished and all its assets and liabilities were vested in Petrobangla. On 13 November, 1976, by promulgation of the Ordinance # 88, the import, refining and marketing of crude and petroleum products were separated and vested with the newly-formed Bangladesh Petroleum Corporation (BPC).

BOGC and BMEDC were merged into a single entity under the name "Bangladesh Oil, Gas and Mineral Corporation (BOGMC)" by Ordinance no. 21 of 11 April, 1985. The Corporation was short named "Petrobangla" and given power in Act XI of February, 1989 to hold shares or interest in any organization formed for the purpose of exploration and exploitation of oil, gas and mineral resources.

## **2.2 History of the Organization:**

### **2.2.1 The beginning: up to 1947**

The search for oil and gas in the area constituting Bangladesh began in the later part of the 19th century through some isolated geological mapping. The first serious attempt to find oil and gas was undertaken in Sitakund in 1908 by the Indian Petroleum Prospecting Organization, 18 years after the first oil discovery in Digboi, Assam. During 1923-31 Burmah Oil Organization (BOC) drilled two shallow wells in Patharia. The wells were abandoned though there was a reported show of oil. A total of 6 exploratory wells were drilled, the deepest being 1047 meters. There was, however, no discovery and the Second World War disrupted further activities.

### **2.2.2 The interim: 1948 to 1971**

The promulgation of Petroleum Act in 1948 generated a lot of interest in oil and gas exploration by international oil companies. The Standard Vacuum Oil Organization (STANVAC) of USA, Pakistan Petroleum Ltd. (PPL), Burmah Oil Organization affiliate and Pakistan Shell Oil Organization (PSOC) carried out exploration till the end of the sixties. STANVAC drilled 3 wells at Hazipur, Bogra and Kuchma in the north-western part of the country without success. PPL drilled wells in Haripur, Patharia, Chhatak, Fenchuganj, Patiya and Lalmai and made the first gas discovery in Haripur in 1955, followed by Chattak in 1959. PSOC was the most successful organization and discovered 5 gas fields named Titas, Habiganj, Rashidpur, Kailashtila and Bakhrabad. They also drilled the first offshore well Cox's Bazar-1, which was dry.

Oil and Gas Development Corporation (OGDC) was established in 1961 providing an institutional foundation for exploration of oil and gas in the country. OGDC carried out geological and geophysical surveys including gravity, magnetic and seismic types and drilled wells in Jaldi and Semutang, discovering gas in Semutang in 1970.

### **2.2.3 The way forward: 1972 to 1979**

After the independence of Bangladesh, exploration activities by both national and international companies gathered pace. Bangladesh Oil, Gas and Mineral Corporation (Petrobangla) continued its exploration efforts while the Bangladesh Petroleum Act was passed in 1974 to facilitate international participation under Production Sharing Contract (PSC). The offshore area of Bangladesh was divided into 6 blocks, which were taken up by Ashland, ARCO, BODC (Japex), Union Oil, Canadian Superior Oil and Ina Naftaplin under PSCs. These companies carried out gravity, magnetic and seismic surveys (about 32,000 km) and drilled 7 wells. Of them, only Union Oil Organization discovered an offshore gas field Kutubdia in 1977. This phase of PSC ended in relinquishment of the blocks by the PSC operators in 1978. On 9 August, 1975, Government led by the Father of the Nation Bangabandhu Sheikh Mujibur Rahman purchased five gas fields, namely Titas, Habiganj, Rashidpur, Kailashtila and Bakhrabad from British organization, Shell Petroleum Organization Limited, for a nominal amount of 4.5 million pound sterling. This landmark decision taken by the then Government laid the foundation of energy security of the country by introducing sole ownership of the state over these major gas fields.

### 2.2.1 Gathering momentum: 1980 onwards

The 1980s saw accelerated exploration activities by Petrobangla. During the time, 12 exploration wells were drilled at Muladi, Begumganj, Singra, Beanibazar, Atgram, Feni, Fenchuganj, Sitakund, Bogra, Kamta, Marichakandi (Meghna) and Belabo (Narshindi); and 7 gas fields were discovered at Begumganj, Beanibazar, Feni, Fenchuganj, Kamta, Marichakandi (Meghna) and Belabo (Narshindi). Among these, Fenchuganj # 2 well remains the deepest one drilled so far in Bangladesh (4,977m). Meanwhile, a new milestone was achieved when Petrobangla discovered the first commercial oil pool in Sylhet # 7 on 23 December, 1986. Since 1989, after the formation of BAPEX as the national exploration organization and thereafter exploration and production organization, the organization has continued exploration and production activities and drilled 4 exploratory wells discovering gas at Shahbazpur, Saldanadi, Srikail and Sundalpur.

In 1981 Shell Oil Organization (Shell) was awarded the Chittagong Hill Tracts for petroleum exploration under PSC. Shell conducted geological and seismic survey and drilled the Sitapahar well which was dry. Subsequently Shell undertook exploration in the extreme North West of the country and drilled the first well in the area - the Salbanhat well which was also dry. In 1988 Scimitar Exploration Limited was awarded another PSC of what is now block # 13 in the Surma basin. They failed to prove the extent of the oil discovery at Sylhet structure but discovered the Jalalabad gas field.

Formulation of National Energy Policy, 1996 and adoption of a model production sharing contract (PSC) document together with redefining the whole of Bangladesh territory into 23 exploration blocks ushered in a new phase of exploration and development of oil and gas in the country. In the first stage under the new arrangement, 8 blocks were awarded to 4 companies under PSC. Exploration and development activities in these blocks were rather limited and most of the blocks were moderately covered by seismic surveys. A total of 11 exploration wells were drilled and 3 gas fields were discovered in these blocks. These fields are Moulavibazar, Sangu (offshore) and Bibiyana. These 3 fields alongwith Jalalabad gas field discovered by Scimitar Exploration Ltd. were developed under PSC and are currently in production. The first 3D seismic survey of the country took place in Bibiyana during its appraisal. Bibiyana came under production in March, 2007. Another PSC bidding round during the late nineties culminated in awarding 4 more blocks. These were SHELL/CAIRN/BAPEX in blocks # 5 and 10, UNOCAL/BAPEX in block # 7 and TULLOW/CHEVRON/TAXACO/BAPEX in block # 9. Exploration activity was conducted in these blocks. Substantial activities were undertaken in block # 9 only, where 5 exploration wells were drilled on the basis of seismic survey including 3D seismic.

The Offshore Bidding Round 2008 being limited to newly-formed deep water blocks, attracted some bids. However, the ensuing maritime boundary dispute in most of the blocks created a stalemate. In this backdrop, two blocks were negotiated with Conoco Phillips and a PSC for two blocks was signed in 2011. Conoco Phillips completed the initial seismic survey in the blocks. They relinquished these blocks in 2014 without drilling any exploratory well.

After the resolution of the Maritime boundary dispute with Myanmar by virtue of the judgment awarded on 14 March, 2012 by International Tribunal for the Law of the Sea (ITLOS), the deep water blocks on the eastern part were rearranged. This is a widely acclaimed achievement of the Government led by Hon'ble Prime Minister Sheikh Hasina. The Bangladesh Offshore Bid Round 2012 was announced in December, 2012 and substantial initial response was received. Under this Bid round, three shallow water PSCs have

been signed with ONGC Videsh, Oil India & BAPEX for blocks SS-04 and SS-09 and Santos, Kris Energy and BAPEX for block SS-11. Deep water bids, received in January, 2014, are now being processed. Since the signing of the PSC's, several changes in ownership and restructuring in the contracts have taken place. All of the onshore PSC's have matured from the exploration phase to the production phase and major areas of the blocks have been relinquished. As of December, 2014 PSC's are active in production areas of blocks 12, 13 and 14 (Bibiyana, Jalalabad and Maulavibazar Gas Fields) operated by Chevron.

Even though exploration history of oil and gas in Bangladesh goes back almost a century, exploration density could not be enhanced as much it is required to convert domestic oil and gas resources into proven reserves. However, the exploration success ratio is high as of about 1 in 3 wells. PSC explorations were also contributing to the enhancement of gas production. As of December, 2014 out of 26 gas fields discovered, 19 were under production. Meanwhile, peak gas production per day crossed the level of 2,600 MMCFD wherein average daily gas production remained more than 2,500 MMCFD by December, 2014. Despite increase in production, the rising demand could not be met and the gap between supply and demand is widening. As such the government has taken steps to import LNG to minimize the gap.

#### **2.2.4 Minerals:**

Petrobangla is also entrusted with mineral development in the country. While the exploration part of minerals activity falls under the charter of Geological Survey of Bangladesh (GSB), subsequent development of economic deposits are undertaken by Petrobangla. Mineral activities were part of the erstwhile Bangladesh Mineral Exploration and Development Corporation (BMEDC) till its merger with BOGMC. Petrobangla has developed two underground mines, one for coal at Barapukuria which started commercial production in September, 2005 and the other for Granite at Maddhapara which went into commercial production in May, 2007. Certain other extraction operation, like limestone, white clay and boulder, are controlled by the government through the Bureau of Mineral Development (BMD).

## 2.3 Management Structure:

The organization is operating through well-defined management structure headed by the Chairman. Under the Chairman there are five Directors, various Departmental heads, senior and mid-level Managers, Officers and staffs. Chairman, Director and the policy makers meet with regular interval to review various business, operational and administrative issues.

The board of directors of the organization is given below:

### MANAGEMENT BOARD



**Istiaque Ahmad**  
Chairman



**Md. Mostafa Kamal**  
Director (Admin)



**Md. Towhid Hasanat Khan**  
Director (Finance)



**Jameel A Aleem**  
Director (Operation & Mines)



**Md. Aminuzzaman**  
Director (Planning)



**Md. Mahbub Sarwar**  
Director (PSC)



## **2.4 Vision:**

**To provide energy for sustainable economic growth and maintain energy security of the country.**

## **2.5 Mission:**

- To enhance exploration and exploitation of natural gas
- To provide indigenous primary energy to all areas and all socioeconomic groups
- To diversify indigenous energy resources
- To develop coal resources as an alternative source of energy
- To promote CNG, LNG and LPG to minimize gas demand and supply gap as well as to improve environment
- To contribute towards environmental conservation of the country
- To promote efficient use of gas with a view to ensuring energy security for the future

# **Chapter-03**

## **Theoretical Aspects**

### 3.1 Training:

#### Training:

Training is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

Training is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

A formal definition of training is:

“It is any attempt to improve current or future employee performance by increasing an employee’s ability to perform through learning, usually by changing the employee’s attitude or increasing his skills and knowledge.”

Training is a process of learning a sequence of programmed behavior. It improves the employee’s performance on the current job and prepares them for an intended job.

The need of training is determined by employee’s performance deficiency, compute as follows:-

$$\text{Training need} = \text{Standard performance} - \text{Actual performance.}$$

### 3.2 Development:

Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual. It is of utmost importance for employees to keep themselves abreast with the latest developments in the industry to survive the fierce competition. Believe me, if you are not aware of what is happening around you, even before you realize you would be out of the game. As they say there is really no age limit for education. Upgrading knowledge is essential to live with the changes of time. Employee development goes a long way in training, sharpening the skills of an employee and upgrading his/her existing knowledge and abilities. In a layman’s language, employee development helps in developing and nurturing employees for them to become reliable resources and eventually benefit the organization. Employees also develop a sense of attachment towards the organization as a result of employee development activities.

### 3.3 Difference between Training and Development:

- a) Training is a learning process of new employees in which they get to know about the key skills required for the job. Development is the training process of the existing employees for their all-round development.
- b) Training is a short term process i.e. 3 to 6 months, but development is a continuous process and so it is for the long term
- c) Training focuses on developing skill and knowledge for the current job. Unlike, development which focuses on the building knowledge, understanding and competencies for overcoming with future challenges.
- d) Training has a limited scope, it is specific job oriented. On the other hand, development is career oriented and hence its scope is comparatively wider than training.
- e) In training, the trainees get a trainer who instructs them at the time of training. In contrast to development, in which the manager self directs himself for the future assignments.
- f) In training program there are many individuals who collectively attend it. Development is a self-assessment procedure and hence one person himself is responsible for one's own development.

<u>TRAINING</u>	<u>DEVELOPMENT</u>
1. Training means learning skills and knowledge for doing a specific job.	1. Development means growth of employees in all respects.
2. It is concerned with maintaining and improving current job performance. Thus, it has short-term perspective.	2. It seeks to develop competence and skills for future performance. Thus, it has a long-term perspective.
3. It is job-centered in nature.	3. It is career-centered in nature.
4. Role of trainer is very important.	4. The executives have to be motivated internally for self-development.

### 3.4 Objectives of Training:

The principal objective of training and development division is to make sure the availability of a skilled and willing workforce to an organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Societal.

**Individual Objectives** – help employees in achieving their personal goals, which in turn, enhances the individual contribution to an organization.

**Organizational Objectives** – assist the organization with its primary objective by bringing individual effectiveness.

**Functional Objectives** – maintain the department’s contribution at a level suitable to the organization’s needs.

**Societal Objectives** – ensure that an organization is ethically and socially responsible to the needs and challenges of the society.

#### Other Objectives:

- Training objectives are formed keeping in view organization’s goals and objectives.
- To prepare the employee [both new and old] to meet the present as well as changing requirements of job and organization.
- To impart to the new entrants the basic knowledge and skill needed for the performance of a definite job.
- To assist employees to function more effectively in their present positions by exposing them to latest concepts, information and techniques and developing the skill sets that may need further.
- To develop the potentialities of people for the next level of job.
- To ensure smooth and efficient working of department.
- To bridge the gap between “existing performance ability” and “desired performance”.
- To improve organizational climate since an endless chain of positive reactions can result from a well-planned training program.

### 3.5 Training Process:



Training process can be explained as follows:

- a) Need Analysis
- b) Instructional Design
- c) Training Method
  - 1) On the job Training
  - 2) Off the job training
- d) Validation
- e) Implementation
- f) Evaluation

**a) Need analysis:**

- Identify specific job performance skill needed to improve performance and productivity.
- Analyze the audience to ensure that the program will be suited to their specific levels of education, experience and skills and develop objectives.

## b) Instructional Design:

- Gather instructional objectives, methods, media, and description of sequence of content, example, exercises, and activity.
  - Carefully and professionally handle all program elements.
- c) Training Methods:

There are two broad types of training available to organization.

- i. On-the-job training
- ii. Off-the-job training

### ✓ On-the-job training:

On-the-jobs training are delivered to employee while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employee should be informing of the detail. On-the-job technique includes:

- 1) **Simulations:** A simulation is a training method that represents real life situation, with trainees decisions resulting in outcomes that mirror what would happen if they were on the job.
- 2) **Business Games:** Business games require trainees to gather information, analyze it, and make decisions. This is primarily used for management skill development.
- 3) **Job instruction training:** In this method the trainer first of all gives an overview of activity and jobs practically. Then the trainee is instructed to practice the job as it was demonstrated.
- 4) **Coaching:** A more intensive method of training that involves a close working relationship between an experienced employee and the trainee.
- 5) **Apprenticeship:** Apprenticeship training is a system in which an employee is given instruction by more experienced employee in all practical and theoretical aspect of the work required in a skilled occupation.

✓ **Off-the-job training:**

Off-the-job training means that the training is not a part of everyday job activities. Off the job methods are used away from the workplace. Off the job methods consists.

1) **Classroom lecture:** Lectures designed to communicate interpersonal technique or problem solving skills.

2) **Videos & Films:** Using various media production to demonstrate specialized skills that are not easily presented by other training methods.

3) **Computer based training:** Stimulating work environment by programming a computer to imitate some of the realities off the jobs.

4) **Case study methods:** This method represents a trainee with a written description of an organizational problem. The person then analyzes he case diagnoses the problem and presents his findings and solutions in a discussion with other trainees.

5) **Programmed instruction:** Condensing training materials into highly organized logical sequence may include computer tutorials interactive videodisk.

d) **Validation:**

Introduce and validate the training before a representative audience. Be as final revision on pilot result to ensure program effectiveness.

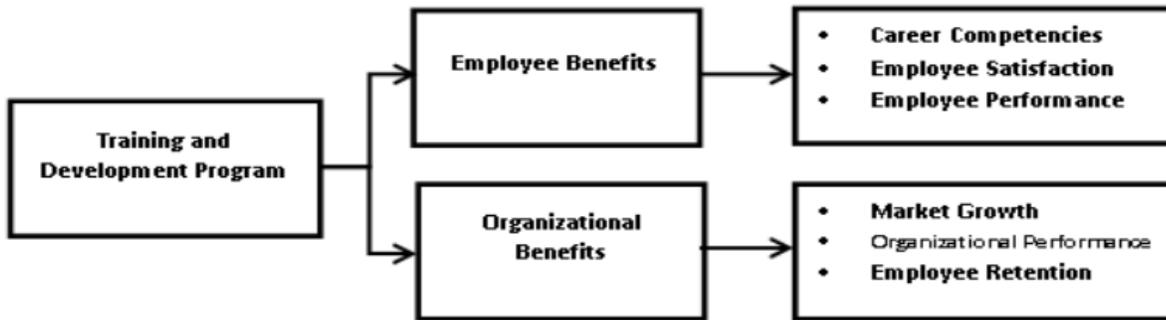
e) **Implementation:**

When applicable, boost success with a train-the-trainer workshop that focuses on presentation knowledge and skills in addition to training content.

f) **Evaluation**

Assess program success according to: Reaction, Learning, Behavior, and Result.

### 3.6 Benefits of Training:



There are numerous sources of online information about training and development. These reasons include:

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced organization image, e.g., conducting ethics training
- Risk management, e.g., training about sexual harassment, diversity training.

# **Chapter-04**

## **Training and Development programs of Petrobangla**

## 4.1 Introduction:

The Human Resources department and Administrative department of Petrobangla assess the need for the training. For this several measures are taken. The department sends out a detailed to the managers and their subordinates to know the areas where training is needed of Petrobangla. The department meets with managers of various departments to help identify those areas. After the assessment of training needs is complete, the results are tabulated, summarized and shared with stakeholders. For this, the Petrobangla HR department sends out the summary pointer and feedback and an anticipated training program. Under the out job training the Petrobangla arrange the various class room theoretical learning training. The Petrobangla oldest on-the-job development technique is coaching, which is the daily training and feedback given to employees by immediate supervisors. Petrobangla coaching involves a continual process of learning by doing. For effective coaching, a healthy and open relationship must exist between employees and their supervisors or managers. Many firms conduct formal training courses to improve the coaching skills of their managers. Through this type of training actually the employee like Petrobangla service providing organization can learn practical knowledge. Through this they're on job performance becomes excellent. Petrobangla have a training and research center where the new employee and the new matters are learned by rotations. Each of the employee are toughed various matters on products and software and the marketing process in these training process.

## 4.2 Training Objectives of Petrobangla:

The objectives of the training and development are to:

- a) The first and most important objective of training is to make available skilled and dedicated workforce within shortest possible time by reducing time required for on the job training.
- b) Develop understanding about law and practice of energy sector through foundation training.
- c) Impart technical skill to the operation level officers through case studies/practical exercises/demonstration/project visit for efficient desk operation.
- d) Develop understanding about human/conceptual skill and organization culture.
- e) Impart managerial skills to groom future executive and to keep existing Executives up-to-date with national international environment.

### 4.3. Methods of Training:

There are mainly two types of training that are provided to the employees of Petrobangla.

- 1) Domestic Training
- 2) Foreign Training

**Domestic Training:** Domestic training refers to the training that is provided in Bangladesh. Such as

- a) Training that is provided by Bangladesh Petroleum Institute on the following areas:
  - ✓ Material Engineering Codes & Standards
  - ✓ Gas Pipeline Welding and NDT
  - ✓ Gas Network Analysis
  - ✓ Occupational Safety, Health and Environmental Management
  - ✓ Design, Construction, Operation and Maintenance of Gas Pipeline
- b) Institutional Development of Bangladesh Oil & Gas Sector under Norwegian Supports.

**Foreign Training:** Foreign training refers to the training that is provided outside Bangladesh. Such as

- a) Indonesia Professional Development Center, Indonesia
- b) Network Training Center, Thailand

Methods are the ways through which employees are trained. Petrobangla uses several methods of training depending on the situation and training objectives. However, the methods of training can primarily classify into two types, on-the-job Training & Off-the-job training.

### ✓ **On-the-Job Training Method**

On-the-job training is provided to the new trainees or employees, those who do not know how to perform their specific tasks in the Petrobangla. On-the-job training is not just for non-managers, but also it is provided to the employees, those who perform below the expectation. Managerial on-the-job training methods include job rotation the coaching/understudy approach, and action learning.

#### **1. Job Rotation:**

Job rotation means moving management trainees from department to department to broaden their understanding of all parts of the business and to test their abilities.

#### **2. Coaching/Understudy Approach:**

Here the trainee works directly with a senior manager or with the person he or she is to replace, the latter is response for the trainee's coaching. Normally, the understudy relieves the executive of certain responsibilities, giving the trainee a chance to learn the job.

#### **3. Action Learning:**

Action learning programs give managers and others released time to work full-time on projects, analyzing and solving problems in departments other than their own. The basics of a typical action learning program include. Carefully selected teams of five to 25 members; assigning the teams real world business problems that extend beyond their usual areas of expertise and structured learning through Coaching and feedback. The employer's senior managers usually choose the projects and decide whether to accept the teams' recommendations.

#### **4. Committee Assignment:**

Committee assignments can provide an opportunity for the employee to share decision making, to learn by watching others, and to investigate specific organizational problems. When committees are of a temporary nature, they often take on task-force activities designed to develop into a particular problem, ascertain alternative solutions, and make a recommendation for implementing a solution. These temporary assignments can be both interesting and rewarding to the employee's growth. In addition on-the-job techniques described above, we will briefly discuss three of the more popular ones: lecture courses and seminars, simulations, and outdoor training.

## ✓ **Off-the-Job Training Method**

Off-the-job training includes more general skills and knowledge useful for work, as well as job-specific training. Training may be provided by specialist trainers working for National Grid or by an outside organization hired to help with training. Off-the-job training is particularly effective for non-technical skills, as employees can use these across different areas of the organization. Off-the-Job training is mainly provided to the employees of Petrobangla, those who are under performer and those who have a little idea about their basic tasks.

Off-the-job training helps to

- a) **Managing oneself:** Trainees learn tools and techniques to help their self-development through managing their time effectively, meeting deadlines and targets and building other personal capabilities.
- b) **Working with others:** Trainees develop leadership and influencing skills, learn to better listen to and respect others, build team spirit and understand personal differences within the team.
- c) **Strategic awareness:** Trainees learn and analyze the organization's strategy and the commercial environment in which it operates.
- d) **Planning to achieve:** Trainees improve their skills in data gathering and interpretation, project management and creative problem solving.

### **1. Lectures:**

Lecturing has several advantages. It is a quick and simple way to provide knowledge to large groups of trainees as when the sales force needs to learn the special features of a new product.

### **2. Audiovisual-Based Training:**

Audiovisual-based training techniques like, PowerPoint's, video conferencing, audiotapes, and videotapes can be very effective and are widely used.

### **3. Role Playing:**

This training method particularly helps in learning human relations skills through practice and imbibing an insight into one's own behaviors. Trainees of such a programmed are informed of a situation and asked to play their roles in the imaginary situation before the rest of the class. This therefore, helps in the enriching of interact Tonal skills of the employees.

### **4. T-Group Training:**

T-group is sensitivity training, and takes place under laboratory conditions and is mostly instructed and informal kind of training. The trainer in such a training program is catalyst. He helps the individual

participants to understand how others perceive his behavior, how here acts to the behavior of others and how and when a group acts either in a negative or in a positive way.

## **5. Simulations:**

Simulations are probably ever more popular for employee training. The more widely used simulation exercises include case studies, decision games, and role plays. The case-study analysis approach to employee development was popularized at the Harvard Graduate School of business. Taken from the experiences of organization, these causes represent attempts to describe, as accurately as possible, real problem that managers have faced. Trainees study the case to determine problem, analyze causes, develop alternative solutions, select what they believe to be the best solution, and implement it. Case studies can provide stimulating discussions among participants, as well as excellent opportunities for individual to defend their analytical and judgmental abilities. It appears to be a rather effective method for improving decision-making abilities within the constraints of limited information. Simulated decision games and role-playing exercises put individuals in the role of acting out supervisory problem. Simulations, frequently played on a computer programmer, provide opportunities for individuals to make decisions and to witness the implications of their decisions on other segments of the organization. Role playing allows the participants to act out problems and to deal with real people. Participants are assigned roles and are ask to react to one another as they would have to do in the managerial jobs.

## **Chapter-05**

# **Questionnaire analysis and major findings**

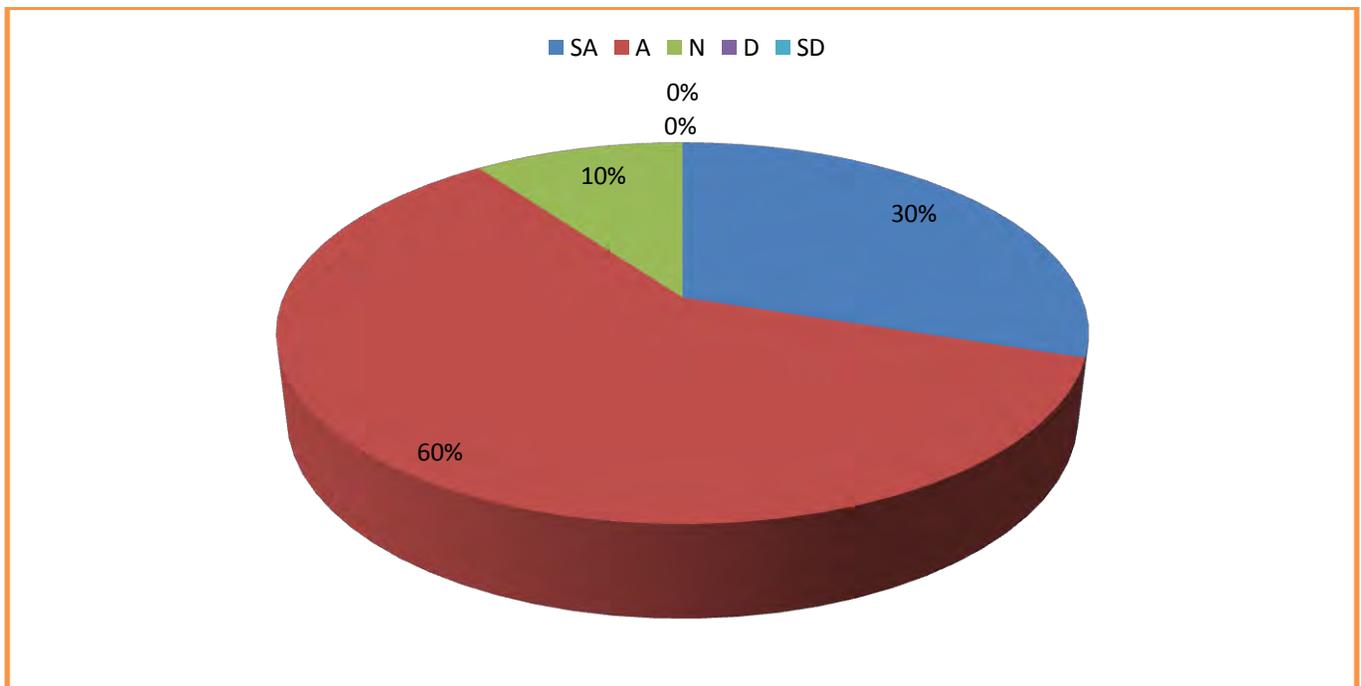
## 5.1 Data Analysis and Findings from the Sample Survey:

To analyze the attitudes of employees toward the training program of petrobangla, I have conducted a questionnaire survey. In order to achieve my report's objective this questionnaire was interviewed among GM, DGM, Manager, Deputy Manager, Assistant Manager & fresher of Petrobangla. The questionnaires are analyzed below:

1. Do you agree that the induction training was informative to let you know the necessary information to do your regular work?

Frequency Table Based on Question -01

Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employee	12	24	4	0	0

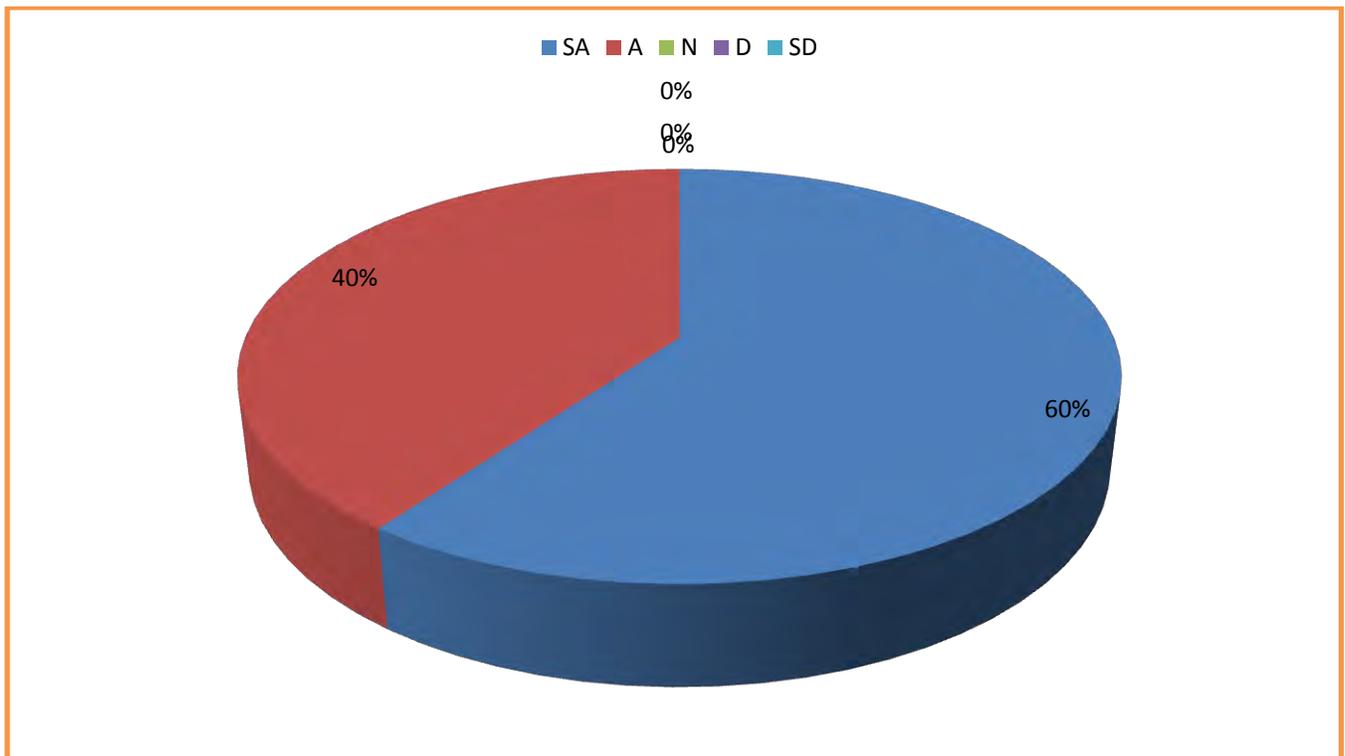


**Explanation:** From the graph, it is seen that 60% respondents are agree, 30% strongly agree and 10% are neutral with this statement but no one disagrees or strongly disagrees.

**Comment:** The induction training was informative to do your regular work.

2. Do you think the content of the training materials complied with your regular activities on the job?

Frequency Table Based on Question -02					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	24	16	0	0	0

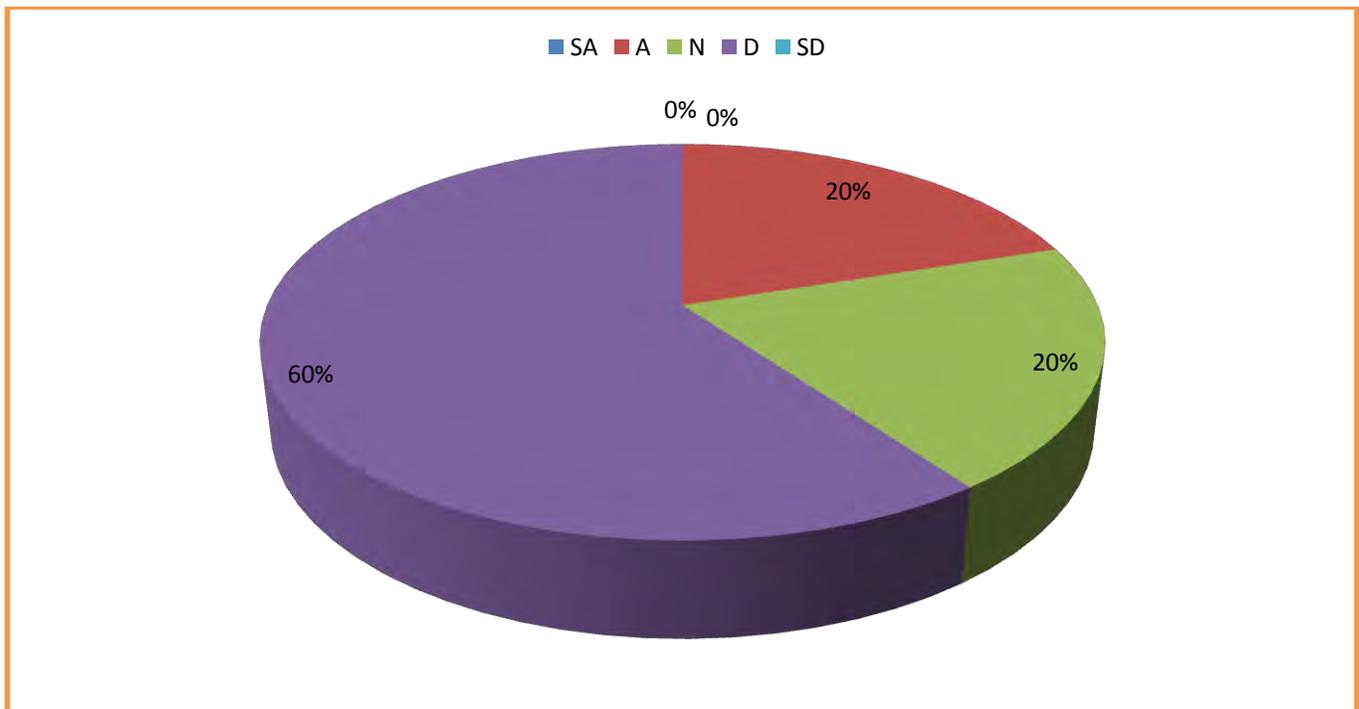


**Explanation:** From the graph, it is seen that 40% respondents are agree, 60% strongly agree.

**Comment:** So we can say that the training material complied with the regular activities on the job.

3. Are you satisfied with the training materials of Petrobangla?

Frequency Table Based on Question -03					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	0	8	8	24	0

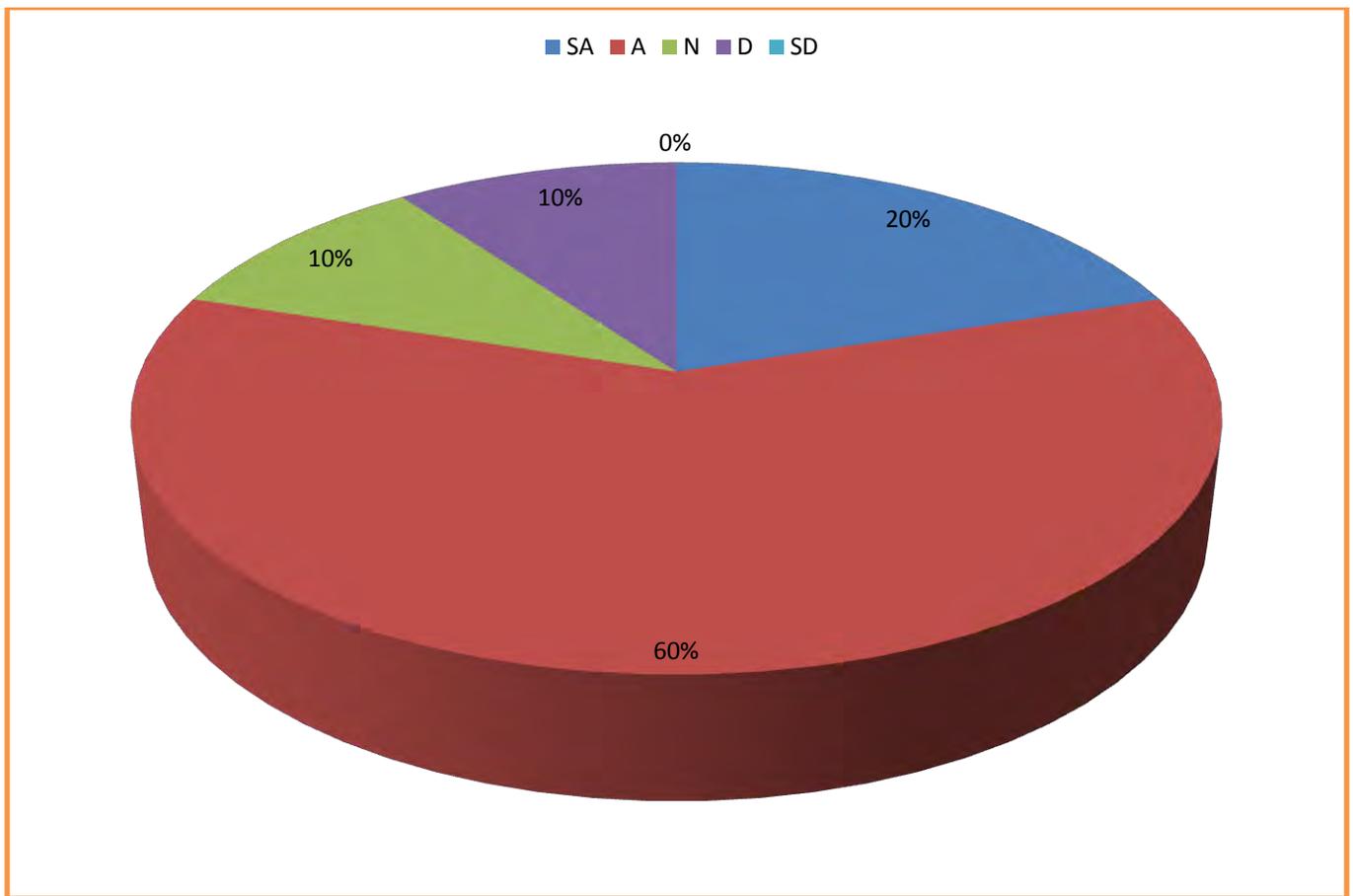


**Explanation:** From the graph, it is seen that 20% respondents are agree, 20% strongly neutral and 60% disagree with this view.

**Comment:** That means the training content are provided by the organization is not sufficient.

3. Do you think the training environment is convenient for you to attend the training program attentively?

Frequency Table Based on Question -04					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	8	24	4	4	0

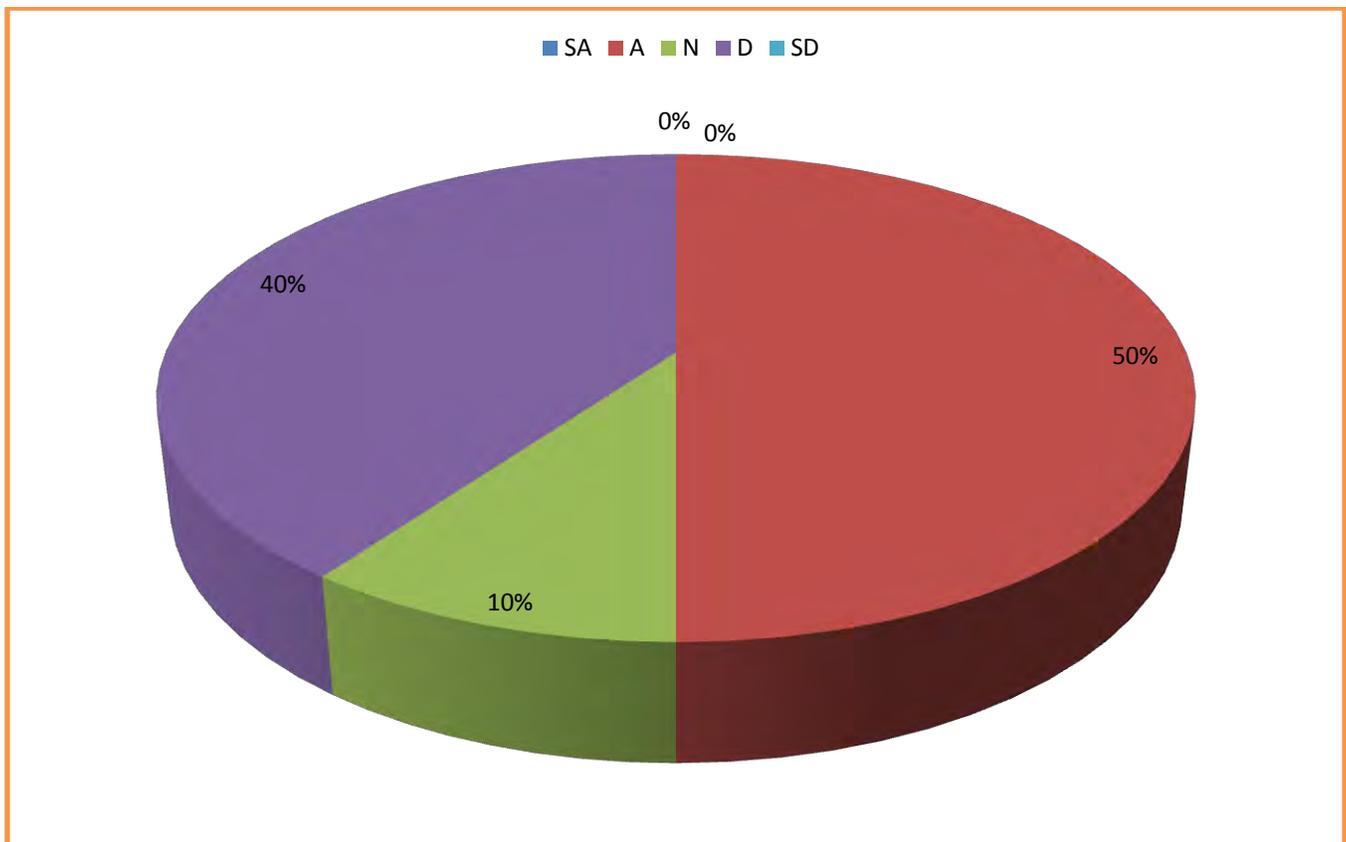


**Explanation:** The above figure shows that 60% of the respondents agree and 10% of the respondents disagree, 20% respondents strongly agree and 10% respondent neutral with this statement.

**Comment:** So we can say that the training environment is convenient to attend the training program attentively.

5. Are you satisfied with the training environment of Petrobangla?

Frequency Table Based on Question -05					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	0	20	4	16	0

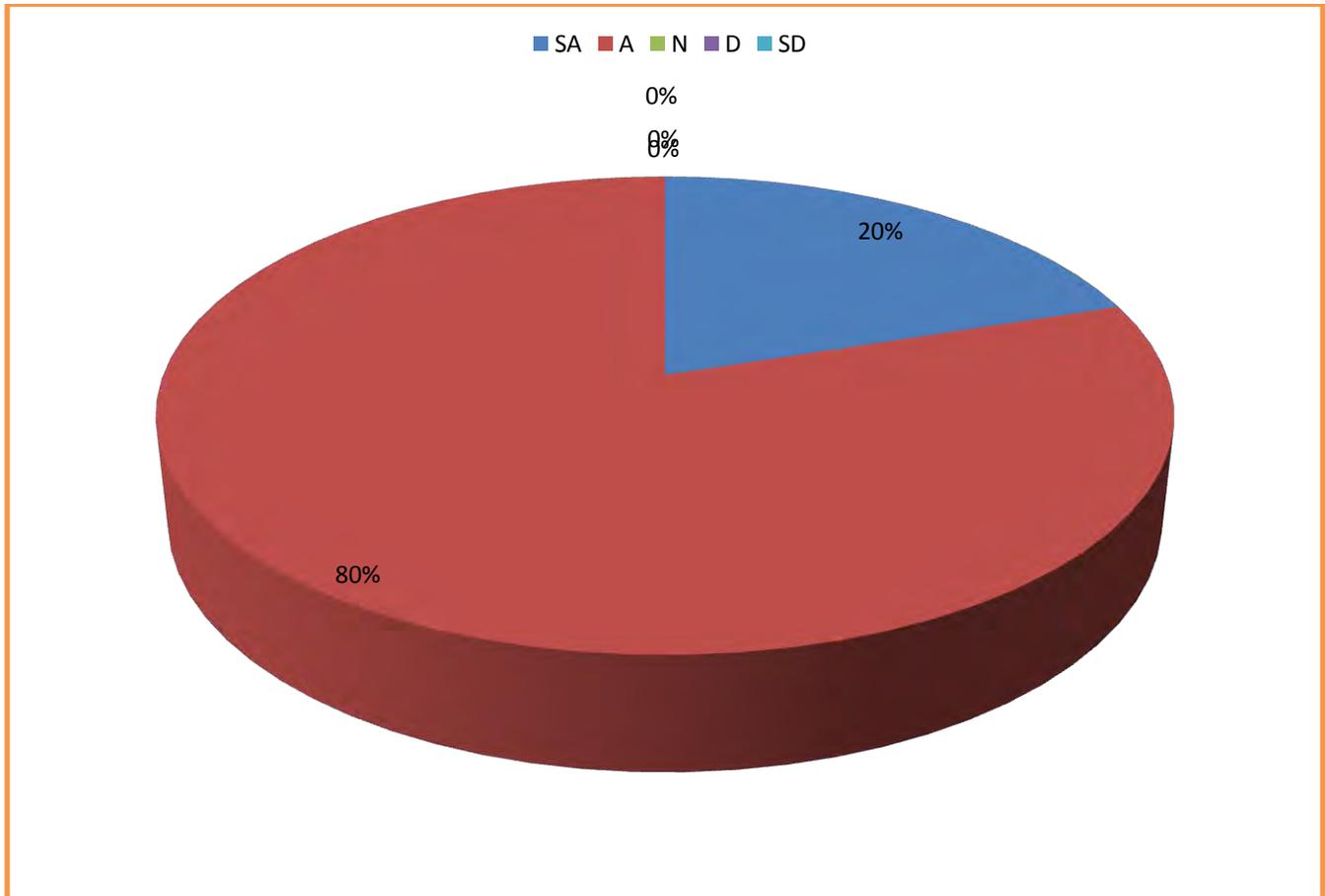


**Explanation:** From the graph, it is seen that 50% respondents are agree and 40% are disagree and 10% are neutral with this view.

**Comment:** So, we can say that employees are satisfied with the training environment of Petrobangla.

6. Do you think the trainer was cooperative to help you in understanding the contents of training?

Frequency Table Based on Question -06					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	8	32	0	0	0

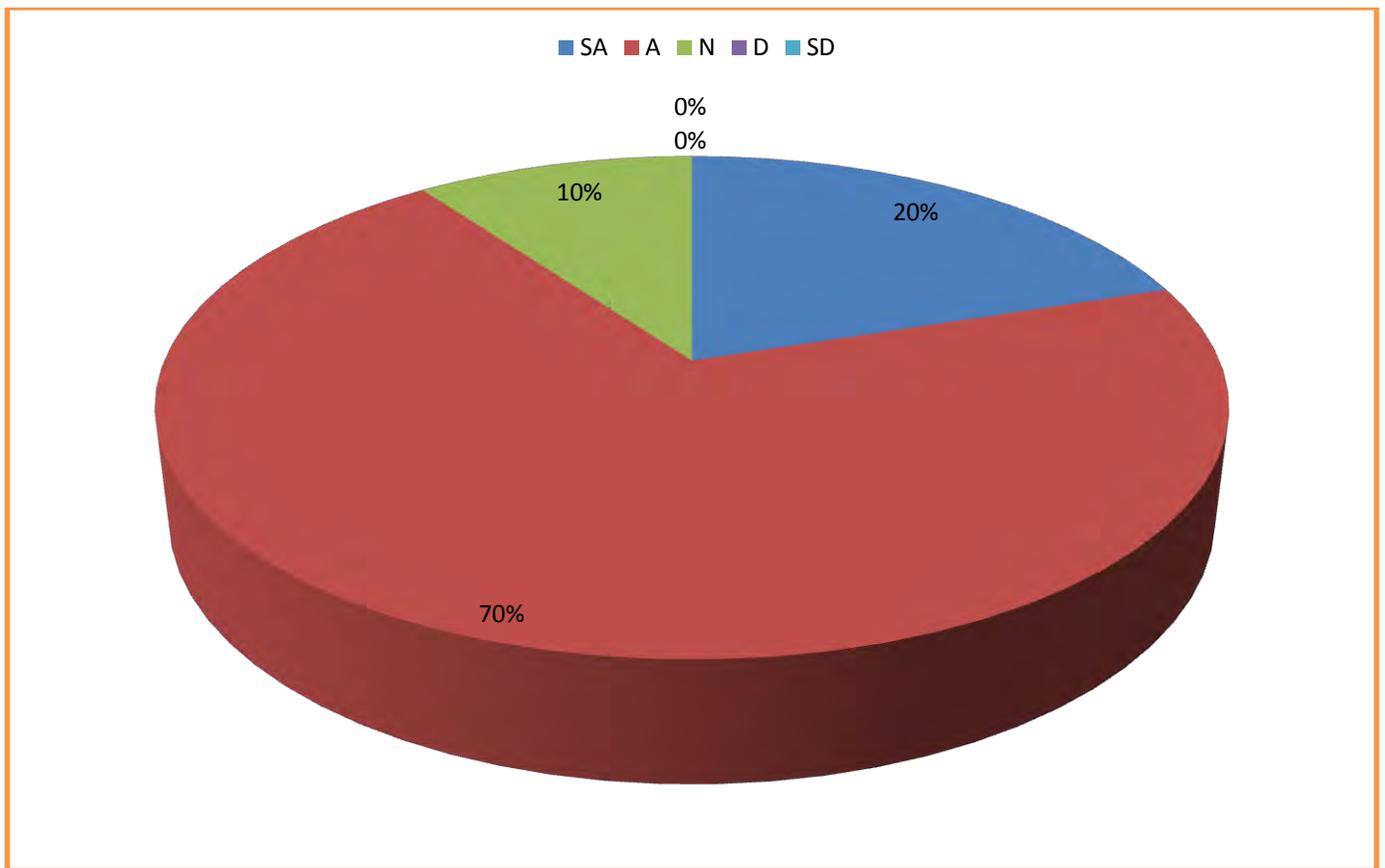


**Explanation:** From the graph, it is seen that 80% respondents are agree and 20% strongly agree with this view.

**Comment:** That means the trainer was cooperative to help you in understanding the contents of training.

7. Are you satisfied with the trainer of Petrobangla?

Frequency Table Based on Question -07					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	8	28	4	0	0

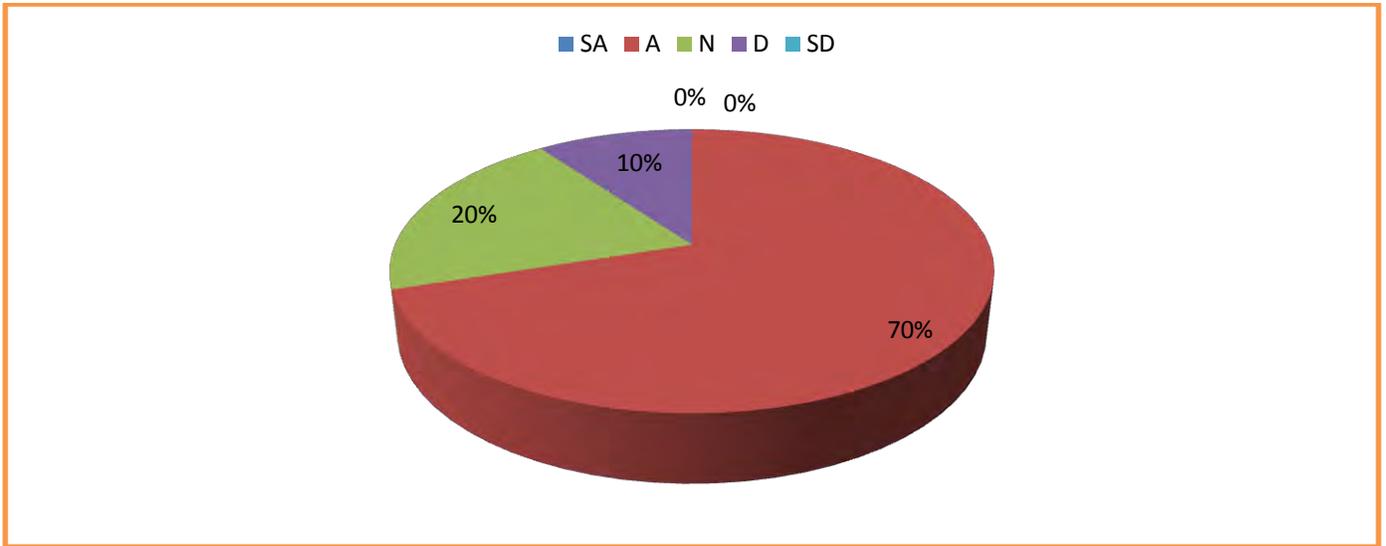


**Explanation:** From the graph, it is seen that 70% respondents are agree and 20% strongly agree and 10% neutral with this view.

**Comment:** That means employees are satisfied with the trainer of Petrobangla.

8. Do you think the training program that you attended is helpful in performing your task in a better way?

Frequency Table Based on Question -08					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	0	28	8	4	0

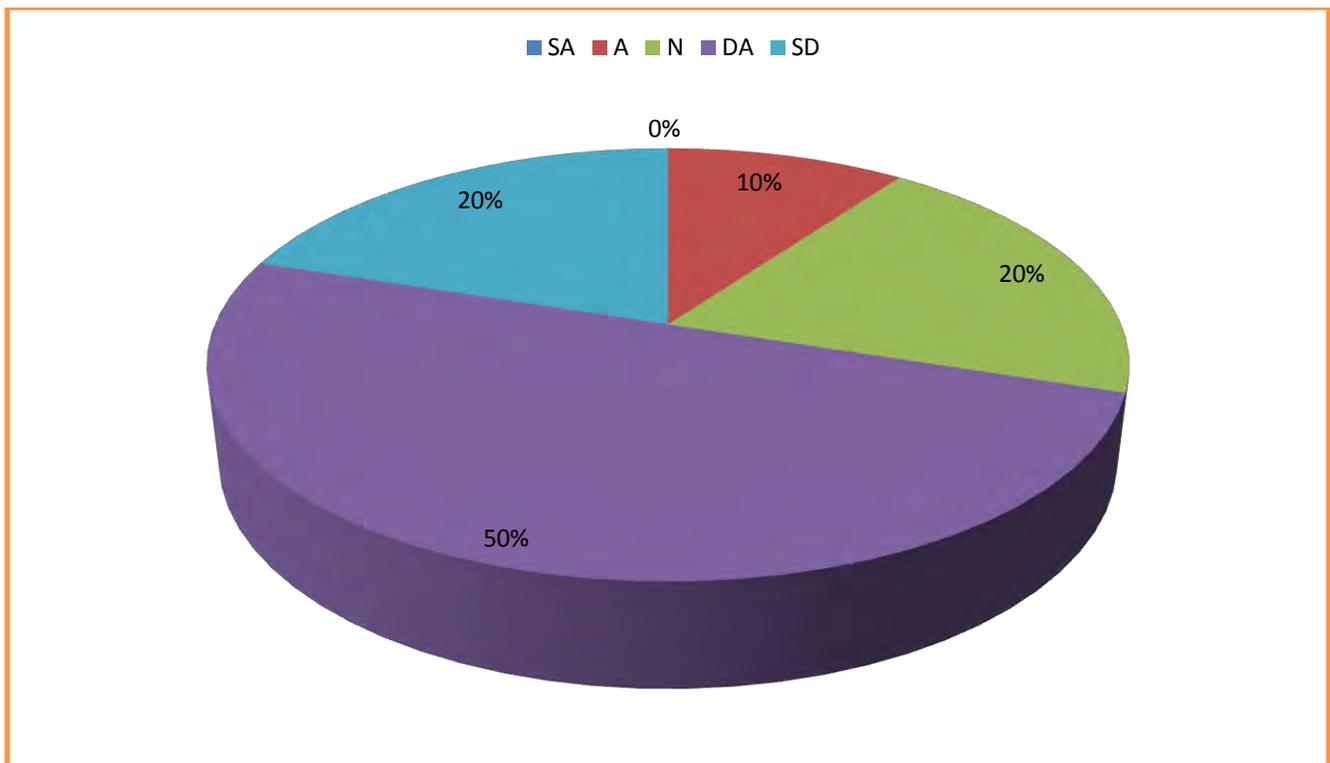


**Explanation:** From the graph, it is seen that 70% respondents are agree and 10% disagree and 20% neutral with this view.

**Comment:** It can be concluded that training program is helpful in performing employee's task in a better way.

9. Do you think the materials that are provided during the training period were sufficient?

Frequency Table Based on Question -11					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	0	4	8	20	8



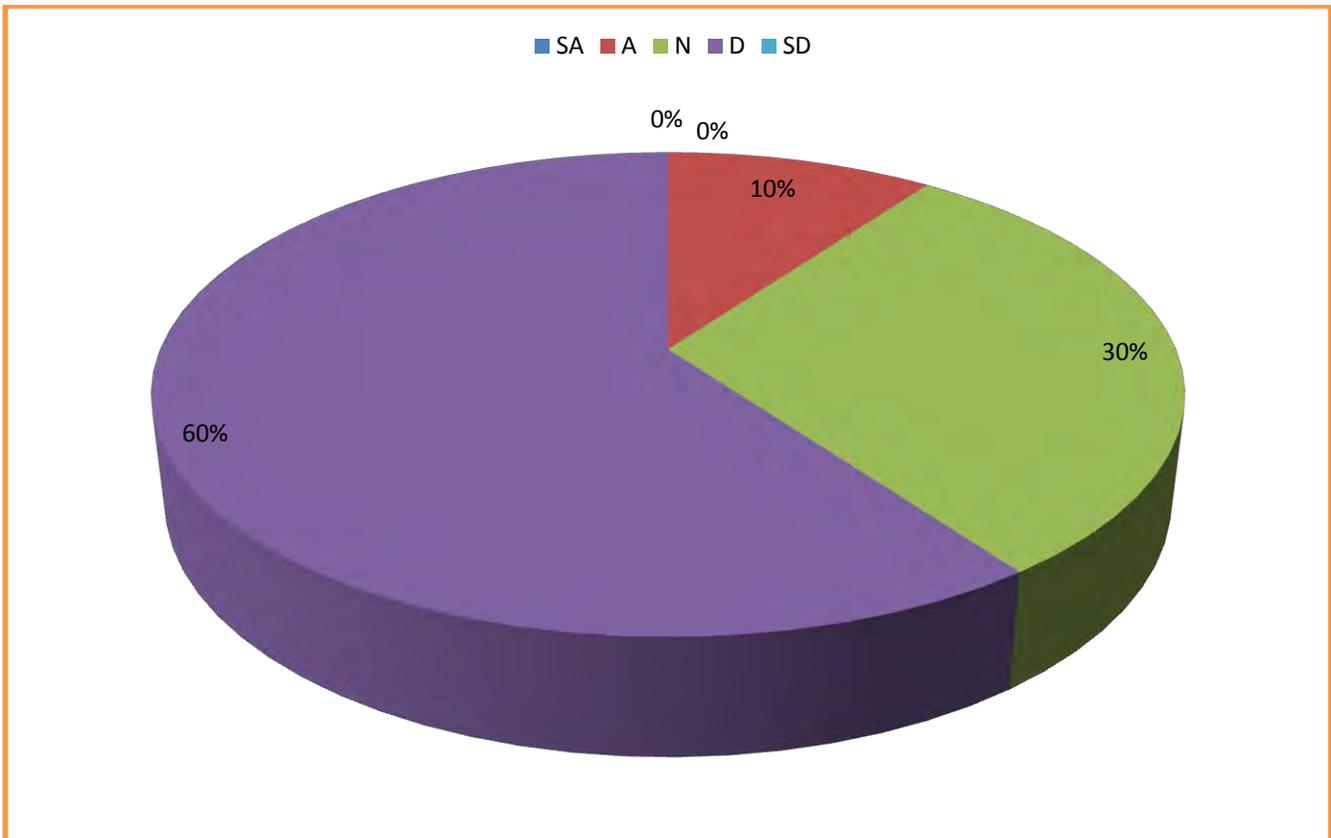
**Explanation:** From the graph, we can see that 50% of the respondents disagree, 20% of the respondents strongly disagree, 20% of the respondents' neutral and 10% of the respondents agrees.

**Comment:** That means the materials that are provided during the training period is not sufficient.

10. Do you think the organization conducts a training program regularly?

**Frequency Table Based on Question -10**

Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	0	4	12	24	0



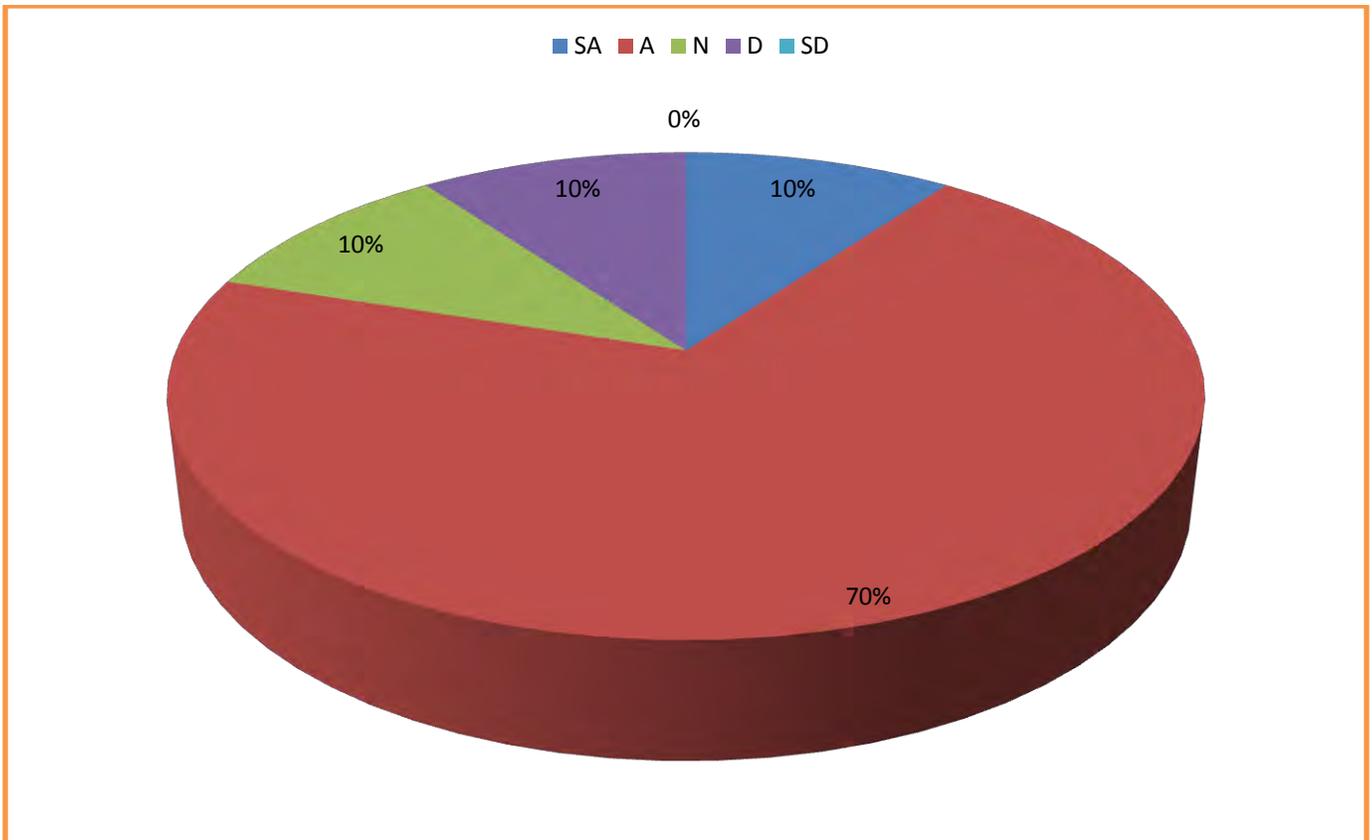
**Explanation:** From the graph, it is seen that 60% respondents are disagree, 10% respondents agree, and 30% neutral with this view.

**Comment:** From the view point of the respondents the training of the organization is not conducted regularly.

11. Are you satisfied with the overall training program that you have attended near ago?

**Frequency Table Based on Question -09**

Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	4	28	4	4	0

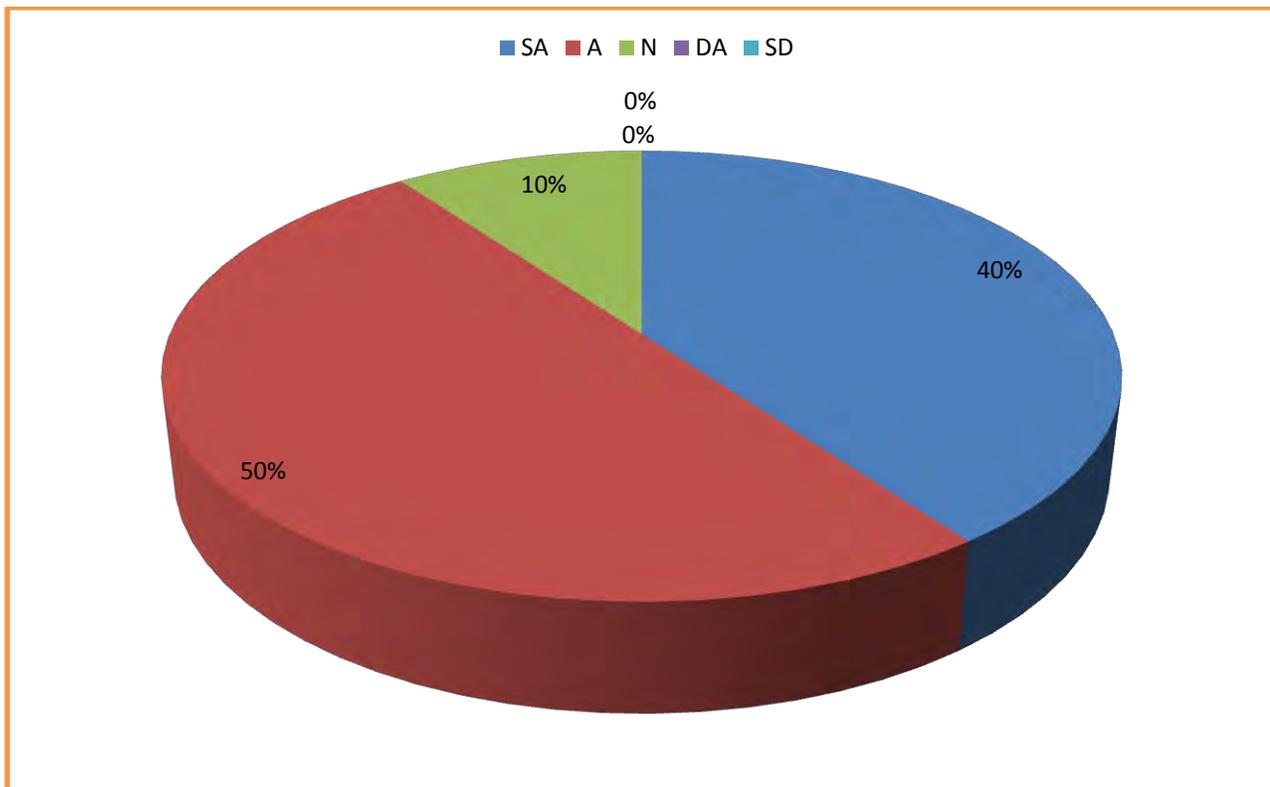


**Explanation:** From the graph, it is seen that 70% respondents are agree, 10% strongly agree, 10% disagree and 10% neutral with this view.

**Comment:** So, it can say that the overall training program of Petrobangla is satisfactory.

12. Do you think the training program of the the organization should be improved?

Frequency Table Based on Question -12					
Comments of Employees	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Employees	16	20	4	0	0



**Explanation:** From the graph, we can see hat 50% of the respondents agree, 40% of the respondents disagree and 10%of the respondents neutral.

**Comment:** So, the the organization needs to improve their training program.

## 5.2 Major Findings:

This study is focused on training and development program of Petrobangla. After analyzing the whole report some positive and also some negative side are identified. These are given bellow:

- 1) Petrobangla has a well-established Training and Development Policy Manual to guide all the supervisors and other employees for an effective development of themselves and the organization at the same time. Supervisors of different departments were given a set of questionnaires consisting of a number of questions that were targeted toward the different steps of Training and Development.
- 2) The components that are discussed previously on the Training & Development section are practiced on supervisory training only. Nonsupervisory training has some specific training which keeps on altering rather than giving something new. In Petrobangla 'On the job training' is commonly used for the non-supervisory training. Casual workers are most often overlooked by the supervisor.
- 3) It is seen that although Petrobangla has set up a policy for supervisory training, but there are lacking in the process of implementation. The supervisors of functional departments of Petrobangla have a vague idea about what steps to follow for training. From the responses in the survey, it is seen that the supervisors carry out the process more with the guidance of their common sense rather than what is detailed at the policy.
- 4) Training need assessment is conducted very effectively before arranging the training program.
- 5) The methods of Training & Development of your organization are effective
- 6) The training Content provided organization is sufficient.
- 7) The trainers of Petrobangla training program are very affluent in term of knowledge.
- 8) Training evaluation of Petrobangla is very effective.
- 9) The training environment of Petrobangla is conducive & satisfactory
- 10) The employee's performance level is being higher after getting training program
- 11). The Learning objectives of training are meeting at the end of training program.
- 12) The overall training and development program of Petrobangla is satisfactory.
- 13) The training and develop programs of the organization are not conducted regularly.
- 14) Sufficient materials are provided during the training period.
- 15) Training facilities only provide to the officers.
- 16) Transport facility is not sufficient to attend training in different institutes.
- 17) The training and development program of Petrobangla should be improved.

# **Chapter-06**

## **Recommendations & Conclusion**

## 6.1 Recommendations:

By analyzing the present condition of Petrobangla's training and development program, some shortfalls are identified for which the following recommendations can be suggested:

- i. Sufficient training materials should be provided to the trainee at the training program. Because it allows the trainee to know what is being done and also new training approaches may be used there.
- ii. The training and develop programs of the organization are not conducted regularly. The organization should need to arrange this training regular basis.
- iii. The training and development program of Petrobangla should be improved. If the organization improved their training system the employees can learn much more from the training section & if they can learn more they can easily fulfill their target.
- iv. For training and development supervisors should be more accountable to his/her senior as The organization has a structured training system but more of its work falls upon supervisor. So supervisor's accountability should be under someone.
- v. The organization should concentrate more on casual worker as they are not at all educated even though they do not have the basic knowledge of an industry so before appointing a new casual worker he should be trained properly about the basic things of the industry.
- vi. The organization should take some certified trainer.
- vii. A work hour in the organization is very hectic as most often some of the employees of Petrobangla have to stay for long hours. So, they could give more emphasis on the recreation of the employees during the work hours.
- viii. The organization should improve the transport facility for their employee and workers.
- ix. There are few female employees at the organization, so they should appoint more female employees.

## 6.2 Conclusion:

Bangladesh Oil, Gas and Mineral Corporation (Petrobangla) entrusted with the responsibilities of exploration, production, transportation and marketing of natural gas in the country has been continuing its efforts for making natural gas available to its consumers. Along with its traditional role of producing and supplying fuel from the indigenous sources, Petrobangla is set to be a importer and marketer of imported natural gas in the form of Liquefied Natural Gas (LNG) from 2017 in order to supplement indigenous natural gas to meet the demand.

Bangladesh has engineered a unique development paradigm of steady economic growth with broad range of improvements in the life of the ordinary citizens as demonstrated by the human development indicators. The country has already achieved low middle income status and is in the cusp of becoming middle income by 2021. Steady and adequate supply of primary energy is the sine qua non for economic growth and development. Petrobangla with its subsidiary companies and through PSCs is the sole provider of domestic natural gas and coal supplies in the country. During the last seven years, 2009-2015, it has been able to increase the supply by almost 40%. Existing assets facing decline in not too distant future and the demand on a steady rise, it is faced with the challenge of finding new sources of hydrocarbon both onshore and the sea. The finalization of maritime boundaries between Bangladesh and India as also Myanmar has opened new opportunities that need to be harnessed too. With a vigorous plan for exploration, Petrobangla would be able to meet the national aspirations. It is also working to arrange imported supply of LNG by setting up an FSRU to keep the wheel of the economy.

It is equally important that the users undertake measures to improve and enhance efficiency of existing and future operations. Demand management and responsible use of energy services will also significantly contribute in ensuring energy security.

The organization is trying to improve the employee's working efficiency. For that reason it arranges different training and development program. For the future planning and the successful operation for achieving its prime goal in this current competitive environment this report can be helpful guideline. From the practical point of view I can declare boldly that I really have enjoyed my project report on Training and development of the organization from the first day. Moreover, Internship/ Project Report that is mandatory to complete my MBA program, although it is obviously helpful for my work efficiency. In the last decade there has been a revolution in the communication media through the introduction of internet and other forms of secure dial-up media. This had an immense impact on all the sectors of the industry specially the energy sector.

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- Annual Report of Petrobangla: 2013, 2014 & 2015
- Petrobangla, Guidelines Manual of 2015.

### Website:

1. [www.Petrobangla.com.bd](http://www.Petrobangla.com.bd)
2. [www.Wikipedia.com](http://www.Wikipedia.com)

# Questionnaire

## SECTION: A

Name:

Designation:

Gender:

Your highest level of education: (please tick one)

1. Bachelors
2. Masters
3. Others (please specify)

## SECTION: B

Please write down the correct answer you think appropriate by tick (√) mark in specific category.

1. Do you agree that the induction training was informative to let you know the necessary information to do your regular work?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

2. Do you think the content of the training materials complied with your regular activities on the job?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

3. Are you satisfied with the training materials of Petrobangla?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

4. Do you think the training environment is convenient for you to attend the training program attentively?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

5. Are you satisfied with the training environment of Petrobangla?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

6. Do you think the trainer was cooperative to help you in understanding the contents of training?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

7. Are you satisfied with the trainer of Petrobangla?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

8. Do you think the training program that you attended is helpful in performing your task in a better way?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

9. Do you think the materials that are provided during the training period were sufficient?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

10. Do you think the organization conducts a training program regularly?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

11. Are you satisfied with the overall training program that you have attended near ago?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree

12. Do you think the training program of the the organizations should be improved?

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Disagree
- e) Strongly Disagree**