



**Internship Report on  
Training & Development  
Process of  
“FUCHS LUBRICANTS”**

**Submitted To:**

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**Date of Submission: October 25, 2018**

## Declaration Letter

This is to certify that the research paper entitled “**Training & development of Fuchs Lubricants**” submitted by Shahriar Hasan (ID:15164006 ) as an impartial fulfillment of the requirement for the degree of Master of Business Administration from BRAC University is a record of candidates own work carried out by his under any supervision. All verbatim extracts have been distinguished by quotation marks and all sources of information have been specifically acknowledged.

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Mahmudul Haq

BRAC Business School

BRAC University

## *Letter of Transmittal*

October 24, 2018

Mahmudul Haq

Assistant Professor

BRAC Business School

BRAC University

**Subject: Submission of report on “Training & development of Fuchs Lubricants”**

Dear Sir,

With due respect & honor, I, the student of MBA Department, BRAC University, am submitting the report on “**Training & development of Fuchs Lubricants**”. I am pleased to inform you that I have successfully completed the intern report under your kind supervision. Now I am placing this report for your approval. Hope that my report will fulfill your expectation.

Sincerely yours,

Md. Shahriar Hasan

Id: 15164006

BRAC Business School

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## *Acknowledgement*

At the very beginning I would like to express my deepest gratitude to the almighty Allah for giving me the strength and the composure to finish the task within the scheduled time. Internship report is an essential part of MBA program as one can gather practical knowledge by observing and doing the daily works in the chosen organization.

Fuchs Lubricants is the leading lubricating oil and grease supplier company which needed training and development. Fuchs provided the training as a project and fortunately I could take part in that project. I have completed my internship on this project. So, I would like to thank my honorable M.D. of Fuchs **Mr. BR Khan** for giving me this opportunity.

I would like to thank my honorable internship supervisor from BRAC University, School of Business (MBA), Mahmudul Haq for providing me such an opportunity to prepare an Internship Report on “**Training & development of Fuchs Lubricants**”. Without his helpful guidance, the completion of this project was unthinkable.

I would like to place my gratitude to Md. Reza (HR Manager of **Fuchs Lubricants**), for his continuous help and suggestions from time to time.

I am also indebted to all of the officers and employees of the **Fuchs Lubricants**, who extended their wholehearted cooperation to me despite of their huge workload during this period. At last I must mention the wonderful working environment that has enabled me a lot deal to do and observe the activities during our internship period.

## *Executive Summary*

In this competitive arena of business organizations are trying their level best to wrap up the best feedback from the market place. Fuchs Lubricants is a growing company which has not expands its business unit yet. They basically are focused on the great demanding sector – the lubricating oil sector of Bangladesh. As the population and urbanization grows rapidly the demand of production rises as well. Meanwhile, the existing companies are not capable to fulfill the increasing demand. To enter into the market in a strong way, skilled human resources are very much vital. As we all know that human resource is like the life and blood of every company, because skillful talents are the sources of getting competitive advantages. They need continuous upgrade of their skills, knowledge and attitudes as per the nature of the products and services. Training them to bring them on par with the organization's goals and in tune with the business trends is necessary, which will also ensure optimal performance from the employees.

Fuchs Lubricants defines different reasons or goals to conduct training among employees. Their first target is to ensure job satisfaction, motivation and morale among employees. Then to increase the efficiencies and the capacity of adopting new technologies and methods among the employees, which will also result in financial gain. Fuchs Lubricants also brings innovative culture in strategies and products through the trainings. Ultimately that will reduce employee turnover and enhanced company image. Introducing training for employees is beneficial to get new skills and knowledge as well as develop the level of expertise. But they should find out a better combination between training and development. Because in Fuchs Lubricants the employee's career development issues still get ignored, where the main concentration is given only in the training part. So, the part of development should get more precedence and concentration than the present time.

## Table of contents

<b>Chapter Name</b>	<b>Sl no</b>	<b>Particulars</b>	<b>Page No</b>
Introduction	1.1	Introduction	1-2
	1.2	Importance of Employee Training & Development	3-6
	1.3	Origin of the Report	6
	1.4	Objectives of the Study	6
	1.5	Scope of the Study	7
	1.6	Methodology of the Study	7
	1.7	Limitations of the Study	8
Company Overview	2	Company Overview	9
	2.1	Organizations Overview	10
	2.2	Training	10-11
	2.3	Company values	12-13
Training & Development of Texeurop Group	3	Training & Development	14
	3.1	Definition of the Training & Development	15
	3.2	Employee Training & Development	15-18
	3.3	Reasons of Training & Development	18-19
	3.4	Purpose of Training & Development	19-22
	3.5	Staff Training Opportunities	22
	3.6	Method of Training Process of Index Group	22-25
	3.7	Training on Different Criteria	26-27
	3.8	Others topic of employee Training & Development of Fuchs Lubricants	27
	3.9	Development	27
	3.10	Employee Development Method of Fuchs Lubricants	27-28
	3.11	Training Analysis Report	28
	3.12	Both Training & Trainer's Evaluation	28
	3.13	Training Record	28
3.14	Training Institute of Fuchs Lubricants	29	

	3.15	Satisfaction about the Training	29
Findings, Recommendations & Conclusion	4	Findings, Recommendations & Conclusions	30
	4.1	Findings	31- 32
	4.2	Recommendations	32- 33
	4.3	Conclusions	34
	4.4	References	35

# Chapter-1

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## *Introduction*



## *1.1 Introduction*

Training is crucial for organizational development and success. It is fruitful to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Training of employees takes place after orientation takes place. Training is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Training process molds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature.

This sector of Bangladesh is one of the fastest growing sectors of its economy. Now the Government has also focused on the gradual rising demand of this sector. Fuchs Lubricants requires expert human resource which is remarkably different from the manufacturing and other service sector companies. Because all companies of this industry need to upgrade them constantly to stay in the competition. Every day the customers' demands are increasing and the competitors are also offering customized products, which is the nature of this industry. So, the success in this industry depends largely on the continuous upgrade of employees' skills and attitudes.

A strong training and development culture would motivate the employees of any organizations to improve and utilize their set own of skills and knowledge, which will also help the company to do better business and retain the employees for the long run. Training will bring the employees on par with the organization's goals and in tune with the industry trends. This approach has the potential to increase employee morale, thereby improving performance through reduction in grievances and through greater effort and diligence. An organization also can develop innovative solution culture as the need arises as well as the job satisfaction, organizational commitment and organizational citizenship behavior among its employees.

Most business peoples want to succeed, but do not employ in training design that promises to improve their chances of success. A well-conceived training program can help the firm to succeed. A program structured with the company's strategy and objectives in mind has a high probability of improving productivity and other goals that are set in the training mission. Fuchs Lubricants has well developed infrastructure for the employee as well as other interested candidates. Different types of training programs are held in the office compound. These bring a

positive environment of learning. The learning environment provided by Fuchs Lubricants is a function of their organizational culture.

At this time, Development can be defined as the nature and direction of change taking place among personnel through educational and training processes. The relative amount of training and education changes with the nature of task and the responsibility in the organizational settings. As one goes upward in the organization, the amount of training usually declines and the amount of knowledge enhances. Explicitly, non-managerial personnel require more job and trade related skills than managerial personnel demanding the generalized and conceptual skills and human relations insights.

## **1.2 Importance of Employee Training and Development**

Training and career development are very vital in any company or organization that aims at progressing. Training simply refers to the process of acquiring the essential skills required for a certain job. It targets specific goals, for instance understanding a process and operating a certain machine or system. Career development, on the other side, puts emphasis on broader skills, which are applicable in a wide range of situations. This includes decision making, thinking creatively and managing people.

### **A. Help in addressing employee weaknesses**

Most workers have certain weaknesses in their workplace, which hinder them from giving the best services. Training assists in eliminating these weaknesses, by strengthening worker's skills. A well-organized development program helps employees gain similar skills and knowledge, thus bringing them all to a higher uniform level. This simply means that the whole workforce is reliable, so the company or organization doesn't have to rely only on specific employees.

### **B. Improvement in worker's performance**

A properly trained employee becomes more informed about procedures for various tasks. The worker confidence is also boosted by training and development. This confidence comes from the fact that the employee is fully aware of his/her roles and responsibilities. It helps the worker carry out the duties in better way and even find new ideas to incorporate in the daily execution of duty.

### **C. Consistency in duty performance**

A well-organized training and development program gives the workers constant knowledge and experience. Consistency is very vital when it comes to an organization's or company's procedures and policies. This mostly includes administrative procedures and ethics during execution of duty.

### **D. Ensuring worker satisfaction**

Training and development makes the employee also feel satisfied with the role they play in the company or organization. This is driven by the great ability they gain to execute their duties. They feel they belong to the company or the organization that they work for and the only way to reward it is giving the best services they can.

### **E. Increased productivity**

Through training and development, the employee acquires all the knowledge and skills needed in their day to day tasks. Workers can perform at a faster rate and with efficiency thus increasing overall productivity of the company. They also gain new tactics of overcoming challenges when they face them.

### **F. Improved quality of services and products**

Employees gain standard methods to use in their tasks. They are also able to maintain uniformity in the output they give. This results with a company that gives satisfying services.

### **G. Reduced cost**

Training and development results with optimal utilization of resources in a company or organization. There is no wastage of resources, which may cause extra expenses. Accidents are also reduced during working. All the machines and resources are used economically, reducing expenditure.

## **H. Reduction in supervision**

The moment they gain the necessary skills and knowledge, employees will become more confident. They will become self-reliant and require only little guidance as they perform their tasks. The supervisor can depend on the employee's decision to give quality output. This relieves supervisors the burden of constantly having to give directives on what should be done.

Need for Training of Employees arises due to the following Factors:

### **(i) Higher Productivity**

It is essential to increase productivity and reduce cost of production for meeting competition in the market. Effective training can help increase productivity of workers by imparting the required skills.

### **(ii) Quality Improvement**

The customers have become quality conscious and their requirement keep on changing. To satisfy the customers, quality of products must be continuously improved through training of workers.

### **(iii) Reduction of Learning Time**

Systematic training through trained instructors is essential to reduce the training period. If the workers learn through trial and error, they will take a longer time and even may not be able to learn right methods of doing work.

### **(iv) Industrial Safety**

Trained workers can handle the machines safely. They also know the use of various safety devices in the factory. Thus, they are less prone to industrial accidents.

### **(iv) Reduction of Turnover and Absenteeism**

Training creates a feeling of confidence in the minds of the workers. It gives them a security at the workplace. As a result, labor turnover and absenteeism rates are reduced.

### **(vi) Technology Update**

Technology is changing at a fast pace. The workers must learn new techniques to make use of advance technology. Thus, training should be treated as a continuous process to update the employees in the new methods and procedures.

### **(vii) Effective Management**

Training can be used as an effective tool of planning and control. It develops skills among workers and prepares them for handling present and future jobs. It helps in reducing the costs of supervision, wastages and industrial accidents. It also helps increase productivity and quality which are the cherished goals of any modern organization.

## **1.3 Origin of the Report**

Master of Business Administration (MBA) is a specialized course. The total course is designed with an outstanding combination of practical and theoretical aspects. After completing MBA courses certain times is preserved for internship which is a curriculum requirement. Master of Business Administration (MBA) requires at least 3 months' attachment with an organization followed by a report assigned by the supervisor in the organization and endorsed by the academic supervisor. I took the opportunity to do my internship in “**Fuchs Lubricants**”. My academic supervisor is **Mr. Mahmudul Haq**, Associate Professor, BRAC Business School; BRAC University approved the topic, authorized and supervised me to prepare this report as part of the fulfillment of internship requirement. The report is titled “**Training & Development Process of Fuchs Lubricants**”.

## **1.4 Objectives of Study**

The main objectives of the report are as follows:

- To gather general knowledge and experience of arranging internal training programs.
- To analyze the training and development process of Fuchs Lubricants.
- To understand the importance of training and development for the company.
- Identify the outcomes and effectiveness of training programs of Fuchs Lubricants.
- Also, to provide some recommendations on the drawbacks related to training and development.

## 1.5 Scope of Study

Fuchs Lubricants provides a vast scope of assembly knowledge and work experience by taking part in the training and development process. Some of those are discussed below:

- Considerate the training and development process of Fuchs Lubricants
- the main focus of this report. Here I can gather the knowledge and experience about how an organization identify their training requirements and conduct those effectively.
- It is now an obvious thing for me that, training & development is needed for long term sustainable growth.
- I can also understand why and how training plays a great role for employee's development.
- The report also gives me the chance to find out the drawbacks or required improvement in the training process.

## 1.6 Methodology of the Study

In order to make the report more presentable, two sources of data & information have been used widely. Both primary & secondary data are used to generate the report.

### **Primary data:**

- Personal observation.
- Practical work exposure by taking part in the training process.
- Informal conversation with the supervisor and colleagues.

### **Secondary data:**

- The company's website.
- Various review journals were used as sources of relevant secondary data.
- Other secondary sources were books and articles on the related factors in the conceptual framework of the report.
- Some formally shared information by the company.
- Relevant file study as provided by the supervisor.

## 1.7 Limitations of the Study

Alike every other report, this report also has some shortcomings. Still some sober effort has been made to make the report as comprehensive as possible. The limitations which have been identified are as follows:

- Many procedural matters of the training process were not communicated under proper supervision. So, those parts have been written on the bias of own observation, which might vary person to person.
- Lack of in-depth knowledge and inexperience was one of the most important factors that have constituted the limitation of the study.
- Because of some valid confidential issues the company did not share some necessary information.
- The allocated time was not sufficient for me to make the study a complete and fruitful one as Fuchs Lubricants maintains training calendar and there was less training session in last couple of months.

# Chapter-2

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## *Company Overview*



## 2.1 Organizations Overview

Fuchs Lubricants Bangladesh Ltd., the pioneer in Private Sector Lube Oil blending and Grease manufacturing plant in Bangladesh, started its business as a wholly owned subsidiary of FUCHS PETROLUB AG, Germany (FUCHS Group) in 1998. In 2006 FUCHS PETROLUB AG sold all shares to local entrepreneur and the company was renamed as Lubricants Asia Ltd.

Starting its operation as a Licensee of FUCHS Group in 2006, Lubricant Asia Limited has been producing, importing and marketing of FUCHS brand lubricants in Bangladesh. Over the year we have extended our distribution network and have become successful in meeting 8% of annual demand of lubricants in the country from its own blending plant, located at Chittagong, and by importing. Our product line comprises automotive, industrial and marine lubes and Greases numbering over 10,000 in different pack sizes. The company with around 15000 tones annual production capacity has become one of top ten companies in the Bangladesh lubricants industry over the last eighteen years.

At Lubricants Asia Ltd., they take tremendous pride in our professionalism and ensure that we remain the best lubricant blender in Bangladesh, with a common underlying emphasis on quality management system and at the same time following all standard operating procedures to ensure the highest quality. As a part of its relentless effort, Lubricant Asia Ltd. has been awarded with the internationally recognized ISO 9001:2008 certification for its quality management system. Our products and services are constantly evaluated and updated through our well-equipped and modern Laboratory to meet the ever-increasing demands of the industry. This ongoing process ensures that Fuchs brand will consistently exceed all future requirements in Bangladesh.

They consider our human resource to be our greatest asset and therefore we try to ensure that only the best quality individuals are recruited to become a part of our team. Selecting, recruiting and continuous training the workforce is one of our core objectives. Fuchs believes that a dedicated and motivated workforce is the strategic key to its success. Today Lubricants Asia Ltd. employs around 200 professionals across the country.

## 2.2 Training

Fuchs Lubricants conducts various types of training and workshop for clients based on specific and customized needs and requirements. Our trainings and workshops are unique. We focus more on practical mode of learning through games and simulations. This enhances learning much higher.

So that individuals can remember the learning of the workshops better and actually believe to put the words into actions. We conduct various types of training and workshop for clients based on specific and customized needs / requirements. Our trainings and workshops are unique. We focus more on practical mode of learning through games and simulations. This enhances learning much higher.

### Trainings & workshops

Company gives training on different topics such as-

- communication skills & presentation skills
- energizing performance at work
- behavioral / soft skill training
- counseling techniques
- training of trainers
- negotiation skills
- managerial grid
- leadership & team building
- sales and selling techniques
- action-centered leadership
- customer satisfaction & care
- customer experience management
- customer relationship management
- performance management system
- project management
- excellence through micro-planning



- effective managerial habits
- personal effectiveness
- conflict management
- essential business etiquettes
- disciplinary procedure
- interviewing skills
- time management
- improving work culture
- coaching and mentoring skills
- personal growth & effectiveness
- value building

### Company values:

#### Respect:

- they acknowledge our responsibility towards our stakeholders, society and environment.
- Show appreciation and recognition.
- Act with fairness towards our partners and employees.
- Foster an open minded discussion culture.

#### Creating values:

- They deliver leading technology and world class service to our customers.
- Identify and create FUCHS Value Added.
- Provide space for innovation to explore new paths.
- Act with an entrepreneurial spirit.
- Empower employees with responsibility and accountability

#### Reliability:

- They walk the talk.
- Committed to technical leadership.
- Maintain a consistent track record of performance.
- Act in a responsive and transparent way.

## Integrity:

- They believe in a high level of ethics and adhere to our Code of Conduct

## Research & Development:

Great emphasis is always placed on research and development in the FUCHS Group. The group currently has more than 600 ongoing research and development projects that aim to evaluate the potential of new technologies. These projects are supported by around 400 engineers and scientists at 25 laboratory locations throughout the world.

FUCHS attaches great importance to basic research and maintains commitments in interdisciplinary research projects FUCHS has extensive laboratory and simulation capacities. Product developments are accompanied by intensive series of tests. FUCHS is one of the few lubricant manufacturers that performs tests of this kind.

## Test facility:

- Kinematic Viscosity, cSt at 400C
- Kinematic Viscosity, cSt at 1000C
- Viscosity Index
- Total Acid Number (TAN), mg KOH/g
- Total Base Number (TBN), mg KOH/g
- ASTM Color
- Flash Point of Lubricating Oils
- FTIR Test
- Water Content by Wt%
- Sulphated Ash
- Particle Count
- Cold Cracking Simulator
- Metal Test by ICP-OES
- Water in Lube Oils by Coulometric Karl Fischer Titration
- Density, Relative Density( Specific Gravity) of petroleum products by hydrometer Method
- Worked Penetration of Lubricating Grease
- Dropping Point of Lubricating Grease
- Oil Separation of Lubricating Grease During Storage
- Leakage Tendencies of Automotive Wheel Bearing

### Technical service:

We are well equipped with a highly educated and well-trained team to ensure on-time services. Our customers are requested to contact our service team as and when required. Our commitment is to ensure prompt services to our valued customers.

### Delivery :

We ensure delivery of our products by our own means. We consider it to our strength.

### Product ranges:

#### Automotive :

#### XTL® TECHNOLOGY

FUCHS is one of the leading lubricant manufacturers for the initial filling of passenger cars, trucks and agricultural or construction machines. With a comprehensive range of lubricants for all automotive applications and the XTL® technology that is unique worldwide, FUCHS truly sets new standards. Upon starting the engine, engine oils with XTL® technology reach the places where their protective film is urgently needed quicker and easier, even under extreme conditions – providing reliable protection throughout the entire service life of the oil. The driver therefore benefits from easier start processes and less wear together with a reduction in fuel consumption – and oil consumption is also significantly lower than in conventional oils of the same viscosity class. Find out more about our pioneering XTL® engine oil technology.

#### Categories:

- Car engine oil
- Gear oils
- Engine coolant
- Bus & train engine oil
- Automatic transmission fluids
- Motorcycle oils
- Brake fluids

## Industrial:

### Categories:

- Hydraulic oils
- Spindle oils
- Heat transfer oils
- Textile machine oils
- Gear oils
- Compressor oils

## Grease:

Grease is a semisolid lubricant. It acts as a sealant to prevent lubricant leakage and also to prevent entrance of corrosive contaminants and foreign materials. By combining different additive chemistries, base oils and thickener types, greases are formulated to meet the specification requirements of particular industries and end users.

Since its inception in Grease production from its own plant in 1999, Lubricant Asia Limited is the only manufacturer of quality Greases in Bangladesh which forces us to be the number one manufacturer and marketer in the country.

### Categories:

- Commodity grease
- High performance grease
- Special grease

## Marine :

### Categories:

- Marine PSW-12
- Marine PSW-55
- Marine PSW-15
- Marine PSW-70
- Marine PSW-40

# Chapter-3

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## *Analysis Part*

### 3.1 DEFINITION OF THE TRAINING & DEVELOPMENT

**Training:** The action of teaching a person a particular skill or type of behavior. In case of service training for staff means the action of undertaking a course of exercise and diet in preparation for a sporting event.

**Development:** The process of developing or being developed. It is an event constituting a new stage in a changing situation.

Training and development 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 or her skills and knowledge.

Education is the process of increasing the level of knowledge and understanding. Therefore, training is the "know-how" and education is the "know-why". Essentially, corporations are concerned with increasing the know-how of the employees. Thus, employee training is what companies are mostly concerned with.

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Training for employment is very important. In a modern economy like our own the nature of work is constantly changing. New technologies mean that new work skills are constantly required. To succeed in business or in a career, people will need to be very flexible about where they work and how they work, and to constantly change the range of skills they use at work.

### 3.2 Employee Training & Development

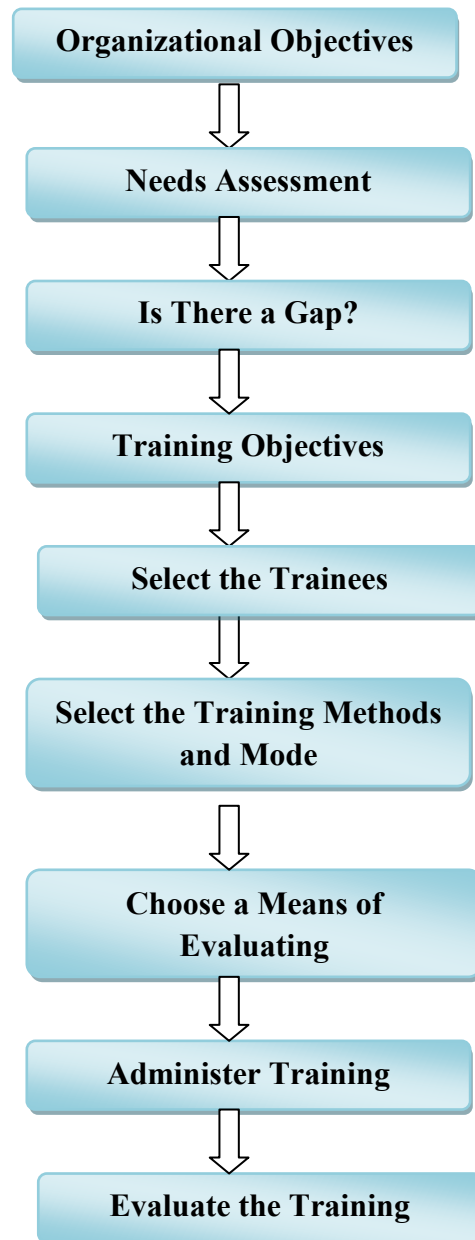
The quality of employees and their development through training and education are major factors in determining long-term profitability of a small business. If you hire and keep good employees, it is good policy to invest in the development of their skills, so they can increase their productivity.

Training often is considered for new employees only. This is a mistake because ongoing training for current employees helps them adjust to rapidly changing job requirements. We offer seminars and workshops to help you start, or improve your business operations. We focus on issues that impact small business operators from high level business plan writing to daily operational issues



such as customer retention. Attendance is limited to 10 – 15 people each. Employee training workshops are also offered.

**The model below traces the steps necessary in the training process:**



**Training program also includes the following –**

Training Programs  
includes



- ✚ **Harassment training**
- ✚ **Communication skills training**
- ✚ **Computer and technical skills training**
- ✚ **Management and leadership training**
- ✚ **Diversity training**
- ✚ **Safety training**
- ✚ **Conflict management**
- ✚ **Workplace wellness**
- ✚ **Supervisor skills development**

### **TRAINING AS A PROCESS**

Training has most emphasis to archive the organizational objectives.

## **What should be known less what one knows equal what one must learn**

After this, there should be an evaluation to see what one has actually learned. Therefore, the basic training process is:



### **Pre-training**

This is before training stage, where reasons for training and types of training are determined,

### **Training**

As stated earlier, is the process by which the aptitudes skills, and abilities of employees to perform specific jobs increases.

### **Post-training**

This stage contains the evaluation of the training. It shows whether the training is effective or not.

## **3.3 Training & Development**

The quality and variety of the employee training provide is key for motivation. Reasons for employee training range from new-hire training about operation, to introducing a new concept to a work Group to bringing in a new computer system.

Reason for conducting an employee training session, need to develop the employee training within the framework of a comprehensive, on going, and consistent employee training program.

This quality employee training program is essential to keep staff motivated about learning new concepts and department profitable.

A training program begins with the creation of an employee training manual, in either notebook format or online. This manual acts as a building block of practical and technical skills needed to prepare the new individual for his or her position. In order for the department to understand current policies and procedures, a manager must ensure the department manuals or online employee training are kept current. This includes any system enhancements and / or change in policy or procedure.

Another of training includes having the new associate train directly next to an existing associate. Some call this On the Job Training (OJT) or side-by-side training. This type of employee training allows the new associate to see firsthand the different facets of the position. OJT allows the new hire the opportunity to develop a working relationship with an existing associate. This type of employee training reinforces concepts learned in the initial training and should be used to reinforce and apply those same learned concepts.

A continuing education program for a department is just as important as the new hire training. When training a new associate, I have found that they will only retain approximately 40 percent of the information learned in the initial training session. Therefore, a continuous effort must be placed on reminding the staff about various procedures and concepts. This continuing education can be formal or informal. The author's preference is always with a more informal approach. The formal or traditional approach, to employee training often includes a member of management sending a memo to each associate. The informal, and often more appealing approach to a visual learner, is to send a one-page information sheet to staff. This information sheet, called a training alert, should be informative and presented in a non-threatening manner. Therefore, if the policy or procedure changes the informal approach would better prepare the department to receive this presentation.

### **3.4 Purpose of Training & Development**

While some people think of training objective as a waste of valuable time. The counter argument here is that resources are always limited and the training objectives actually lead the design of training. It provides the clear guidelines and develops the training program in less time because objectives focus specifically on needs. It helps in adhering to a plan. Given bellow the objective of training & development :

### **i) Information:**

At its most basic form, a piece of information about something is a "unit of awareness" about that thing. (A field of philosophy, epistemology, includes analysis of what is really information and what isn't. This field might visit the question: "If a tree falls in the forest, does it make a sound?") Some people think that this awareness occurs only in the brain and, therefore, usually comes from some form of thought. Other people also accept information as a form of realization from other forms of inquiry, e.g., intuition. Training provides many kinds of information for the employee:

- What's kind of job?
- What's to be doing to hear?
- Position to the organization.
- Competitor to the organization.

### **ii) Knowledge:**

Knowledge is gleaned by organizing information. Typically, information evolves to knowledge by the learner's gaining context, perspective and scope about the information. Gathering knowledge for employee is the most important objective to organization. Many kinds of knowledge gather to be hear such like:

- Job knowledge.
- Known to be organization.
- Known to be competitor

### **iii) Skills:**

Skills are applying knowledge in an effective and efficient manner to get something done. One notices skills in an employee by their behaviors. When employee skill will be developed then organization will give better output.

- Employee will be gendered professional skill
- In this sector employee, will know to the organizational environment.
- Employee will know to how facing to organizational situation.
- Organization build quality employee.

#### **iv) Task:**

A task is a typically defined as a unit of work, that is, a set of activities needed to produce some result, e.g., vacuuming a carpet, writing a memo, sorting the mail, etc. Complex positions in the organization may include a large number of tasks, which are sometimes referred to as functions.

- What is the organizational objective it will know to the training & development?
- Organization known to who a perfect to which sector.
- Organization finds out the best employee.

#### **v) Job:**

A job is a collection of tasks and responsibilities that an employee is responsible to conduct.

- Employee finds out the best carrier.
- Organization finds out the best employee.
- Employee gander that kinds of knowledge that is suitable for carrier.

#### **vi) Role:**

A role is the set of responsibilities or expected results associated with a job. A job usually includes several roles.

- Organization maintains proper rules & regulation.
- Employee knows to organizational maintaining role.
- Organization can find out to rules breaker.

#### **vii) Learning:**

Typically, learning is viewed as enhancing one's knowledge, understanding or skills. Some people see learning as enhancement to one's knowledge, awareness and skills. It's important to note that learning is more than collecting information -- more than collecting unredeemed books on a shelf. Depending on the needs of the learner, knowledge is converted to skills, that is, the learner knows how to apply the knowledge to get something done. Ideally, the skills are applied to the most appropriate tasks and practices in the organization, thereby producing performance -- results needed by the organization.

- Employee learn to how to doing work.
- Employee know to how maintained rules & regulation.
- Employee learn to job responsibility

### **viii) Continuous Learning:**

Simply put, continuous learning is the ability to learn to learn. Learning need not be a linearevent where a learner goes to a formal learning program, gains areas of knowledge and skillsabout a process, and then the learning ceases. If the learner can view life (including work) as a"learning program", then the learner can continue to learn from almost everything in life. As aresult, the learner continues to expand his or her capacity for living, including working.

- When training will be continuing than employee will be learn many things.
- System wise gander knowledge.
- Provide best learning things.

### **ix) Training:**

This term seems to be the most general of the key terms in employee training. Someprofessionals view education as accomplishing a personal context and understanding of theworld, so that one's life and work are substantially enhanced, e.g., "Go get an education."Others view the term as the learning required to accomplish a new task or job.

- Organization provide training for find out best employee
- Employee takes training to give best output.
- Organization provides training for maintaining organization perfectly.

### **x) Development:**

This term is often viewed as a broad, ongoing multi-faceted set of activities (training activitiesamong them) to bring someone or an organization up to another threshold of performance.This development often includes a wide variety of methods, e.g., orienting about a role,training in a wide variety of areas, ongoing training on the job, coaching, mentoring and formsof self-development. Some view development as a life-long goal and experience.

- Best employee provides best output.
- Developing employees, the best asset of the organization.

## **3.5 Staff Training Opportunities**

Human Resource Department draws up an Annual Training Calendar-based on the identified needs of the employees and an eligible employee or employees may be nominated for the said training. From template 01, we will have a decent idea regarding annual training calendar. On returning from an overseas training or an external training within the country an employee may be required to submit a Trip Report to his/her Functional Head and also debrief, the Management

or their Line Manager, as required. An employee may also be required to cascade the learning's from the training to other employees of the organization, selected by the HR Department or the Management. An employee may also be required to submit an Action Plan to his, /her Line Manager or the Management; outlining how the skills developed during his/her training will be transferred to the work place.

### **3.6 Method of Training Process of Fuchs Lubricants**

Several types of method need to apply for providing the appropriate training of the employees of Fuchs Lubricants. Fuchs Lubricants is familiar two types of training method which are applied to provide the training among the employees.

#### **3.6.1 Pre-Service Training:**

Pre-service training is a process through which individuals are made ready to enter a certain kind of professional job. They are not entitled to get a professional job unless they can earn a certificate, diploma, or degree from the appropriate institution. Pre-service training content emphasizes mostly technical subject matter. Basically, Fuchs Lubricants tries to give them enough chance to the employee so that they will be able to get the proper training by involving with them. So, the pre-service training is one of the greatest advantages for the employees from the Fuchs Lubricants.

#### **3.6.2 In-service Training and Staff Development:**

In-service training is a process of staff development for the purpose of improving the performance of an incumbent holding a position with assigned job responsibilities. It promotes the professional growth of individuals. It is a program designed to strengthen the competencies of extension workers while they are on the job. In-service Training is a problem-centered, learner-oriented, and time-bound series of activities which provide the opportunity to develop a sense of purpose, broaden perception of the clientele, and increase capacity to gain knowledge and mastery of techniques.

#### **□ Foundation Training:**

Foundation training is in-service training which is appropriate for newly recruited personnel. (Template 02) Besides technical competence and routine instruction about the organization, every staff member needs some professional knowledge about various rules and regulations of the government, financial transactions, administrative capability, leadership



ability, coordination and cooperation among institutions and their linkage mechanism, report writing, and so on. Foundation training is made available to employees to strengthen the foundation of their service career. This training is usually provided at an early stage of service life.

□ **Maintenance or Refresher Training:**

This training is offered to update and maintain the specialized subject-matter knowledge of the incumbents. Refresher training keeps the specialists, administrators, subject-matter officers, extension supervisors, and frontline workers updated and enables them to add to the knowledge and skills they have already. Maintenance or refresher training usually deals with new information and new methods, as well as review of older materials. This type of training is needed both to keep employees at the peak of their possible production and to prevent them from getting into a rut.

□ **On-the-Job Training:**

This is ad hoc or regularly scheduled training, such as fortnightly training under the training and visit (T&V) system of extension, and is provided by the superior officer or the subject matter specialists to the subordinate field staff. This training is generally problem or technology oriented and may include formal presentations, informal discussion, and opportunities to try out new skills and knowledge in the field. The superior officer administrator, or subject-matter specialist of each extension department must play a role improving on-the-job training to the staff while conducting day-to-day normal activities.

□ **Career or Development Training:**

This type of in-service training is designed to upgrade the knowledge, skills, and ability of employees to help them assume greater responsibility in higher positions. The training is arranged departmentally for successful extension workers, at all levels, for their own continuing education and professional development.

□ **Apprenticeships:**

For centuries, Apprenticeships were the major approach to learning a craft. Seeking apprenticeships may be a very useful & effective way to eventually develop a new skill. The apprentice worked with a recognized master crafts person.

#### □ **Continuing Professional Development:**

Many professions require verification of ongoing training to retain certification, e.g., social workers some fields of law, nurses, etc. Professionals must stay up-to-date in the views & practices necessary to lead & manage in today's organization.

#### □ **Continuous Learning:**

Continuous learning is learning how to learn. Typically, this involves developing skills in reflection, which is the ability to continually inquire & think about experience to draw conclusions & insights.

#### □ **Job Assignments:**

Job assignments are wonderful opportunities from which to learn. To cultivate learning, consider having employees write short reports, including an overview of what they did, why they did it, what areas of knowledge & skills were used, how the job might have been done better, what areas of knowledge and skills would be needed to improve the job.

#### □ **Job Rotation:**

This can be one of the most powerful forms of development, allowing learners to experience a broad range of managerial settings, cultures & challenges.

#### □ **Off-the-job Training:**

This occurs when workers are taken away from their place of work to be trained. This may take place at a training agency or local organization, although many larger firms also have their own training centers.

#### □ **Peer-Based Methods:**

This includes formats where peers focus on helping each other learn, e.g., by exchanging ongoing feedback, questions, supportive challenges, materials, etc. Perhaps the best example is the action learning process.

#### □ **Professional Organization:**

A wide variety of professional organizations often offer courses, seminars, workshops & sessions from conventions

#### □ **Self-Directed Learning:**

Highly motivated learners can usually gain a great deal of knowledge & skills by identifying their own learning objectives, how to meet those objectives & how to verify they have met the objectives as well.

□ **Training Courses & Workshops:** Workshops, seminars, convention sessions, etc., are useful, in particular for highly focused overviews of a particular subject or training about particular procedures. Workshops typically include some hands-on practice by the learner, & can be very practical means to learn a certain technique or procedure.

□ **Management Development:**

Training is generally associated with operation or non-management employees: management development is associated with managerial personnel. This is a process of developing & educating selected personnel in the knowledge, skills & attitudes needed to manage in future positions. Companies use management development to ensure the long-run successes of the organization, to furnish competent replacements, to create an efficient team that works well together, & to enable managers to reach their potential. It may also be needed because of high executive turnover, a shortage of management talent, & our society's emphasis on lifelong education & development.

### **3.7 Training on Different Criteria**

#### **3.7.1 Training on value:**

The Bank's values guide the way they work with colleagues, customers, suppliers and other stakeholders. The values – responsive, trustworthy, creative, international and courageous – show how they can build the culture which will help them to achieve their business goals and make Mutual Trust a great place to work. The values reflect extensive internal, customer and market research and show how they can all be led by example to be the right partner.

#### **3.7.2 Training on people wise:**

Having prepared their staff for People wise through an extensive communications and change management programme, they needed to train around 350 people quickly and cost effectively in how to use People wise and the new people management processes. Induction training plays a vital role for engaging people into the workplace. People needed to understand about new people management processes, elements of the new structure.

### **3.7.3 Training on corporate responsibility:**

The corporate responsibilities of the group are-

- Researching Diversity & Inclusion.
- Employee Engagement.
- Learning & Development.
- Performance Management.
- Reward & Recognition.
- HR Operations
- Health & Safety.
- Human Rights.
- Labor Standards.

### **3.8 Others topic of employee training and development at Fuchs Lubricants:**

#### **□ Communication:**

Now a day's communication plays a vital role in the business world. As a result, company pay attention on communication while provide training to their employees.

#### **□ Computer skill:**

In the modern business world organizations, even can't think without computer. As because Fuchs Lubricants is a developing organization and all of its works are computer based, employees need to have this skill is mandatory.

#### **□ Customer service:**

To achieve the customer confident on any organization employees, have to be well trained in customer service operation.

#### **□ Diversity:**

Work force diversity training makes an employee confident about his or her career development. Employees faces different types of situation where had to play their best part.

#### **□ Human relation:**

Training creates the attitude to create the relation with others both inside and outside of the organization to achieve the individual and organizational goals.

#### **□ Safety:**

Safety training increases the employee awareness to deal with the different situation. Uses off fire extinguisher and emergency natural calamity surveillance systems are trained by the department of admin here.

#### □ **Ethics:**

Different people have different morality. Training helps to accommodate and combine their ethical view towards a common point achieve a common organizational objective. While this issues arises, generally the trainer focuses on the basic virtues of human being and then make the benchmark of ethics clear to all.

### **3.9 Development**

Fuchs Lubricants is concerned with attempts to improve the overall performance and effectiveness of their bank. Development refers to those learning opportunities design to help employees grow. Efforts towards development often depend on personal drive and ambition.

### **3.10 Employee development method of Fuchs Lubricants**

#### **Job rotation:**

Job rotation is one of the most popular on the job technique to develop bank personnel. Job rotation can be either horizontal or vertical. SBC generally follows horizontal job rotation method at the early stage of service life.

#### **Assistant to positions:**

Assistant to positions is another good technique to develop employees of Fuchs Lubricants. Employees with demonstrated potential are given the opportunity to work under an experienced or successful employee. In this process an individual, perform many duties under the watchful eye of experienced person.

#### **Seminars:**

Seminar is a traditional form to develop employees. it is a widely practiced by Fuchs Lubricants. These offered an opportunity for individuals to acquire knowledge and develop their conceptual and analytical abilities.

### **Mentoring:**

In case of mentoring, a senior employee takes an active role in guiding another individual. Mentoring is a helpful device to develop employees and it is widely followed to develop new employees of Index.

### **3.11 Training Analysis Report**

Post training analysis summary is the report of trainings. This is published at the end of every month by the Training manager or Training Coordinator to the stakeholders. A template (template 03) is given in the appendix about training analysis. From this report the stakeholders can have the information of training attendance, participant's performance and feedbacks, evaluation process, new skill rating if earned etc. at a glance.

### **3.12 Both Training & Trainer's Evaluation**

After every training, both training & trainer's evaluation has been made. To make the overall program a perfect one Index uses some formats. From templates 4, we can get a basic idea about the format. From the comments, the training manager takes corrective actions by consulting with the Top Management. Training Manager also summarizes the Trainer's performance feedback to update the trainer database and upgrade the ratings.

### **3.13 Training Record**

The expert manager and coordinator need to continue the training record regularly. It helps them to prepare the status report and action plan. The training record template is given in the appendix part by mentioning templates no 5.

### **3.14 Training Institute of Fuchs Lubricants**

Fuchs Lubricants has its personal training institute which call Fuchs training institute. From where it also trains employee that is given below:

- Dhaka Chamber & Commerce Institute;
- BD Jobs.com;
- Prothom Alo Jobs.com;
- Bangladesh Institute of Management (BIM),

□ Financial Excellence Limited

### **3.15 Satisfaction about the Training**

Almost employee satisfied on Fuchs Lubricantstraining session at home and abroad. Here on thing isimportant to say that is Fuchs Lubricantsalmost employee is recruited before 11 years ago, so, whenthey recruited that time training process was so worse. However, at the recent time Fuchs Lubricantstraining session is standard level. All employees have good idea about the training. Fuchs Lubricantshas provided standard training manual and evaluation paper. So, the employees alsohave idea about the training manual. Employees are satisfied on the training and appreciatedtraining manual.It is not necessary that all company has to apply training and development processes. Onlythose company can use these training processes those who are needed this. But it is also truethat if any company uses these training processes they can be able to improve their image aswell as their profitability. Applying Training and Development process a company can fulfilltheir all lacking. It brings perfection not only in a person but also in a company. Also, thetraining procedure may able to gather the better reward by providing proper training guidelineto the employees ofFuchs Lubricants

# Chapter-4

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## *Findings, Recommendations & Conclusion*



## 4.1 Findings of the Study:

**Training** is crucial for organizational **development** and success. It is fruitful to both employers and employees of an organization. **Training** is the process of enhancing the skills, capabilities and knowledge of employees for doing a particular job. Over the years training and development plays a very significant role to the betterment of Fuchs Lubricants and their employees. There are lot of positive aspects of this process as well as some drawbacks or concerning issues, which are discussed below:

- Even though Fuchs Lubricants a developing organization, but still no automated trainings and development tool is available there.
- The organization does not give enough priority on the skill rating of the employees in the yearly performance appraisal process. So, that might make the trained or skilled employees dissatisfied.
- There are some margin of error in the internal audit contents of the training process. And internal audit has not taken place consistently at the end of every month, which is a violation of the training policy. So, the training manager and coordinator get reluctant sometime to maintain policy or guidelines accordingly.
- Sometimes it is necessary to hire new employees because it is not possible all the time for the existing employees to gain new skills by participating in some trainings.
- They training materials and tools are not fully capitalized and the found data were remain unutilized in many cases. For example, after making any training session the research team put the documents a side and they try to forecast on the next training session. But, to make proper analysis, those training related documents should be archived properly.
- Being an intern there were not that much scope to learn as the trainers and the officials don't share their departmental information willingly due to confidentiality.
- The Training process is not that much qualitative and quantitative, but they are trying to develop by using digitalized system.
- They overall intradepartmental synchronization is not that much for better cooperation.
- Sometime it would be very difficult for the company to retain the well-trained employees, unless the company provides them better opportunities to grow.
- The Training and Development process is open ended and where the employee can express their view in this regard.

- It is a really tuff ask for the participants to balance their job responsibilities by attending training sessions frequently.
- The training manager and coordinator sometime update the skill ratings from their own assumptions, which might not be correct all the time.
- Fuchs Lubricants provides Training and Development program at Bangladesh but number of employee to abroad for Training is none.
- Organizational culture is a big fact for an organization where mutual trust bank has a nice corporate culture with friendly environment.
- People get the both formal and informal environment over there.
- Working environment is very nice that is why employee feels comfort to work with such environment.
- The on the job and off the job Training and Development programs used by the Fuchs Lubricants are remarkable. Beside this they have to arrange more facilities like they can arrange outside visits, what their competitor did and get better results.
- So ultimately the company is putting so much effort on training or skill development of employees', but the employees' career development part remains undermined.

## **4.2 Recommendation:**

- Fuchs Lubricants use a traditional training manual but HRD should research their providing training manual is how much effective.
- In the training department of Fuchs Lubricants, although they use latest technology but the training process should be upgraded with used latest technology as much first that they alive with competitive world.
- In the Business Unit Level when an employee could transfer to another department during that time that employee is needed at least seven days training according on the transfer position.
- At Fuchs Lubricants training is provided in both formal & informal way. Its ok, but if they can introduce a new way to improve the skills of the employee it will definitely works. For example, The Training Department can find out a best place to initiate they're off the job training. Brain Storming game, puzzle solving and may more critical analysis will help the development department to find out the drawbacks and position to be improved.
- Training evaluation process and form is to be more modernized

- Fuchs Lubricants is not providing motivational training to entry level. If they provide motivational training, then entry level employee will more motivate about organization.
- Training an employee is expensive, especially when he or she leaves the firm for a better job. So, the nominators must nominate the employees carefully who are motivated and have the mindset to serve the company for the long run.
- Irrelevant documentation should be avoided from the training process.
- Employee trainings and workshops should be administered in order to give them knowledge and professionalism in customer interactions. They should be taught about how to deal with problem customers and problematic situations.
- Fuchs Lubricants training department has not sufficient training instrument as a result HRD cannot provide training to large number of employee at a time.
- The company should concentrate more to the career development of the employees rather than skill development to retain them for the long run.
- Fuchs Lubricants should also avoid implementation of companywide training effort without concentrating resources where they are needed most.
- There should be some monetary reward as well as recognition for the successful implementation of trainings in projects for the team members.
- The company also can introduce some training programs with certification to uphold the enthusiasm throughout the year.
- They are focusing on training only, rather they should now put emphasize on their development portion.
- Employees career and overall attitude towards organization and aptitude should be prompt up according to the demand.
- Training & development department should implement succession plan, by which they can make their employees loyal and friendly for the future prospect.
- By nursing the employees properly, the human resources department can find out their future talent who will ultimately serve for the organization.

### 4.3 Conclusion:

Human resources management encompasses those activities designed to provide for and coordinate the human resources of an organization. The human resources of an organization represent one of its largest investments. As a result, those organizations who give concentration on this fact make a great profit. The primary goal of human resource management in any organization is to facilitate organizational performance. To meet the challenges, of the future tomorrow's human resource departments must be much more sophisticated than their predecessors.

According to Mehboobur Rehman of CBC, "HR plays the role of a facilitator in meeting the demands of the front line function, in a holistic approach to the business." They always try keeping full concentration on their HR duties.

Fuchs Lubricants has been within business industry for many years. It has observed the change and the uplift of the Industry and foresees the industries future within the country and outside. The products and services as well as their work environment also encourage individual and collective growth. So The overall training and development side is very consistent and successful in positioning training programs to bring the employees knowledge and skill level high for quite some time. And the employees are also realizing those skill and knowledge in a professional manner. But now the company needs to create a best mixture among the training and development. Being in the growing industry Fuchs Lubricants is trying to use their human resources very much effectively. Training & development plays the most strategic part to increase the productivity and ultimately the organization will get their feedback in the long run. Perfect implementation of training courses and materials will enhance the productivity and our human resources will turn into the best part of the organization.

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## **Personal Interviews with Employees**

1. Mr. Reza- HR manager
2. Mr. Borhan Uddin HR manager
3. Md. Mujibur Rahman- Administrator
4. Mr. Yousuf- Store officer