

Report On  
Learning & Development Practices at ACI Limited

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School  
BRAC University  
June 2021

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Atashi Chakma**  
17204088

**Supervisor's Full Name & Signature:**

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**Ms. Sohana Wadud Ahmad**  
Lecturer, BRAC Business School  
BRAC University

## **Letter of Transmittal**

Ms. Sohana Wadud Ahmad  
Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of internship Report

Dear Sir Madam,

This is my pleasure to submit my internship report on “Learning & Development practices at ACI Limited” which is a partial requirement to complete my Bachelors of Business Administration degree.

I have tried my best to combine my academic knowledge with the practical experience of working as an intern for three months to finish the internship report with the essential primary and secondary data I gathered.

I trust that the report will meet the desires.

Sincerely yours,

---

Atashi Chakma  
17204088  
BRAC Business School  
BRAC University  
Date: 9<sup>th</sup> June, 2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between ACI Limited and the undersigned student at BRAC University named Atashi Chakma.

## **Acknowledgement**

At first, I want to express my gratitude towards my organizational supervisor Mr. Robiul Hasan to help me immensely by providing proper guidance and information's that I needed to complete my Internship Report. Without his assistance, it was nearly impossible for me to complete the report within specific time in this pandemic situation. Besides, I am grateful towards every individual of the organization who gave me support to adapt in new situation.

I also want to show heartfelt gratitude to my academic supervisor Ms. Sohana Wadud Ahmad. The way she took update of everything and solved any queries/problems right away, it was commendable. Without her help and guidance, it would be very difficult to complete the report in structured way.

## **Executive Summary**

This is an internship report which showcases about the learning and development practices undertaken by ACI Limited. Here, I have talked about the functions and policies regarding training programs that occurs in ACI Limited. Training function is a very important activity to focus on as this particular department works relentlessly to make the workforce competent and achieve the strategic goals set by the upper management. Besides, the other departments who works as a pillar to support the organization to achieve success. All of the company history, analysis, performance, support functions etc. are discussed in this report. During my internship period, I got the opportunity to get insight about the organization work process which I have discussed in the organization part. In the organization part, there are information's related with the practices of management, marketing, finance etc. Due to confidentiality and Covid-19 pandemic situation, I could not manage to gather information's in more detailed way. However, the data I have shared here maintaining report guidelines would be sufficed.

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## **List of Acronyms**

ACI	Advanced Chemical Industries
SWOT	Strengths, Weakness and Opportunities
ICI	Imperial Chemical Industries
SHE	Safety, Health and Environment
GMP	Good Manufacturing Practice
USP	Unique Selling Proposition
ISO	International Organization for Standardization
CC	Crop Care
TVC	Television Commercial
QMS	Quality Management System
MIS	Management Information System
IT	Information Technology
ADDIE	Analyze, Design, Develop, Implement and Evaluate
KSA	Knowledge, Skills and Abilities

# Chapter 1 - Overview of Internship

## 1.1 Student Information

Name: Atashi Chakma

Id: 17204088

Program: Bachelor of Business Administration

Major: Human Resource Management & Marketing

## 1.2 Internship Information

### 1.2.1 Details of the internship

I have completed my internship program at ACI Limited from 6th February 2021 to 6th May 2021. I was assigned as an intern for the Learning and Development Department at ACI Centre, Tejgaon Industrial Area.

### 1.2.2 Details of the supervisor

Initially I was under direct supervision of Head of Training, Mr. Masud Karim but later role of my supervisor went to Assistant Manager, Mr. Robiul Hasan.

### 1.2.3 Job description

During the internship program, my main job was to support the functions of Learning and Development Department. My office hour was from 8:30 am to 5:30 pm 5 days in a week. I was given an attendance sheet monthly wise where I had to sign my office enter and departure time and submit it at the end of the month to get my salary on time. Every day I was occupied with various tasks given by the Learning and Development Team. Sometimes I had to attend training programs conducted by the trainers.

### 1.2.4 Job Responsibilities

- **Making Phone calls for the training invitation:** When any training program date is scheduled, I was given participant's list and contact number by my supervisor. I had to make phone calls to notify them about the training and ensure whether they will attend or not.

- **Sorting the file of attendance:** I had to maintain and sort down the attendance file of the participant's according to dates, months and title.
- **Searching training materials & trainers:** Though it was the final call of the trainer to decide training content and materials for the training but I had to research and collect latest modules, pdf, ppt, videos etc. and provide it to the trainer. I had to search information's about good external trainers and put the list into MS Excel with contact information.
- **Maintaining training Evaluation Form:** After the training program, feedback form is given to the participant's to evaluate about the training and the trainer. My duty was to collect the form and input it in MS Excel by using SPSS Software.
- **Attending training programs:** Sometimes I had to attend the training programs to gain practical knowledge about how actually the training program is being conducted.

### 1.3 Internship Outcomes

#### 1.3.1 Contribution to the company

Even though my role was small in the Learning and Development Department and I didn't get the chance to do major works but my small activities has also contributed for the betterment of the department and ultimately for the ACI Limited.

I participated in the process of skill development and Return of investments of the employees of ACI Limited by supporting the functions of Learning and Development Department.

#### 1.3.2 Benefits that I obtained from the internship

As a student, it is necessary to gain practical knowledge alongside with theoretical. I have learnt theoretical knowledge about the training in MGT423 course. When I actually faced the real scenario of corporate world and workplace because of my internship program, I got to learn that not everything goes according with the bookish knowledge. There are certain things which are needed to be handled practically. I got the opportunity to experience corporate work culture, operations of training department, office etiquettes, policies and communication methods.

### **1.3.3 Difficulties faced during the internship**

- I observed lack of employee motivation to work. During my internship period, there was World Women's Day and no one did anything to celebrate. This thing demotivated me to a great extent to work in such place.
- The internet connection was not stable.
- Adaptation problem as I was the only intern at Learning and Development Department.

### **1.3.4 Recommendation**

- They should have transportation facility for the interns as well.
- Salary process system for the interns is very much dissatisfactory and lack of transparency. They tend to give salary of the interns after the 15<sup>th</sup> of the month and even though there is a certain amount fixed salary, they cut it down without validating any logical explanation whereas they don't even mention that salary might get cut if anyone violates certain rules.
- Refreshment facilities should be arranged for the interns as well like other employees of the company.

## Chapter 2 - Organization Part

### 2.1 Introduction

#### **Objective**

- To get the detailed insight about the organization (ACI Limited)
- Learning about the work culture of ACI Limited
- To understand the clear concept of the functions of Learning & Development Department
- SWOT analysis on ACI Limited

#### **Methodology**

The information's which has been used in this report is extracted from both primary and secondary sources.

**Primary Source:** One to one interviews with the employees and my personal experience which I have gathered during this three month long internship program.

**Secondary Source:** Annual reports, articles, office website of ACI Limited and previous internship report.

#### **Scope**

There are many reports available which focuses on the other functions of the ACI Limited but Training function part is uncovered. This report is about the detailed insights of the practices of Learning & Development at ACI Limited and has a huge scope for further studies.

#### **Limitation**

- I was compelled to choose work from home at the last time because of the pandemic situation and so I didn't get the chance to collect more information's.
- Time frame of the internship program is not adequate enough.
- Maintaining confidentiality.

- Unwillingness of the employees to give answers in detailed way.

### **Significance**

This report provides detailed information about ACI Limited. One can easily understand and analyze the policies and practices undertaken by ACI Limited for their Learning & Development department as well as others. ACI Limited can analyze their position and bring some positive changes in their organization from this report.

## 2.2 Overview of the company

### **Advanced Chemical Industries (ACI) Limited**



Advanced Chemical Industries (ACI) Limited is now one of the largest conglomerates in Bangladesh. At first, it was subsidiary of Imperial Chemical Industries (ICI) which later on incorporated in Bangladesh as ICI Bangladesh Manufacturers Limited. The company changed his name into Advanced Chemical Industries (ACI) Limited in 1992.

Advanced Chemical Industries (ACI) Limited is a diversified company with Strategic Business Units consisting of four segments- Pharmaceuticals, Consumer Brands & Commodity Products, Retail Chain and Agribusiness. It has also 15 Subsidiary Companies as well as Joint Ventures and Associates of 5 companies. In Bangladesh, ACI is the one who obtained certificate first for Quality Management System (ISO 9001) across all categories. It has some policies for Quality, Environmental, SHE, UN Global Compact etc. which makes them potential. (ADVANCING POSSIBILITIES, 2021)



## **Mission, Vision & Values (ACI Limited)**

### Our Mission

ACI's Mission is to enrich the quality of life of the people through responsible application of knowledge, technology and skills. ACI is committed to the pursuit of excellence through world-class products, innovative processes and empowered employees, to provide the highest level of satisfaction to our customers.

### Our Vision

To realise the Mission, ACI will :

- Provide products and services of high and consistent quality, ensuring value for money to our customers.
- Endeavour to attain a position of leadership in each category of our businesses.
- Develop our employees by encouraging empowerment and rewarding innovation.
- Promote an environment for learning and personal growth.
- Attain a high level of productivity in all our operations through effective utilisation of resources and adoption of appropriate technology.
- Promote inclusive growth by encouraging and assisting our distributors and suppliers in improving efficiency.
- Ensure superior return on investment through judicious use of resources and efficient operations, utilising our core competencies.

### Our Values

- Quality
- Customer Focus
- Innovation
- Fairness
- Transparency
- Continuous Improvement

**Figure 1: Mission, Vision & Values of ACI Limited**

## **ACI Pharmaceuticals**

ACI Pharmaceutical is the initial company in Bangladesh for bringing in the idea of quality management system by achieving ISO 9001 certification in 1995. Currently, it is marking its success in the pharmaceutical sector in Bangladesh. Dedication towards the health of the people is the reason that ACI Pharma is continuously working for the improvement in all of its functions by following the quality & environment management policy and introducing innovative and reliable pharmaceutical products.

Their strength is their ability of excelling in the manufacture by developing generics and technologically complex products with the help of quality control department, skillful, proficient team and process re-engineering. From the 4 continents, their pharmaceuticals are exported to 30 countries and got certification of GMP from Ivory Coast, Kenya and Philippines.

ACI Pharmaceutical aims for ensuring high quality & affordable medicines across the world to fulfill the medical requirements of patients & their families which is unmet.

## **ACI Consumer Brands**

In 1995, ACI Consumer Brands started its journey with ACI Aerosol and Savlon which are the two major brands ruling the market now as leadership position. Through off shoring and local manufacturing, ACI launched new products in the market and started joint venture with two famous companies. One is an Indian company named Dabur and another one is a UK company named Tetley. Aerosol, Savlon, Mosquito Coil, Pure Spices and Flour of ACI are the brands by which ACI has captured the market and among from them Aerosol and Savlon are the market leaders with 80% share.

The ACI Consumer Brand is now aiming to achieve consistent growth so that ACI can become stronger company than before. They believe benefitting the consumers, people of ACI and the shareholders of ACI is the best method to continue the success.

### **ACI Agri businesses**

In the field of agricultural sector in Bangladesh, ACI Agri business is considered to be in leading position which is making impact through its division of Agri business on national food security. It can be considered as the largest amalgamator in Livestock, Fisheries and Agriculture sector as they have separate subunits like Agri-machineries, Seeds, Public Health & Crop Care, Fertilizer, Cropex and Animal Health.

Research institutions, Companies of National and International Research & Development and universities have well association with ACI. Because of the good support of them, new products get tested at the field as well as laboratory before launching.

### **ACI Retail Chain (Shwapno)**

ACI Logistics Limited operates Shwapno. In 2008, ACI Logistics has entered the retail sector with the motto of “Fresh and Near” and with the vision of “Seed to Shelf” meaning building a connection directly from farmers to the consumers. Shwapno is not just a retail chain but also the largest retail chain in Bangladesh to reach households daily over 40,000.

At present, Shwapno runs outlets numbering of 129 in Dhaka, Chittagong, Sylhet and Comilla. Total space for the retail is of square feet of 310,000 and employees over of 2,500. Achieving market share of 45% is the proof that it has secured its position in the market as leader. The reasons behind this success are not only quality of products and service but also

in creating value as it is the first one in Bangladesh to maintain world class level of architecture.

To ensure fresh products from farmers over the country in Shwapno outlets, a source of network has been built with them by ACI Logistics. In 2006, company joined Global G.A.P and with the help of it, Shwapno is also working for the betterment of the growers in Bangladesh as well as ensuring fresh products. Right now, it has customers numbering of 600,000, fellow workers of 2500 and thousands of distributors.

### **Group of Companies**

<u>Subsidiaries</u>		<u>Joint Ventures and Associates</u>
1. ACI Formulations Limited	9. ACI Logistics Limited	16. Tetley ACI (Bangladesh) Limited
2. ACI Salt Limited	10. ACI Edible Oils Limited	17. Asian Consumer Care (Pvt.) Limited
3. ACI Pure Flour Limited	11. ACI HealthCare Limited	18. ACI Godrej Agrovvet Private Limited
4. ACI Foods Limited	12. ACI Chemicals Limited	19. ACI CO-RO Bangladesh Ltd.
5. ACI Agrolink Limited	13. INFOLYTX Bangladesh Limited	20. Stochastic Logic Limited
6. Creative Communication Limited	14. ACI Biotech Limited	
7. Premiaflex Plastics Limited	15. ACI Marine and Riverine	
8. ACI Motors Limited	Technologies Limited	

**Figure 2: Companies of ACI Limited**

### **Support Functions (Departments of ACI Limited)**

- HR Department
- Finance & Planning Department
- Distribution Department
- Commercial Department
- MIS Department
- Training Department

## 2.3 Management Practices

Good management practice defines the success story of an organization. There are amazing aspiring leaders and management team in ACI Limited who worked together to make ACI Limited achieve its desired position. Board of Directors of the ACI Limited directs how to manage the management and set strategic goals.

The Board of Directors holds the supreme power of the ACI Limited to administer the operations and conducting the functions according by the law. They have entrusted the authorities of operational and financial to the Executive Management and guided them to ensure the achievement of desired success.

Board of Directors	
<ul style="list-style-type: none"><li>• Mr. M. Anis Ud Dowla, Chairman</li><li>• Mr. Golam Mainuddin, Director</li><li>• Mrs. Najma Dowla, Director</li><li>• Mr. Anisuddin Ahmed Khan, Director</li><li>• Mr. Kamran Tanvirur Rahman, Independent Director</li></ul>	<ul style="list-style-type: none"><li>• Ms. Shusmita Anis, Director</li><li>• Mr. Adil Husain, Independent Director</li><li>• Mr. Abdul-Muyeed Chowdhury, Director</li><li>• Dr. Arif Dowla, Managing Director</li></ul>
Board Committees	
<b>Audit Committee</b> <ul style="list-style-type: none"><li>• Mr. Kamran Tanvirur Rahman, Chairman</li><li>• Mr. Golam Mainuddin, Member</li><li>• Ms. Shusmita Anis, Member</li><li>• Mr. Mohammad Mostafizur Rahman, Secretary</li></ul>	<b>Nomination and Remuneration Committee (NRC)</b> <ul style="list-style-type: none"><li>• Mr. Kamran Tanvirur Rahman, Chairman</li><li>• Mr. Golam Mainuddin, Member</li><li>• Mr. Mohammad Mostafizur Rahman, Secretary</li></ul>
Executive Management	
<ul style="list-style-type: none"><li>• Dr. A.K.M. Fareyzul Haque Ansarey Managing Director &amp; CEO ACI Motors Limited, Premiaflex Plastics Limited ACI Agrolink Limited ACI Marine and Riverine Technologies Limited</li><li>• Mr. Syed Alamgir Managing Director ACI Salt Limited, ACI Foods Limited, ACI Pure Flour Limited</li><li>• Mr. M Mohibuz Zaman Managing Director ACI HealthCare Limited, ACI Biotech Limited</li></ul>	<ul style="list-style-type: none"><li>• Mr. Pradip Kar Chowdhury Executive Director, Finance &amp; Planning</li><li>• Mr. Sabbir Hasan Nasir Executive Director, ACI Logistics</li><li>• Mr. Md. Monir Hossain Khan Finance Director</li><li>• Mr. Imam Ahmed Istiak Director, Operations, Pharmaceuticals</li></ul>

**Figure 3: List of management of ACI Limited**

### **Human Resource Department**

**Vision:** To connect dynamic and dedicated people to create a work environment where one can foster her creativity, innovation, production to achieve business excellence.

ACI HR believes in valuing their employees and hence organizes different social events to strengthen their bond to work together. They apply modern policies and strategies in their HR functions for forecasting labor requirements, recruitment, performance appraisal, planning for manpower and succession etc.

- **Recruitment & Selection:** Both external and internal recruitment occurs in ACI Limited. In the matter of external recruitment, job posting is given by the HR team at different platforms like Facebook, Bdjobs, LinkedIn etc. Current employees are being considered in terms of internal recruitment.

**Training** is a part of Human Resource Management. Learning and Development Department handles the functions of empowering their employees by providing training. To maintain corporate values of ACI, they embrace best innovation based modules, resources in their training functions.

## Organizational Structure

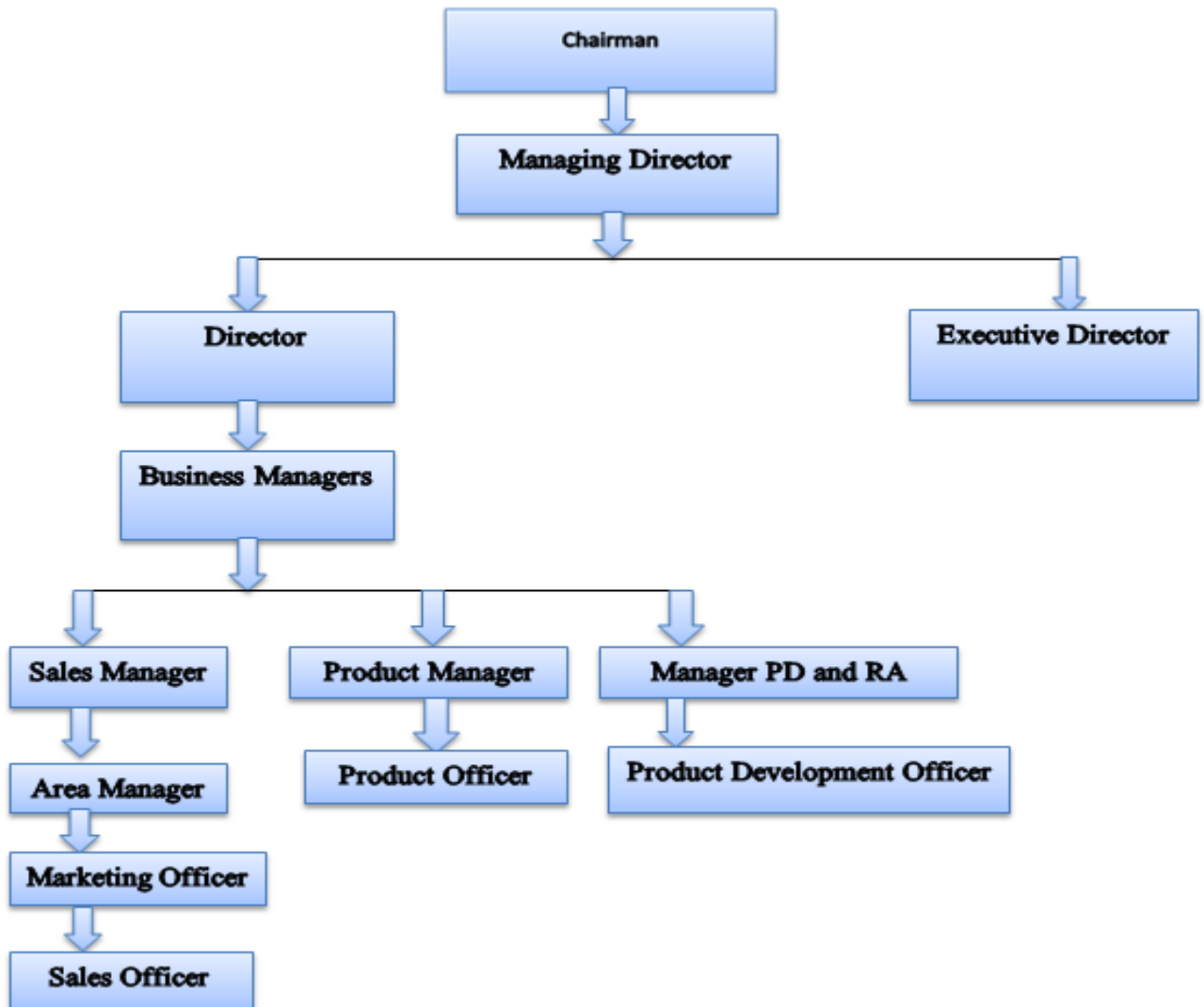


Figure 4: Organizational Structure of ACI Limited

## 2.4 Marketing Practices

### 4P's of ACI Limited

1. **Product:** Best quality product is the USP and main goal of ACI Limited. They run various tests and analyze quality of the products by the requirements of ISO before launching in the market. Their products have unique features. ACI mosquito coil, aerosol, pure salt, Savlon hand wash, hand sanitizer, etc. are the products that makes them market leader.

2. **Price:** Their pricing is a bit high comparing to other competitive brands in pharmaceuticals sector. On the contrary, pricing of ACI CC products are bit low so that the farmers can easily afford it.
3. **Place:** Product distribution network of ACI is considered to be very strong and they maintain 26 distribution centers covering every place in Bangladesh. Their products can be found anywhere in Bangladesh. ACI exports their food products to 20 countries though their focus is local market.
4. **Promotion:** ACI uses slogan to promote their brand focusing by highlighting their product quality with integrity. Apart from slogan strategy, they use various promotional methods such as advertisement on newspapers, sales promotion, sponsoring shows, TVC ad, social media campaign, print media etc.

## 2.5 Financial Performance & Accounting Practices

Finance and planning department of ACI plays the main part in running the activities of financial and accounting services. It manages the whole ACI Limited and also its subsidiaries in terms of financial and accounting practices. Major subject of activities includes management of new business, risk and insurance, credit and accounts payable. Besides, it also deals with finance of corporate, costing, treasury, subjects of taxation and general accounting.

Financial instruments such as electronic banking, integrated system of accounting, use of hedging and derivatives for well management of foreign exchange etc. are introduced by ACI finance to get the best outcome in performance. It has built a good connection with every major bank of Bangladesh and international, institution of non-financial (leasing companies). The vision of becoming the most value adding business partner, keeps driving the ACI Finance to work proactively to help business by giving correct and prompt data, research, management of budget and joining the diversified team.

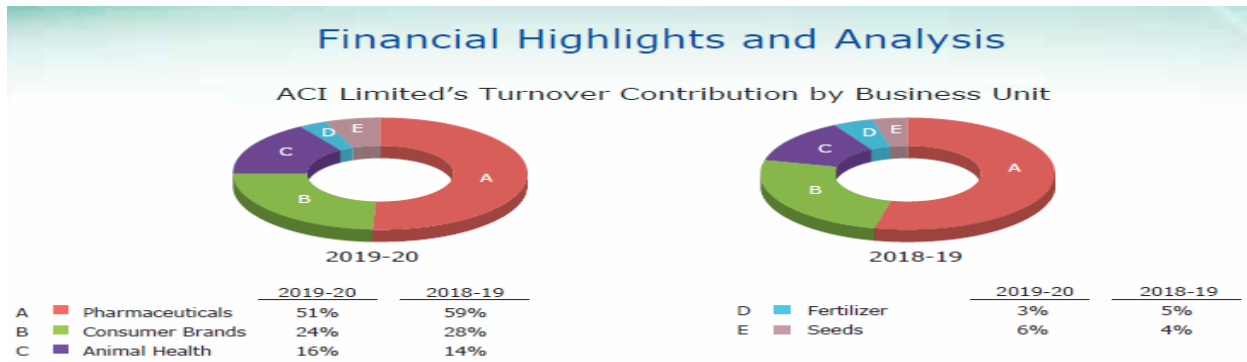
The Planning functions works for compiling and coordinating the plan of company. In addition, it provides in depth analysis about macroeconomics & microeconomics condition on Bangladesh and also worldwide which helps to take right decision related with strategic planning. In the area of new business development, they forecast the potential areas of growth



and analyze carefully by matching with ACI's competence which helps them in the path of developing.

### Financial Performance Results of ACI Limited

#### Turnover Contribution by Business Unit

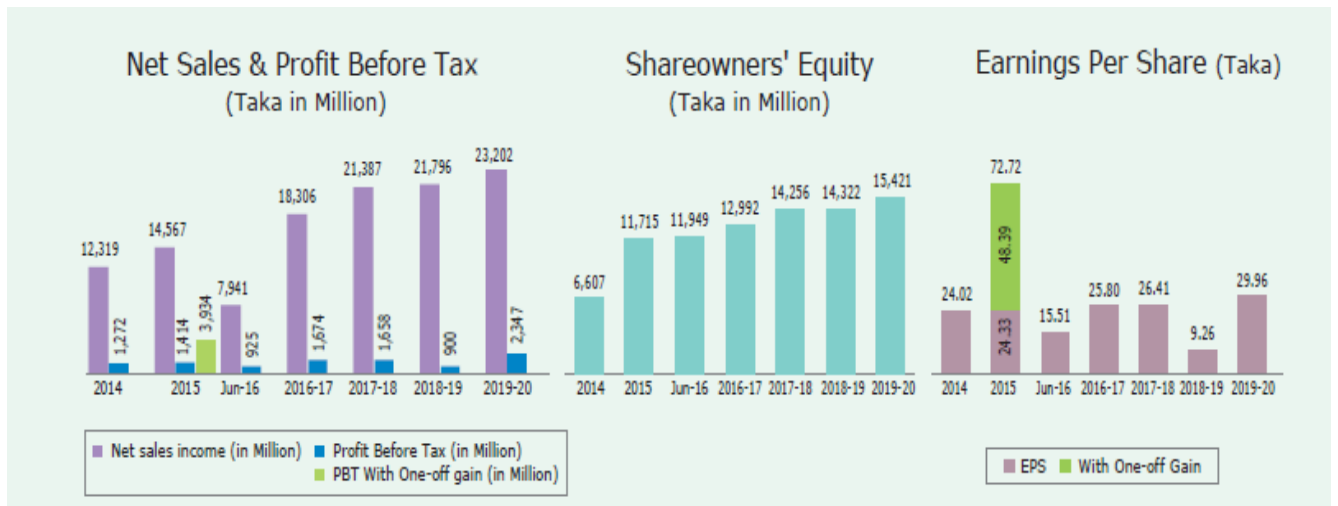


**Figure 5: Turnover Contribution of ACI Limited**

It can be seen that ACI Pharmaceuticals has contributed the most in turnover contribution and it has increased by 8% of last comparative year. Consumer Brands has decreased by 4% of last comparative year in terms of turnover contribution but it is not the least contributor. Though Animal Health is the least contributor in turnover contribution but it has increased by 2% of last comparative year.

#### Capital Structure

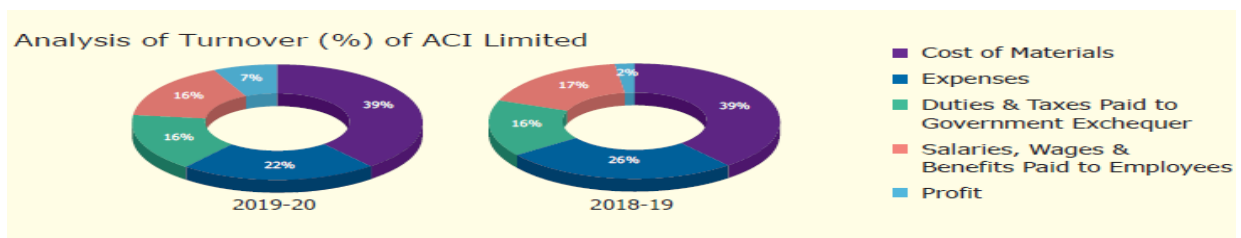
In terms of major sources to raise the capital of a company are long term liabilities, equity and bank loan. The parts of these three categories in raising capital from 2014 to 2020 of ACI Limited are mentioned.



**Figure 6: Capital Structure of ACI Limited**

### Comparison of Turnover & Costs

It can be seen that Net Income Profit has been increased than last comparative year which indicates that ACI Limited is in a very good profitable position in terms of business.



### Comparison of Turnover & Costs

	Taka in million			
	2019-20	%	2018-19	%
<b>Turnover (Gross)</b>	<b>26,120</b>	<b>100</b>	<b>24,263</b>	<b>100</b>
Cost of Materials	10,111	39	9,557	39
Expenses	5,759	22	6,413	26
Duties & Taxes to Government Exchequer	4,318	16	3,770	16
Salaries, Wages & Benefits paid to employees	4,214	16	3,991	17
Profit	1,719	7	531	2
	<b>26,120</b>	<b>100</b>	<b>24,263</b>	<b>100</b>

**Figure 7: Analysis and Comparison of Turnover & Costs**

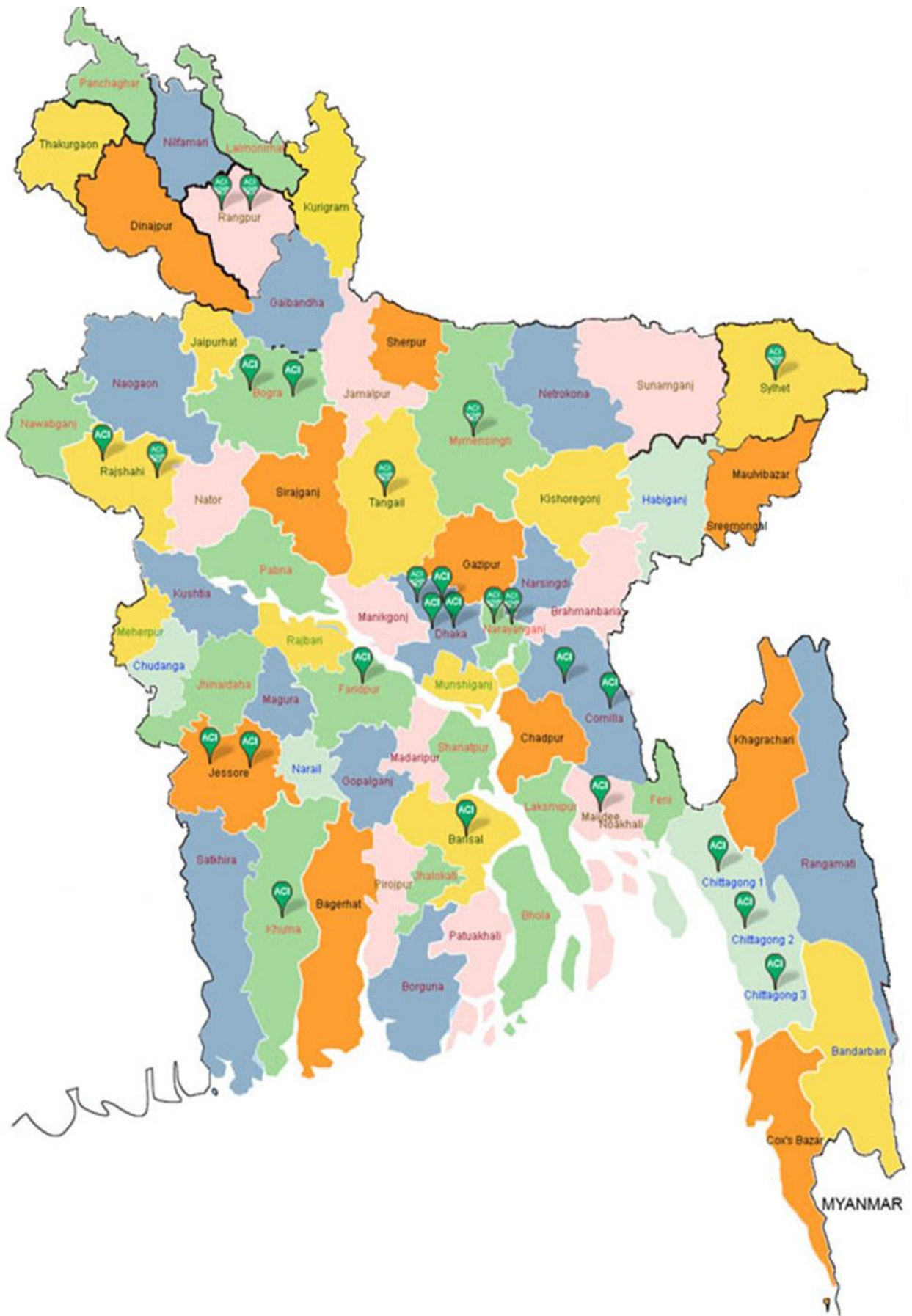
## 2.6 Operation Management and Information System Practices

### Distribution Department

Distribution department works in very strategically in terms of locating distribution centers. It has tactically positioned 26 distribution centers all over in Bangladesh and also enlarging its network of distribution to reach everywhere with the motto of giving good services to the customers of ACI. They make sure of keeping above 500 capable trained people for delivery

and vehicles above 150. To handle the large quantity of various products from several sources, distribution system works in digitally and automatic way.

ACI is very careful in handling the special type items of cold chain including vaccines and insulin and hence uses state of the art equipment's. Handling hundreds of products efficiently has only become possible because of the mixture of this modern operation and multi-level abilities. From starting till the end, ISO 9001-2008 Quality Management System (QMS) is strictly followed in the distribution system of ACI.



**Figure 8: Distribution centers of ACI Limited**

## **Commercial Department**

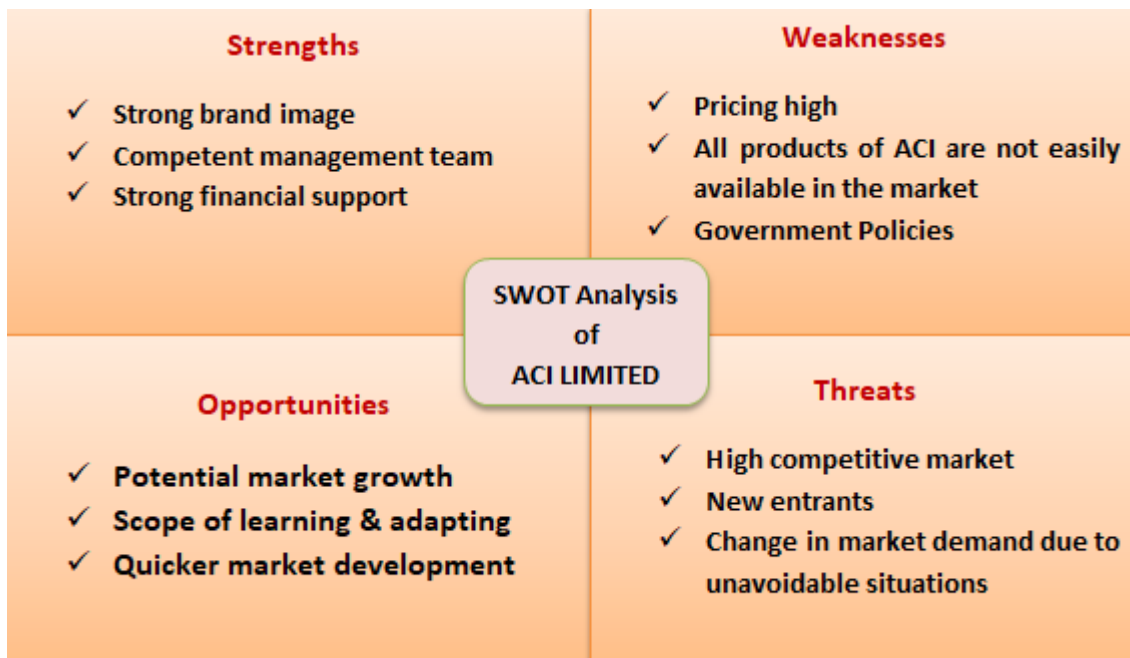
Operation of supply chain is managed by the Commercial Department of ACI. In order to, run the operations of the businesses perfectly, commercial department employees try diligently to keep good association with national and international consumers. Furthermore, they secure the best cost of items so that ACI gets benefit of cost saving which indicates unconquerable professionalization and proficiency in the commercial department functions.

## **MIS Department**

The function of MIS department is to give IT linked assistance related with hardware troubleshooting, managing database of sales inventory and software so that ACI can operate its activities without any disruption. Learned and skillful expertise people runs the functions of the MIS department and management gets custom-made report from them so that they can implement the results in the process of decision making.

## 2.7 Industry & Competitive Analysis

### **SWOT Analysis**



**Figure 9: SWOT Analysis of ACI Limited**

## 2.8 Summary & Conclusions

ACI pharmaceutical is the first segment with which ACI Limited began its journey in 1992 with the vision of improving the living standard of people and values of life. Then, gradually ACI expanded into crop protection chemicals and household insecticides in 1994. One of the greatest achievements of ACI is to be the first company to secure Quality Management System ISO 9001 and Environmental Management System ISO 14001 accreditation in Bangladesh.

In the market, performance of ACI Limited happens to be very satisfactory. At present, they have more than 2000 products in the market and they are leading the market with some category of products. Ensuring high quality product is what makes them valuable and different from other companies. Apart from the pricing, their slogan defining the quality behind every product is commendable to attract the mass people. They have great opportunity to grow if they can overcome their lacking's.

## 2.9 Recommendations

- ❖ Regular delivery system of the products should be maintained strongly so that products are easily available and customers don't get the chance to switch brand preference. Proper monitoring of sales representative and distributors is needed. They have to keep balance between market demand and supply.
- ❖ Strong distribution coverage is needed because every people don't spend time to visit big shops. For Example: ACI Thai Noodles can be found only in super shops. It is not readily available in nearer shops.
- ❖ There is no doubt that ACI is doing well in the market. They are the market leaders in some products like ACI Aerosol, ACI Savlon etc. However, it should also focus on upholding other products by various exciting trade offers and promotional activities.
- ❖ ACI Limited should utilize their resources effectively and efficiently.
- ❖ Market survey should be conducted on regular basis.

# Chapter 3 – “Learning and Development practices at ACI Limited”

## 3.1 Introduction

### **Background**

An internship program is an opportunity for the students and graduates to learn and get the taste of work experience before actually entering as professional. This is a part of “On the job” experience which brings immense chance to apply theoretical knowledge and practices into practical one. It is a great opportunity for us to utilize the time period of 3 months into learning and gathering knowledge to adapt with the working environment.

Doing internship at ACI Limited was a great experience for me. As, I was assigned in the Learning & Development Department of ACI Limited for internship, I got the opportunity to get the detailed practical knowledge about corporate work culture, office etiquettes, communication way etc. Writing down my internship experience into a report is a part of my BBA courses and is mandatory for graduation completion. This report is prepared with the help of my workplace supervisor Mr. Robiul Hasan (Assistant Manager of Learning & Development Department at ACI Limited) and under the supervision of my academic internship supervisor Ms. Sohana Wadud Ahmad.

### **Objectives**

**Primary Objective:** To complete the graduation from BRAC Business School prior to the requirement of completion the report.

**Secondary Objective:** To gain detailed insight of the process and practices of learning and development of an employee at ACI Limited.

## **Significance**

Surely Learning & Development functions can create drastic impact on a human to overcome skill lacking's. Though there are many studies and reports regarding Learning and Development practices in an organization but the information's which has been used here is based on the real experience. Every organization runs their functions differently and from this study, people surely will get the idea of how ACI Limited runs their training activities to overcome skill deficiency and making every employee competent.

## **3.2 Methodology**

**Primary Data:** I gathered knowledge from my personal observation and experience and also personal interview with Assistant Manager and Manager of Learning & Development Department at ACI Limited.

**Secondary Data:** Annual Report and ACI Limited website.

## **3.3 Findings & Analysis**

### **Learning and Development Department**

Learning and Development Department works for increasing employee's competency and skill development. Employee's competency increases if his skills get developed and ultimately it impacts on the organization. Training programs conducted monthly around 44-50 programs at ACI. Financial year begins with June-July and at the beginning of the year training department has to approve a budget from the Managing Director for conducting training programs. Costs for conducting training programs are on average monthly 4-5 lakhs and 60 lakhs per year. Soft skills and hard skills training programs are the main focus area while determining the content of training.



### Organogram of Learning and Development Department

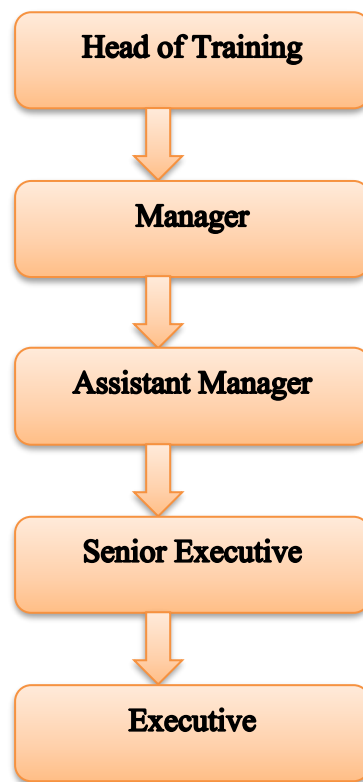


Figure 10: Organogram of Learning and Development Department

### Types of Training Program of ACI Limited



Figure 11: Training Programs of ACI Limited

- ❖ **Induction:** For sales force team, they arrange refresher induction training especially because employees are new recruited fresher. Induction training varies by business unit wise. Induction training takes place for 3 months in Pharma business unit and 1-1.5 months in Agri business unit. Sometimes the training program time period

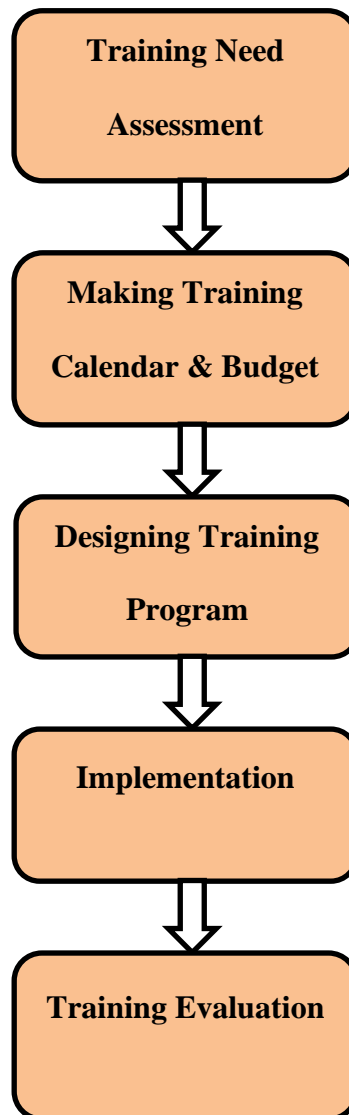
requires being shorten on urgent basis and employees are directly sent for field work but later on they have to take On the job training.

- ❖ **On The Job:** When employees lacks skill deficiency and asks for training, learning and development department arranges On the job training instantly. For example, if someone finds difficulty in Ms Excel data analysis, they resolve the matter as soon as possible by conducting On the job training. Sometimes marketing people calls them to gather knowledge or for skill development, and then they conduct On the job training right away and solve the problems.
- ❖ **Off The Job:** Off the job training happens frequently at head office on weekends and after office hours. Time length period for this training program can be daylong as well as half day. Duration for the half day is 4 hours and full day is 8 hours.
- ❖ **In House Training:** ACI Limited has their own In house faculties (trainers) who conduct the In house training. About 80% training programs are being conducted through In house training.
- ❖ **External Training:** In every month, 20-30 employees are being selected for external training and sent to various training institutes such as IPDP, Bangladesh Japan Training Institute, IBA, BUET, BIM, DCCI etc. ACI Limited has corporate agreement with these training institutes and get notified when these institutes offers training programs.
- ❖ **Orientation Training:** Newly recruited employees must have to attend orientation training. Senior position and experienced new employees have to go through orientation training for one week and junior less experienced new employees have to attend this program for longer time as per the situation.
- ❖ **Foreign Training:** Foreign training is being conducted in two ways. One is, employees are being sent to foreign training institutes for training and another one is, bringing faculties (trainers) from abroad. In every year, at least two training programs are being conducted by foreign faculties for top management level. Employees are frequently sent to IIM (Indian Institutes of Management), Japan, Singapore, Bangkok etc. In the beginning of the financial year, learning and development department collects training requirement form from the employees to analyze competency. There are options in the form to choose training nationally or internationally. Employees who choose exclusive training programs internationally, management team selects from them by grading system. Top graded and mid-level employees are being chosen for attending the foreign training program.

- ❖ **E-Learning:** ACI digital learning is a website based platform developed by the Learning and Development Department. They upload learning material including videos, pdf, word file, case studies, small clips on various topics and send to every field force, marketing, head office employees. Employees have access to that website from anywhere in Bangladesh and do self-learning lessons.

### **Training Process of ACI Limited**

ACI Limited follows the ADDIE Model for conducting the training programs.



**Figure 12: Training Process**

### **Step 1: Training Need Assessment**

Training need assessment is a systematic method to find out whether there is a performance gap between actual performance and expected performance. This is the first stage to start the training process for the employees and identify KSA deficiency. To keep pace with the organizational goals and objectives, training need assessment is done with utmost importance.

ACI limited focuses on skill development to ensure the best human assets in workforce. Need based training assessments are done by the training manager. At the beginning of the financial year, learning and development department collects training requirement form from the employees through MDP (Management Development Program) and then sorting it down by training subject title wise. If more than 25 employees want the same subject title training then they divide it down by batch wise. Apart from that, some employees are being chosen for training based on their performance.

### **Step 2: Making Training Calendar & Budget**

Once training need assessment is completed, they prepare a training calendar monthly by title wise. During preparing the monthly training calendar, they schedule the training programs in batch serial wise and make participant's list. They fix dates in the Microsoft Outlook Calendar and forwards mail invitation, follow up phone calls to get the confirmation whether employees will be able to attend the training program or not. Those employees who disagree to attend get shifted to next serial batch training program. Manager of the training department does the selection of the trainers and gets the budget approval from the Head of training. He has to make sure that the training program must be completed successfully within the budget.

### **Step 3: Designing Training Program**

After deciding the trainer and budget, they collect updated training model from the trainer and set the venue for the training. While designing the program, they have to make sure that the room is soundproof, isolated so that nothing can disturb, avoid distracting objects, breaks for long training programs and arrangements for food & refreshment. Trainer develops the content and learning materials of the training. They have to bear the costs of transportation, foods and training equipment's. If they hire any external trainer then they have to negotiate honorarium after the training.

#### **Step 4: Implementation**

They do dry run test before proceeding for the actual training program. In the dry run test, they get the setup ready and conduct a rehearsal to check internet connection, backup settings, lighting, position etc. If any modification is needed for the betterment, they do it right away before the program.

#### **Step 5: Training Evaluation**

The Kirkpatrick Model of Evaluation is being used for the training evaluation at ACI Limited. This step is very important and done carefully so that they get to understand the shortcomings and change it for the better. They measure how the trainer was, what participant's felt about the way of training program done, whether they got benefitted from the training or not and what is needed to be changed.



**Figure 13: Training Evaluation Model**

#### **Level 1: Reaction**

Here, reaction of the trainee's gets measured. Feedback form is given to them and there is an option to write comments about the trainer and the training program.

## Participants Training Feedback

**Program Title : Electrical Training (Bronze Level)**

Trainer: Md. Jahiduzzaman Rubel

Date: 8 - 10 March, 2021

Participants: ACI Motors

Time: 09:00am - 05:00pm

Q 1. How much have you learnt from this program?

Q 2. How confident do you feel to apply the acquired knowledge/skills effectively?

Q 3. Did the trainer(s) answer to your question satisfactorily?

Q 4. Trainer's knowledge & skills to deliver the program?

Q 5. Do you think your learning from the training program will improve your performance?

Q 6. Do you think the time was fully utilized?

Sl. No.	Q 1	Q 2	Q 3	Q 4	Q 5	Q 6	Comment
1	5	5	5	5	5	5	The training was very good and learnt many unknown things
2	4	5	5	5	5	5	The training was very good
3	5	5	5	5	5	5	Beautiful Training
4	5	5	5	5	5	5	Learnt new things
5	4	5	5	5	4	5	It was good experience and I want more training from Rubel Sir
6	4	5	5	5	5	5	This training was very necessary for me
7	5	5	5	5	5	5	Looking forward to many more training programs like this
8	4	4	5	5	5	5	Never attended such beautiful training before
9	5	5	5	5	5	5	This type of training should be arranged frequently
10	5	4	5	5	5	5	My self confidence got boost up
11	5	5	4	5	5	5	Learnt new things
12	5	5	5	5	5	5	Learnt new things about harvester
13	4	5	5	4	5	5	I am very happy
14	4	5	5	4	5	4	My confusions got cleared out and hopefully I can solve 80% problem
15	5	5	5	5	5	5	I can now get the job done in less time
16	5	5	5	5	4	5	I got the opportunity to learn both practical and theoretical knowledge
17	5	5	5	5	5	5	I can do better work now
18	5	5	5	5	5	5	The training was very good and learnt many things

**Figure 14: Training Feedback Form**

### Level 2: Learning

Conducting a Mcq test and compare it before the training and after the training to identify whether the trainees have learnt anything or not.

### Level 3: Behavior

In this level, the behavior of the trainee's gets evaluated to know whether they got benefitted from the training or not and how much it could transfer the knowledge in the workplace. If anyone's performance is not satisfactory then he has to repeat the training session again.

#### **Level 4: Result**

Finally, Learning and development department evaluates how much benefit ACI Limited gained by these training programs. Based on the result, learning and development department tends to make changes and planning for the future.

#### **Impact of Covid-19 on Training**

Covid-19 pandemic has brought severe changes in the activities of training operations. All the activities have been shifted towards online platform. Designing training program was difficult at first because everyone is not tech savvy person and transfer of learning was a great matter of concern. However, conducting training programs through Zoom was a great learning experience for everyone. Many trial and error sessions were conducted. Budget constraint issues were solved because expenses related with transportation, place, foods etc. were cut off for a time being and connecting everyone from anywhere was a great success. Learning and development department conducted many foreign trainings by hiring external faculties/trainers and they could do it easily because it was on online which could be time consuming to fix dates and difficult if it was conducted on live sessions.

### **3.4 Conclusion**

In Bangladesh, Advanced Chemical Industries (ACI) Limited is a diversified company with multiple business units and also recognized as one of the leading and renowned conglomerates. Learning and Development Department of ACI Limited is continuously working to transform the human capital to achieve excellence in this competitive workforce. However, they need to improve and make changes to be the best in whatever they do.

In this internship program, I was fortunate to learn and impose my academic knowledge into practical one. During this pandemic period, it was very challenging for me to gather information's but I tried my best to input my knowledge and learning into this report.

### 3.5 Recommendation

- ❖ They should include various types of business games, role play sessions to make the training session more engaging.
- ❖ Trainer should prepare the learning materials in such a way so that understanding level of every participant gets matched.
- ❖ Since most of the training programs are being held on the online platforms like Zoom, Google Meet etc. because of the current pandemic situation, maximum trainees feel uncomfortable to make interactions on online training. Ice breaking session should be included.
- ❖ They have space limitations to conduct training. There should be separate rooms/space for the in house trainers to conduct training program without any disturbance.
- ❖ Return on investment of the training program should be evaluated seriously.
- ❖ They do not design the training program systematically and sometimes they have to cut down the contents and make it short to finish within the time period. Duration of the training program should be increased.
- ❖ There should be reward system so that trainees feel motivated to participate and do better performance.
- ❖ Since there is a fixed allocated budget, they face budget constraint problems to hire good external faculty. They should invest in bringing good external faculties.



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