

Report On
The Impact of Pre-Project Training and Workshops on Project
Productivity.

By

Anik Kumar Das
ID: 19304119

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
November, 2023

© 2023. Brac University
All rights reserved.

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:

Anik Kumar Das
19304119

Supervisor's Full Name & Signature:

Dr. Mohammad Enamul Hoque
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Mohammad Enamul Hoque
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of the internship report.

Dear Sir,

I hope all is okay with you. I'm happy to let you know that as a BRAC Business School student named Anik Kumar Das (ID: 19304119), I'm currently working as an intern at SRG Bangladesh Limited, a reputable research and consulting firm in Bangladesh. You supervise me as I prepare my internship report based on what I learned at SRGB. Even though I am pursuing a double major in Human Resource Management & Finance, Banking and Insurance, I chose HR Trainee Executive as my internship title since I think it will benefit both of my majors and give me more alternatives. I labored on this internship report with your much-needed direction, and I eagerly await your comments so that I can make any necessary corrections.

Sincerely yours,

Anik Kumar Das

19304119

BRAC Business School

BRAC University

Date: November 1, 2023

Non-Disclosure Agreement

I was informed about the internship opportunity at "SRG Bangladesh Limited" through OCSAR. Following a successful interview, I was selected to serve as an intern at "SRG Bangladesh Limited" for a period of three (3) months, commencing on February 5th, 2023 and concluding on May 5th, 2023. Upon the expiration of the designated time period, the internship agreement shall be terminated in an automatic manner. The stipulations and provisions of the internship program are stated as follows:

Name of Appointment: The appointment pertains a three-month internship contract, commencing on February 5th, 2023 and concluding on May 5th, 2023.

Internship Allowance: The intern will be entitled to a monthly stipend of TK. 10,000 (Taka Ten Thousand only) as a form of remuneration.

Commencement Date: The internship agreement will become operational on the 5th of February, 2023.

The individual is expected to comply with the rules and regulations that are periodically updated by the management.

Safeguarding confidentiality concerning business information: During your position at work, it is possible that one may generate or become sensible of information that is considered confidential or has the potential to be classified as such. As a member of the organization, it is mandatory that you maintain the confidentiality of all information, incidents, documents, and other materials related to the organization's affairs, plans, and projects. It is strictly prohibited to disclose such information to any unauthorized individual, whether through direct or indirect means.

Acknowledgement

Due to my keen interest and eagerness in Human Resource Management, I have always aspired to work with the fundamental functions of HR. Initially, I express my gratitude to my parents and the Almighty for their unwavering support, which has enabled me to reach the edge of completing my graduation from a prestigious university in Bangladesh.

Furthermore, I am grateful to Dr. Mohammad Enamul Hoque, an esteemed Assistant Professor of BRAC University, for his invaluable guidance and assistance in facilitating the creation of a high-quality internship report.

Finally, yet importantly, I would like to thank Mr. M Saidul Huq, the Chief Executive Officer and Managing Director of "SRG Bangladesh Limited". Consequently, he afforded me the chance to collaborate with his team and consistently demonstrated courteous and dignified behavior towards me. Furthermore, I would definitely want to thank both my supervisor and my coworkers for continually providing me with assistance and knowledge-sharing opportunities.

Executive Summary

This paper presents a comprehensive analysis of the impact of pre-project training and workshops on project productivity. The primary aim is to determine whether conducting training sessions and workshops prior to the project provide greater benefits to the organization. The report begins with a review of how SRG Bangladesh Limited conducts business and the management practices, rules and laws, and policies that it complies to. Furthermore, I will discuss my experience as an intern, as well as my learnings and experiences while working there. Furthermore, this study focuses on how project planning can help in the progress and extension of Bangladesh's research and consulting business.

Keywords: Pre-Project Training, Workshops, Project Productivity, Research and Consultancy Firms, Project Planning.

Table of Contents

Declaration.....	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgement.....	v
Executive Summary.....	vi
Table of Contents	vii
List of Acronyms.....	viii
Chapter 1 Overview of Internship.....	1
1.1 Student Information	1
1.2 Internship Information	1
1.3 Internship Outcome.....	2
Chapter 2 Overview of the Organization and its Operation.....	9
2.1 Introduction.....	9
2.2 Overview of SRG Bangladesh Limited and its Operation.....	9
2.3 Management Practices	11
2.4 Marketing Practices	13
2.5 Financial Performance and Accounting Practices	15
2.6 Operations Management and Information System	16
2.7 Industry and Competitive Analysis.....	18
2.8 Summary and Conclusions:	20

2.9 Recommendations.....	21
Chapter 3 Project Part	22
3.1 Introduction:.....	22
3.2 Literature review	24
3.3 Findings and Analysis.....	29
3.4 Conclusions.....	30
3.5 Recommendations.....	32
References.....	33

List of Acronyms

SRGB	SRG Bangladesh Limited
DRA	District-level Research Assistant
a2i	Aspire to Intelligence
NEC	National Economic Council

Chapter 1

Overview of Internship

1.1 Student Information

Name: Anik Kumar Das

ID: 19304119

Department: BRAC Business School

Major: “Human Resource Management” & “Finance, Banking and Insurance.”

1.2 Internship Information

1.2.1 Contract Information

Contract Period: Three Months, starting from February 5, 2023 and Ending on May 5, 2023.

Company Name: SRG Bangladesh Limited (SRGB)

Department/Division: Human Resource

Address: House# 50 (Level 5), Road# 2, Block L, Banani, Dhaka 1213, Bangladesh.

1.2.2 Supervisor’s Information

Name: Md. Mafizur Rahman

Position: General Manager, Research

1.2.3 Job Scope

I was assigned as an HR Trainee Executive for the duration of my internship. The primary objective of an internship is to provide a recent graduate with an opportunity to enter the professional realm and acquire practical work experience while applying the theoretical knowledge gained from academic coursework. Throughout my three-month internship at SRG Bangladesh Limited (SRGB), my responsibilities included assisting with research projects for the organization. In addition, I assisted with a range of routine tasks allocated by my supervisor, in addition to contributing to ongoing research initiatives.

1.2.4 Job Duties and Responsibilities

To begin, I would like to provide a brief summary of the type of SRGB's activities. SRGB serves as a full-service research organization that excels in serving the research needs of a wide range of clients. They use both qualitative and quantitative methods. During my three-month work, I was assigned to help with a large project as well as numerous minor actions. The major project was a collaboration between the World Bank, Aspire to Intelligence (a2i), and Bangladesh's Ministry of Education.

1.3 Internship Outcome

During my three-month internship, I learnt how to behave in a corporate setting, how to work with my supervisor and senior staffs, and how to learn by the way they do their work. This position taught me a lot about being more professional at work. I also learnt how to be punctual, stay on a tight schedule, maintain track of my work progress, and ensure my supervisor is aware of the obligations I'm performing. I never hesitated to ask for assistance if I needed it. Each one

of these have been valuable lessons that will benefit me well in the future, and I intend to apply what I've learned to improve my future positions and serve in the best way possible.

1.3.1 My contribution in SRGB

I was lucky to be involved in the key operations of HRM during my internship at SRGB. As an HRM major, I recognize the rarity of this opportunity and am grateful for it. Rather than being placed as an HR intern, I was given the job of HR Trainee Executive, which I considered a wonderful honor. During my participation in the internship program, I gained insight into the significance of theoretical knowledge in the workplace. I acquired knowledge and skills pertaining to professionalism, and made a concerted effort to cultivate and enhance my professional conduct within the workplace. The internship experience has facilitated the acquisition of practical knowledge, skills, and attitude necessary for the professional working environment.

Based on my assessment, I have made significant contributions during my internship period. In the course of my three-month period at SRGB, I made major contributions to the collaborate research project of World Bank, aspire to intelligence (a2i) and Education Ministry of Bangladesh, which constituted my primary research task. Initially, I translated the research guidelines and checklists from English to Bengali for the project. I undertook the task of formatting all the documents and ensured their adequacy by cautiously proofreading them. The present study involved client from UK and Malaysia based organization who provided instructions and guidelines in English. As the on-field research teams were not proficient in English, it was necessary to translate all the files into Bangla to facilitate their work. I consistently maintained up-to-date records in response to any modifications made by clients to

the guidelines, and also made corresponding adjustments to the translation. Subsequently, a series of comprehensive training sessions were conducted to make sure that the on-field teams are prepared for the work. I acquired the skill of conducting training sessions with proficient individuals in the research industry of Bangladesh. In addition, I was required to note down the questions raised by the on-field teams in the training sessions and give answers to them. In the course of this project, a team of freelancers was engaged to provide their services. As the research assistant, I was responsible for reviewing their work, identifying and fixing any errors, and implementing necessary modifications. Afterwards, the on-field team was tasked to undertake various tasks such as going to the enlisted schools for data collection, input them in the CAPI and give regular update to the research team. I assisted the HR head in the process of collecting and updating daily workload of the on-field teams. Me and the HR head would call the DRAs, ask them about how many schools they have covered that day, how many students and teachers have participated. After that, we would update the excel sheet with this information. Additionally, I contributed to the instruction and guidance of the freelancers involved in their work process. I provided them with clear instructions and ensured that they were answered with their queries so that they could do their task at ease.

1.3.2 The advantages of working at SRGB

I was able to learn new viewpoints on how to work within an organization as well foster and develop a variety of skill sets by working as an intern at SRGB for three months. Some of the most significant lessons I've learned include the following:

- Working in a professional setting was made possible for me through my employment at SRGB, allowing me to carry out my duties within a formal work environment. This work setting provided me with insights into various professional attributes that are

deemed essential for an employee. Initially, sticking to designated office hours and punctual arrival and departure nurtured in me the significance and complexity of acquiring effective time management and punctuality skills. Following that, I acquired the skillset to engage in a professional manner with my colleagues, regardless of their age gap with me. Additionally, I acquired insights on professional conduct and the importance of demonstrating respect towards colleagues in the workplace. Furthermore, I developed my proficiency in meeting urgent deadlines that are crucial to the organization's operation. In addition, it was revealed to me that I was entrusted with duties that necessitated collaborative efforts with my colleagues in order to prevent team failure. Consequently, my ability to collaborate effectively with others was enhanced through my experience of working in teams.

- SRGB, equivalent to any other organization, abides to a specified set of regulations and guidelines, including the observance of organizational policies. The obligation to stick to regulations and procedures prompted me to act with cautiously, thereby expanding my awareness of the significance of safeguarding client and workplace confidentiality.
- The process of skills acquisition involved the acquisition of a diverse range of new skills and the enhancement of pre-existing ones to a more advanced level. Prior to my employment at SRGB, I had not engaged in a formal and comprehensive professional interview. It is anticipated that the acquisition of interviewing skills will prove to be highly helpful in my future endeavors. Following that, I acquired expertise on conducting workshops or training session for a large number of people. From managing participants to collaborating with freelance workers who provided assistance in data collection of the World Bank Research project. Ultimately, I have significantly enhanced my proficiency in writing and editing, as well as in utilizing Excel and managing data.

- One crucial lesson I acquired during my period at SRGB is the significance of adapting to dynamic circumstances. As we undertake research on behalf of our clients, it is essential that we possess a high degree of adaptability. Research objectives and instructions are subject to frequent modification by clients, sometimes with minimal advance notice. Therefore, I had to maintain a constant state of vigilance and ensure that I was adjusting appropriately. Although challenging, working for a research firm that serves to international clients with varying time zones and occasional order modifications left me with no room for complaints.
- To conclude, I had significant involvement in projects during my internship, with a direct role in their execution. SRGB allows its interns to make direct contributions to the projects, recognizing their potential to contribute despite being freshmen in their internship positions.

1.3.3 Difficulties I experienced throughout my internship

Throughout my internship, I met numerous hurdles and obstacles that made the experience less than optimal. During my internship, I was tasked with addressing a diverse range of issues. Several challenges have been highlighted below-

- The absence of professionalism at SRGB workplace was a source of dissatisfaction for me. SRGB should strive to cultivate a more professional workplace atmosphere, adopt a more formal approach, and enhance communication practices. From my perspective, their mode of communication and operation appears to be quite informal. The informal work style of my colleagues posed a significant challenge for me, as I found it to be exceedingly difficult to navigate. I would have preferred to work in an environment that adheres to higher standards of professionalism.

- Insufficiency of work quality was noticed. As previously mentioned, employees exhibit a leisurely pace and a tendency to exert only the minimal amount of effort required to accomplish their duties. As an individual who values quality and strives to produce work of a superior standard, it was challenging for me to operate in an environment where quality control was not consistently maintained. I had to exert considerable effort to manage this situation.
- The working conditions at SRGB were inferior as the employee was required to work for a duration of five days per week, from 9 am to 6 pm, which resulted in prolonged periods of time spent within the office. SRGB faces challenges in maintaining an organized office environment, which is currently suboptimal in terms of upkeep. During the course of a three-month period, I was required to work in multiple locations due to the high level of activity in the office, which was characterized by a lack of proper organization for the various ongoing projects. The individual's level of productivity was considerably hindered by this particular factor.
- The absence of benefits was notable during my three-month internship, as I solely received compensation in the form of wages. The lack of provision of travel allowance, festival bonus, or any other benefits was a source of disappointment.
- The absence of autonomy is evident as the Chief Executive Officer consistently enforces SRGB and applies significant coercion towards it. The creative thinking and ability of employees to develop various aspects of projects are severely limited due to the significant restrictions imposed on their freedom.

1.3.4 My Recommendation to SRGB

Given that no entity can be considered perfect, it is my belief that there is always room for improvement. Keeping an open-minded perspective and demonstrating a willingness to adjust

one's approach are essential components. In order to optimize SRGB, I would like to propose several suggestions. They are –

- The most important thing for SRGB is to adopt a more formal and professional conduct. It is essential that the organization demonstrates enhanced regard towards its employees, implements a more defined framework within the work environment, alters its perspective, and maintains a continuous evaluation of the aforementioned measures.
- SRGB should prioritize ensuring the quality of their work to maintain a superior standard. It is acknowledged that project quality may be impacted by reduced budgets from clients on occasion. It is imperative that they maintain close management of the situation. Additionally, they may consider implementing a variety of cost-effective measures to aid in their efforts.
- Enhancing the work environment can be achieved through minor modifications, and I believe that SRGB has the potential to accomplish this. Enhancements in the organization's planning, communication, and administration of freelancers, augmented employee autonomy, implementation of a more democratic decision-making process, prioritization of tasks over employee work hours, among other measures.
- Acknowledging the needs of personnel is also crucial. In the concluding phase of my internship, I was unable to attend work for a brief period due to health issues and unforeseen familial circumstances. Despite consistently completing tasks at or above the required level of quality, the management failed to consider my circumstances and treated me unfavorably. This unexpected treatment was disappointing given my track record of exemplary work.
- The enhancement of interaction between SRGB and its employees requires attention. In terms of staff interaction, particularly with interns, there appears to be a significant deficiency in communication proficiency.

Chapter 2

Overview of the Organization and its Operation

2.1 Introduction

SRG Bangladesh Limited (SRGB) was founded in 1987 with the objective of providing comprehensive research services and consultancy in various management areas. SRGB is a company that focuses on conducting market research using both qualitative and quantitative methods. Additionally, they conduct studies that are specific to certain sectors. SRGB assists consumers in analyzing collected data. SRGB offers services not just in Bangladesh, but also throughout the South Asian area, including India, Pakistan, Sri Lanka, Afghanistan, Myanmar, Afghanistan, and Nepal.

Over time, SRGB has a track record of successfully executing a wide range of baseline surveys and social research activities in a variety of industries. The European Quality Award and the ESQR Quality Achievements Award were conferred upon SRGB in 2015 and 2013, respectively, in recognition of their exceptional quality of work. SRGB is known for its agility and considerable knowledge in providing a wide range of research and consulting services, allowing the company to meet the diverse needs and expectations of its clients.

2.2 Overview of SRG Bangladesh Limited and its Operation

In the South Asian community, SRGB serves as a comprehensive research firm and consulting entity, offering a variety of services such as in-depth interviews, household surveys, focus group discussions, mystery shopping, household surveys, and other related services. At present, SRGB is engaged in two noteworthy research endeavors, namely, the Uber Reputation

Research Project and the DLAB project. The DLAB initiative, carried out by the World Bank, aims to evaluate the effects of computer labs that have been established in educational institutions throughout Bangladesh on the academic achievements of students. The project entails administering assessments and conducting interviews with students, teachers, and school headmasters. Two groups, a control group and an experimental group, were established to assess the effects of stimuli on the academic performance of the experimental group. The CAPI method is utilized for the measurement and processing of the obtained results. The implementation of the project is carried out by 35 district-level research assistants (DRAs) who are stationed in different regions of Bangladesh.

SRGB is also engaged in the Uber Reputation Research project, which represents a significant undertaking. The present study is being carried out by Uber through a comprehensive investigation involving expert interviews, focus group discussions and household surveys of Uber users. The objective of the study is to comprehend the sentiments of Uber users towards the services provided by the company and the regulatory framework it adheres in Bangladesh. Furthermore, SRGB conducts evaluations of IELTS centers located in the South East Asian region to ascertain their compliance to appropriate regulations and protocols. The examination authorities dispatch examinees to designated facilities and endeavor to contravene the regulations, for instance, by carrying smartwatches or electronic gadgets, in order to evaluate the centers' adherence to the prescribed guidelines. The outcomes are recorded in a spreadsheet using Microsoft Excel software and subsequently disseminated to the customer.

SRGB initiates all of its operations by conducting a briefing session with its clients, wherein the clients provide a comprehensive overview of the guidelines, checklists, and deadlines that

need to be adhered to. Subsequently, the subsequent phase involves the enlistment of freelance professionals who are conventionally responsible for executing interviews, facilitating focus group discussions, administering surveys, and undertaking other relevant study procedures. In the event of a need for modification, the guidelines and instructions are subject to update in accordance with the specifications of the client. Upon completion of data collection and processing, SRGB delivers well-structured data to its clients and takes necessary actions to ensure further procedures are carried out as needed.

2.3 Management Practices

SRGB is a well-established research and consultancy firm that has gained prominence due to its successful execution of numerous research projects. SRGB's management practices have not kept up with the evolving global landscape of management practices over the last decade, resulting in a lag. The management practices employed by the organization are perceived as old-fashioned.

2.3.1 Leadership style of SRGB

SRGB's leadership style is autocratic, wherein the CEO, Mr. M Saidul Haq, is responsible for making all significant decisions. Although he does seek input from his team members during team meetings, his decisions are ultimately predicated on his own discernment and he upholds a rigorous approach. During team meetings, he may exhibit a lack of empathy towards his colleagues while receiving work updates and may tend to prioritize his own viewpoints over theirs. In certain instances, this may result in team members experiencing a sense of obligation to comply with directives, even if they hold opposing views. It has been noted that the viewpoints of the CEO may not always align with those of team members.

2.3.2 Recruitment and Selection Process

At SRGB, the recruitment approach includes the use of numerous platforms such as LinkedIn, BD Jobs, many Facebook groups dedicated to job openings, and informal referrals. Upon receipt of applications, candidates undergo an interview process, which is administered by the HR head. Upon selection, the candidates are notified of their confirmation for the position through a telephonic communication. Regarding internship recruitment, SRGB published the internship opening on OCSAR, and one need submitted their application through that medium. Upon being shortlisted and participating in an interview process, one will be then selected from a pool of other candidates.

2.3.3 Compensation and Benefits

The base salary offered by SRGB to its full-time employees is in proximity to the mean industry benchmark. Nevertheless, it is common for organizations to compensate their freelance workers at a rate that is significantly lower than the level of effort and dedication required for the job, and frequently exhibit lateness in remunerating them. Furthermore, individuals who work on a full-time basis may encounter delayed remuneration. SRGB's employee benefits package is deficient in comparison to the standard practices in Bangladesh, as it does not include traditional festival bonuses and the amount of bonus payments is restricted. The aforementioned concerns have resulted in a comparatively elevated rate of freelancer turnover at SRGB.

2.3.4 Training and Development Process

SRGB relies heavily on freelancers who are tasked for gathering data from various regions of the nation on a recurring basis. Consequently, the workforce necessitates frequent training sessions, and owing to the elevated rate of employee attrition, fresh recruits must undergo perpetual training. Normally, the employees are provided with a training session lasting 2-3 days at the workplace prior to initiating their practical duties. In the case of complicated projects, the duration of the training phase may extend up to 4-5 days. Throughout my internship, my training was not comprehensive; however, my supervisor offered on-the-job guidance and feedback as required.

2.3.5 Performance Appraisal Process

The management practices used by SRGB are deemed to be outdated and do not conform to conventional appraisal procedures. A predetermined appraisal period, such as an annual or bi-annual timetable, is not in place. Instead of other forms of compensation, employees are granted salary increases that are contingent upon their length of service and job performance, as well as their level of proficiency and professional background.

2.4 Marketing Practices

Market segmentation and numerous marketing methods are used by businesses to acquire customers. SRGB, like other organizations also use these marketing methods.

2.4.1 Marketing Strategy

SRGB's marketing methods are rather outdated. They primarily relied on word-of-mouth to acquire customers. Because of their years of experience and operation, they also have prior clients and a large network. In addition, they use Facebook and LinkedIn. They also emphasize direct sales as they like to interact with customers personally. They have fallen behind in this industry since they rely on personal relationships and are inadequate in terms of attracting new consumers.

2.4.2 Target Customers, Targeting, and Positioning Strategy

Segmentation: The segmentation of SRGB can be presented in the following way.

Geographic Segmentation: South East Asian Region like India, Pakistan, Afghanistan, Sri Lanka, Myanmar and Nepal.

Demographic classification: lower-middle income

Targeting: As the organization has outstanding competence in cost optimization, SRGB's targeting approach includes assisting clients that want to perform research projects on a limited budget.

Positioning: SRGB presents itself as a comprehensive research organization that offers end-to-end services and specializes in managing the prolonged research process and its duration.

2.4.3 Marketing Channels

The main methods utilized for generating business include personal referrals, informal promotion through interpersonal communication, and establishing connections with existing

clients. Online media encompasses various digital platforms, including social networking sites such as Facebook and electronic mail services like email.

2.4.4 Major Marketing Issues and Gaps

The marketing strategies of SRGB require modernization as they are primarily outdated in this field. It is recommended that businesses incorporate digital marketing strategies in their marketing mix. In addition to traditional word-of-mouth methods, organizations should explore public relations, increasing investment in social media marketing, and email marketing.

2.5 Financial Performance and Accounting Practices

Two distinct persons are in charge of the SRGB's accounting procedures and financial performance. The individual(s) responsible for overseeing financial operations ensure the accuracy and consistency of all monetary transactions, financial plans, disbursements, compensation administration, remuneration, and incentives. The management of transactions and records is conducted through an internally developed Excel database.

2.5.1 Budget

The budget is discussed by the HR director, heads of accounts and finance, and the CEO. The budget is being discussed with the HR director to ensure its proper monitoring, and compliance with the budgetary instructions of the CEO is maintained. SRGB informs its clients of the projected cost of research projects prior to commissioning. Consequently, it is imperative that the company adheres to the predetermined budget and promptly notifies clients of any

additional expenses. Consequently, Excel databases are used for the precise monitoring and systematic tracking of all pertinent information.

2.5.2 Banking Transaction

The SRGB provides the option to receive the earnings either in the form of cash or via personal bank accounts. Even in the event of a cash payout, funds must be withdrawn from the company's bank account. Furthermore, owing to SRGB's dealings with international clients, the mode of payment necessitates the use of overseas bank transfers. Therefore, it is imperative to handle all of this information with great care and precision.

2.5.3 Financial Report

The Chief Executive Officer conducts a monthly review of the report to verify its consistency and accuracy prior to submission by the accounts and finance personnel. The accurate computation and remittance of Value Added Tax (VAT) and government tax are contingent upon the approval of the report by the Chief Executive Officer (CEO).

2.6 Operations Management and Information System

2.6.1 Ownership

SRGB is a privately owned enterprise. The organization is overseen by its Chief Executive Officer, Mr. M Saidul Haq, who possesses a wealth of expertise gained from his previous professional engagements. Hence, the policies of the company are determined by the company itself instead of its shareholders.

2.6.2 Four Key Functions of Management

During my internship, I acquired knowledge pertaining to SRGB's operations management protocols. There are four distinct roles that can be defined.

1. **Planning:** The planning process is significantly influenced by the clients of SRGB and the timeframes allocated to them. The team formulates planning decisions by taking into account the completion dates of each task and the corresponding deadlines. The process of planning is subject to ongoing revision in order to accommodate evolving client needs. The planning process primarily involves the CEO and the members of the research team.

2. **Organizing:** In order to guarantee the smooth functioning of all activities and routine procedures, SRGB is partitioned into multiple segments. The Chief Executive Officer holds the highest position within the organizational hierarchy, followed by the General Manager who occupies the second highest position. The senior research executives and head of human resources are positioned at a lower hierarchical level. Lastly, the departments of accounts and finance, as well as interns. In order to maintain efficient structure and minimize barriers to communication, this hierarchical system is maintained.

3. **Leading:** Despite his dictatorial tendencies, the CEO demonstrates exceptional proficiency in his role. He possesses adeptness in managing clients and communicating relevant information to the personnel. Although possessing ultimate decision-making authority, he does engage in consultation with his staff prior to arriving at a decision.

4. **Controlling:** The Chief Executive Officer is responsible for setting the performance benchmarks for the personnel, while Mr. Faysal, the Director of Human Resources, supervises their implementation. The individual documents the achievements of the employees and monitors their consistent conduct and proficiency. In the event of any deficiencies, he expeditiously communicates to the employee the areas in which enhancements are required.

2.7 Industry and Competitive Analysis

In the research market industry, SRGB has competition. Bangladesh has a wide range of research and consulting organizations. As a result, I believe that using Porter's Five Forces analysis and SWOT analysis will be effective in understanding their current situation and defining their position.

2.7.1 Porter's Five Forces Analysis

This methodology enables comprehension of how diverse competitive forces influence and regulate the functioning of the industry. Accurately evaluating these five forces empowers SRGB to capitalize on opportunities and identify areas that require enhancement.

- i. **Competitive Rivalry:** Research firms of varying sizes, including small, mid-sized, and major ones, are present in Bangladesh. Nonetheless, due to their superior position in this scenario, SRGB experiences some degree of competitive rivalry. Being employed for a considerable period, they have established a solid base of connections, a crucial asset in this particular field. Furthermore, due to their proficiency in minimizing expenditures and implementing cost-cutting measures, they are capable of providing a satisfactory standard of excellence while adhering to a more constrained financial plan. This explains the degree of competitiveness regardless of their comparatively inferior caliber.
- ii. **Threat of New Entrants:** The degree of threat posed by potential new entrants is moderate, as the establishment of a research group does not require significant financial or immediate investment. Conducting research necessitates a distinct set of competencies and demands a considerable degree of expertise. Therefore, it can be considered as moderate.

- iii. Substitutes' Power: Other alternatives possess a significant degree of influence. SRGB has limitations in terms of ensuring the quality of research work. Furthermore, other established research firms have demonstrated the capacity to function effectively within financial constraints. Consequently, it exhibits a significant degree of elevation.
- iv. Suppliers' Power: As a significant portion of SRGB's research is outsourced, the power of suppliers is minimal. In spite of the significant wage disparity, the organization persists in recruiting fresh freelancers on a regular basis. Furthermore, new alternates for gathering data are continuously emerging.
- v. Buyers' Power: Given the abundance of research firms available in the market and the lack of distinction of SRGB from its competitors, consumers possess significant influence in their purchasing decisions. The high level of consumer power can be attributed with which they can switch between products or services.

2.7.2 SWOT Analysis

Every entity possesses a unique set of resources and obligations. Furthermore, individuals are consistently presented with both opportunities and threats. The following SWOT analysis has been presented based on my experiential knowledge acquired during their tenure at SRGB.

- i. Strengths: The primary strength of SRGBs lies in their extensive industry experience spanning over three decades. As a result of this, they have successfully formed strong relationships and have gained positive publicity through oral communication. SRGB is advantageous due to its wide-ranging network and adaptability.
- ii. Weakness: One of the primary issues faced by SRGB pertains to the diminished levels of employee morale. The individuals exhibit a deficiency in both their proficiency and motivation to ensure the attainment of high standards of quality. Furthermore, the

absence of adequate resources poses a significant challenge for them. To reduce the burden on the existing personnel, it is imperative to augment the workforce during the execution of critical undertakings characterized by rigorous time constraints

- iii. Opportunities: SRGB offers an extensive network and an exemplary reputation. This strategy can be utilized to cultivate goodwill and attract potential clients via promotional channels. Furthermore, an increasing number of enterprises exhibit a keen interest in performing market research to gain a deeper comprehension of their existing and prospective clients. This will also facilitate the initiation of new projects from existing clients and prospective clients.
- iv. Threats: SRGB does not possess distinctive characteristics that differentiate it from its competitors. Consequently, they are exposed to the possibility of losing clients and lagging behind at any given moment. Moreover, a considerable number of enterprises were affected by the pandemic, a significant proportion of which are presently recovering and potentially hamper research prospects.

2.8 Summary and Conclusions:

SRGB, an esteemed establishment established in 1987, continues to thrive in the present day. SRGB offers a variety of research and consulting services as an option for its clients. SRGB's primary advantages include its substantial expertise, a vast client base and additional resources. Due to its status as a privately held enterprise, the business adheres to a distinct set of protocols. The Chief Executive Officer effectively oversees the operations of the enterprise and possesses a comprehensive understanding of the area of research. In order to maintain relevance SRGB is required to modify its existing standards.

2.9 Recommendations

In my opinion, SRGB effectively achieves numerous objectives with precision. Nevertheless, their limited access to resources imposes constraints upon them. Consequently, it is imperative for them to guarantee the management and marketing strategies are up-to-date. It is imperative that individuals discontinue the use of antiquated techniques, relinquish their state of ease, and conform to the swiftly changing era. In order to ensure high standards of quality, it is imperative that individuals approach their tasks with a greater degree of professionalism and enthusiasm. In order to foster employee job satisfaction, it is essential to provide them with improved benefits and treatment. It is believed that augmenting compensation and benefits will boost their motivation towards achieving this goal.

Chapter 3

Project Part

3.1 Introduction:

Project success is important to organizational growth and sustainability in today's dynamic and competitive business climate. And to ensure the optimal outcomes pre-project training and workshops are equally important in organizational practices. According to research, pre-project training is vital for various reasons. To begin, teams that receive pre-project training perform better on tasks and they show more tasks efficiency (Smith & Johnson (2018). It provides project teams with the skills and information they need to complete projects successfully, covering major aspects that drive project productivity. Pre-project training results in quicker project completion and fewer delays, which contributes to overall project success (Smith & Johnson, 2018). Secondly, successful projects require excellent teamwork and communication that can be achieved through pre-project workshops (Johnson et al. 2016). Workshops allows team members to improve their interpersonal skills, form stronger working relationships, and establish clear communication channels. This dramatically improves communication and project objective alignment (Johnson et al., 2016). Pre-project workshops provide team members with problem-solving approaches and strategies (Wilson et al. 2020). These abilities are essential for effectively addressing challenges which improves project productivity. Teams who attend pre-project workshops have greater problem-solving ability, which leads to faster issue resolution and better project outcomes (Wilson et al., 2020). Finally, pre-project training and workshops are critical for increasing work efficiency, promoting collaboration and communication, and providing team members with problem-solving skills. These findings emphasize the significance of thorough pre-project training and workshops in maximizing project performance.

Now, the path from project inception to successful completion is frequently filled with difficulties, and the performance of project teams can make or break the results. Recognizing this crucial link, firms are increasingly focusing on improving project team readiness through pre-project training and workshops (Smith & Johnson, 2018). Pre-project training and workshops have received attention as vital components of project management due to their potential to dramatically influence project productivity. These efforts seek to provide project teams with the necessary skills, knowledge, and competences for the effective completion of their projects. Pre-project training and workshops address these multiple issues, boosting project teams' overall competencies. Project productivity is critical since it directly affects an organization's bottom line, reputation, and competitive advantage.

However, there haven't been many research on the subject. So, conducting research in an area with few prior studies allowed me to provide new perspectives. A thorough examination of the literature, primary data are effectively discussed in the findings and analysis part in this report. This report examines existing studies that investigate the impact of pre-project training and workshops on project productivity. This report also intends to provide light on the manner in which these initiatives influence many aspects of project performance, such as task efficiency, cooperation, communication, and problem-solving capabilities, through a comprehensive analysis. This report attempts to provide a deeper understanding of the mechanisms by which pre-project training and workshops enhance project productivity by combining past research findings and condensing significant insights. Furthermore, it emphasizes the crucial need of companies investing in extensive pre-project training and workshops to improve the performance of their project teams and, as a result, the success of their project initiatives.

3.2 Literature review

3.2.1 Theories

The purpose of this research is to use "Human Capital Theory" as a basic framework for studying the impact of pre-project training and workshops on project productivity. Human Capital Theory (Becker, 1964) states that investing in people's skills and knowledge boosts an organization's production. The theory is effective for pre-project training and workshops. Team members gain and enhance the necessary skills and knowledge for efficient project execution through training. This increase in human capital boosts labor efficiency and project production.

Based on the research topic, Human Capital Theory shows how pre-project training and workshops boost project team member productivity. This perspective emphasizes skill and knowledge development, which supports the study goals. Consequently, Human Capital Theory provides a solid foundation for comprehending the connection between training, enhanced human capital, and project efficiency, along with offering valuable suggestions to project managers and organizations seeking to enhance project performance.

3.2.2 Pre-Project Training and Project Productivity

Pre-project training is systematic and methodical training done by organizations before a project begins. These exercises give project teams the knowledge and skills to prepare (Johnson et al., 2016). These training programs aim to improve team members' skills, knowledge, and capacities to boost project productivity. The skills and information needed to implement projects are acquired through pre-project training. Team collaboration, communication, and problem-solving skills are prioritized, equipping team members (Johnson et al., 2016). The

project team-specific training activities include a variety of formats and topics. People in question frequently focus on technical skills like software expertise or industry knowledge. Team members must also have project management training to understand project goals and processes (Brown & Thompson, 2017). Comprehensive pre-project training gives team members the skills and resources they need to complete their tasks efficiently. Smith and Johnson (2018) say this improves time and resource management. Pre-project training and workshops are important in business settings for several reasons. Project teams are prepared for future tasks with appropriate skills and knowledge, boosting productivity. Structured pre-project training focuses on developing specific skills, knowledge, and competences needed to successfully execute upcoming projects. The program includes technical skill development, project management, and team-building (Brown & Thompson, 2017).

3.2.3 Workshops and Project Productivity

Workshops are interactive educational sessions that provide participants with practical knowledge and competencies in a specific subject or field (Crawford, 2015). Workshops are important because they encourage teamwork, skill development, and dynamic learning. Workshops play a crucial role in fostering active learning, facilitating problem-solving, and enhancing participants' understanding of a specific subject matter. Participants can apply theoretical information to real-world challenges, deepening their understanding. In addition, workshops promote collaboration and teamwork through the engagement of participants in collective activities, dialogues, and exercises aimed at resolving challenges. According to Mehrazin (2013), the enhancement of interpersonal skills, communication, and the ability to effectively collaborate in group settings is observed. Workshops can be conducted in various formats, such as in-person gatherings, webinars, or hybrid models, depending on the subject

matter and intended recipients (Smith, 2020). The design and content of the workshop should be customized to align with the specific learning goals and requirements of the participants.

3.2.4 Project Planning and Project Productivity

Project planning is essential because it ensures that projects are finished on time, within budget, and to the required level of quality (Tprestianni, 2023). It also assists in identifying and reducing risks, effectively managing resources, and ensuring stakeholders are kept informed and active throughout the project. It is especially relevant in a developing country like Bangladesh. Pre-project training and workshops are major components of project planning. However, most of the organizations do not conduct training and workshops before starting the actual project. According to the study, when developing a project in Bangladesh, potential studies and surveys are not carried out successfully (Obaidullah, 2022). Another key contributor to the projects' failure is a lack of skilled labor. As a result, project cost control, schedule management, and quality assurance are all unachievable. Also, in Bangladesh, project planning and making them work is very hard. In Bangladesh, government projects must first be approved by the National Parliament before being recommended to the National Economic Council (NEC). NEC finalizes and approves the proposal before sending it to ECNEC for ultimate approval. Even though it gets approved, the process is very time consuming so sometimes pre-project training and workshops do not take place. And for private companies' project, they often do not have much budget for the project to conduct workshops and training session. Therefore, the practice of pre-project training and workshops are not that much seen in the local organization's context.

In summary, this research thoroughly evaluates the value of pre-project training and workshops on project productivity and identifies the barriers to wider adoption.

3.2.5 Objectives

The primary goal of this study is to evaluate completely the impact of pre-project training and workshops on project productivity in organizational contexts. I was unable to find adequate comparison study between the correlation of project productivity with pre-project training and workshops, so I want to find out from the organization's perspective what they think about it, what are the steps they would like to add or change, and possible recommendations for the future, through this research.

Specific Objective:

1. To examine the impact of pre-project training on project productivity.
2. To examine the impact of workshops on project productivity.

3.2.6 Significance

The study aims to contribute to the existing knowledge about the impact of pre-project training and workshops on project productivity by exploring the factors that authorities should focus on before conducting pre-project training and workshops. Additionally, the research will provide useful insights to SRGB and other research and consulting organizations in Bangladesh on how to utilize training and workshops session to enhance the overall productivity of their

work. Ultimately, it is hoped that this research will enhance the quality of work and facilitate the growth and development of the research and consulting industry in Bangladesh.

3.2.7 Methodology

The impact of pre-project training and workshops on project productivity is examined through qualitative research in this study. CEO and HR Head of SRG Bangladesh Limited (SRGB) who are in key leadership roles will be interviewed for in-depth insights. These interviews will be semi-structured, with open-ended questions, and will be recorded for precise transcriptions. The study follows ethical requirements, which include informed permission, participant confidentiality, and strong data security. Nonetheless, potential drawbacks such as the small sample size and reliance on self-reporting must be acknowledged.

3.2.8 Research Design

The impact of pre-project training and workshops on project productivity is investigated using a qualitative research approach in this study. In-depth interviews with CEOs and HR heads of SRG Bangladesh Limited (SRGB) will be conducted as part of the research. Due to time constraints in preparing my research, I will conduct the interviews once and record them for proper transcriptions. The research follows ethical norms for informed permission, participant anonymity, and data security. The goal of this research is to offer a thorough understanding of the relationship between pre-project training and workshops and project productivity, consequently providing valuable insights for project management and organizational growth.

3.2.9 Target Population

This study's target population consists of CEOs and HR heads from research and consulting firms in Bangladesh, particularly those active in project management. These people are strategically placed to provide useful insights on the influence of pre-project training and workshops on project productivity.

3.3 Findings and Analysis

The findings and analysis part of this research paper is based on insightful responses from interviews with the CEO and HR Head of SRG Bangladesh Limited (SRGB). The discussions generated valuable perspectives on the impact of pre-project training and workshops on organizational project productivity.

SRGB is now engaged in two major research projects: the Uber Reputation Research Project and the DLAB project. DLAB belongs to a World Bank initiative. The goal of DLAB is to conduct tests and interviews with students, teachers, and headmasters to establish whether computer labs built in various schools throughout Bangladesh are resulting in beneficial improvements in student performance. The project is being carried out through the help of 35 district-level research assistants (DRA) from different parts of Bangladesh. First, they required to conduct interviews with the Head Master and three teachers, as well as brief MCQ tests of students from each school. The results are then measured using the CAPI tool.

For the DLAB project, SRGB initially shortlisted 50 participants. Prior to launching the field-level survey, a test survey was executed, where candidates conducted tasks similar to those in

the actual survey but on a smaller scale. Initially, these 50 participants were divided into 10 teams, each comprising 5 members, and deployed to 10 different institutions in Dhaka city. After conducting interviews and MCQ tests, they inputted the data into CAPI. The proofreading team identified significant errors in the responses. Following the conclusion of the test survey, SRGB excluded certain participants and continued with workshop sessions, spanning over a week. A total of 5 sessions were conducted, where the survey supervisor discussed the project, provided guidance on using CAPI, and focused on equipping the teams with interpersonal, technical, and essential skills. After the completion of these five training sessions, 35 candidates were selected and dispatched to 35 distinct regions for the field-level survey. As the actual survey commenced, it was noticeable that the candidates made fewer errors. Furthermore, pre-project training and workshops have had a substantial effect on reducing the workload of the proofreader.

This specific instance serves as an evident example of the significant effect that pre-project training and workshops have on enhancing project efficiency. Both the CEO and HR Head emphasized pre-project training's productivity benefits. It was observed that teams that possess a high level of training exhibit improved problem-solving abilities, resulting in optimized project outcomes. By training team members, organizations can eliminate errors, optimize operations, and improve project performance.

3.4 Conclusions

In conclusion, this research paper examines the correlation between pre-project training and workshops, and their impact on project productivity. The findings from interviews conducted with the CEO and HR Head of SRG Bangladesh Limited (SRGB) shed light on the significance

of these preparatory measures within a real-world organizational context. Both responses from the personnel highlight the significance of pre-project training in enhancing project productivity. The results align with the principles of the Human Capital Theory, which emphasizes the significance of allocating resources towards enhancing individuals' competencies and expertise in order to enhance overall productivity within an organization. Teams that have undergone extensive training were found to be more efficient and possess enhanced problem-solving skills, thereby directly contributing to the success of projects.

The organization fosters teamwork, improves communication, and provides team members with the precise skills required for each project through careful needs analysis and specialized training. Workshops offered before to projects were deemed invaluable, emphasizing the significance of team bonding, enhanced communication, and practical problem-solving. These points of view are consistent with the Problem-Solving and Learning Theories, which emphasize the need of experiential learning and problem-solving skills for project success. The structured approach to workshops, which is designed to be interactive and immersive, is consistent with the theoretical foundation that practical experiences lead to enhanced problem-solving and decision-making abilities.

In conclusion, the findings support the value of pre-project training and workshops in increasing project productivity inside the business. The congruence with known theories emphasizes the importance of investing in human capital, creating social capital, and cultivating problem-solving skills to enhance project success. This study provides practical insights for firms looking to enhance project management practices and productivity,

emphasizing the importance of training and workshops as strategic instruments for project success.

3.5 Recommendations

Based on the interview with the CEO and HR Head of SRGB, as well as some of my own, I have a few recommendations.

1. **Strategic Training Investment:** Allocate resources strategically for pre-project training, considering it as an investment in the competencies of your team. This strategy recognizes the long-term benefits of well-prepared project teams.
2. **Tailored Training Programs:** Tailor training content to the individual demands of each project to ensure team members obtain the necessary skills.
3. **Prioritize Workshops:** Make workshops a priority in order to build collaboration, increase communication, and develop practical problem-solving abilities among team members.
4. **Continuous Learning Availability:** Encourage a culture of continuous learning beyond pre-project training by highlighting the necessity of ongoing skill improvement.
5. **Regular Assessment and Feedback:** Use regular assessments and feedback mechanisms to refine training programs and keep them in line with changing project requirements.

References

1. About Us. SRGB Bangladesh Limited. (n.d.). <https://srgb.org/about-us/>
2. Smith, J., & Johnson, R. (2018). The Impact of Pre-Project Training on Task Efficiency. *Journal of Project Leadership*, 25(2).
3. Brown, A., & Thompson, L. (2017). Pre-Project Training: A Key to Project Success. *International Journal of Project Management*, 35(3), 463-473.
4. Johnson, S., et al. (2016). Project Success Factors: The Role of Pre-Project Training and Workshops. *Project Management Journal*, 47(4), 67-81.
5. Jones, R., & Davis, M. (2019). Enhancing Project Team Collaboration: The Role of Pre-Project Training. *Journal of Applied Project Management*, 9(2), 45-56.
6. Becker, G. S. (1964). Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education. National Bureau of Economic Research.
7. *Project management challenges in Bangladesh - Op-Ed - observerbd.com*. (n.d.). The Daily Observer.
<https://www.observerbd.com/news.php?id=387383#:~:text=In%20Bangladesh%2C%20when%20a%20project,for%20the%20project%20are%20impossible.>
8. Tprestianni. (2023). Why is project management important? *National University*.
<https://www.nu.edu/blog/why-is-project-management-important/#:~:text=Project%20management%20is%20important%20because,and%20involved%20throughout%20the%20project.>