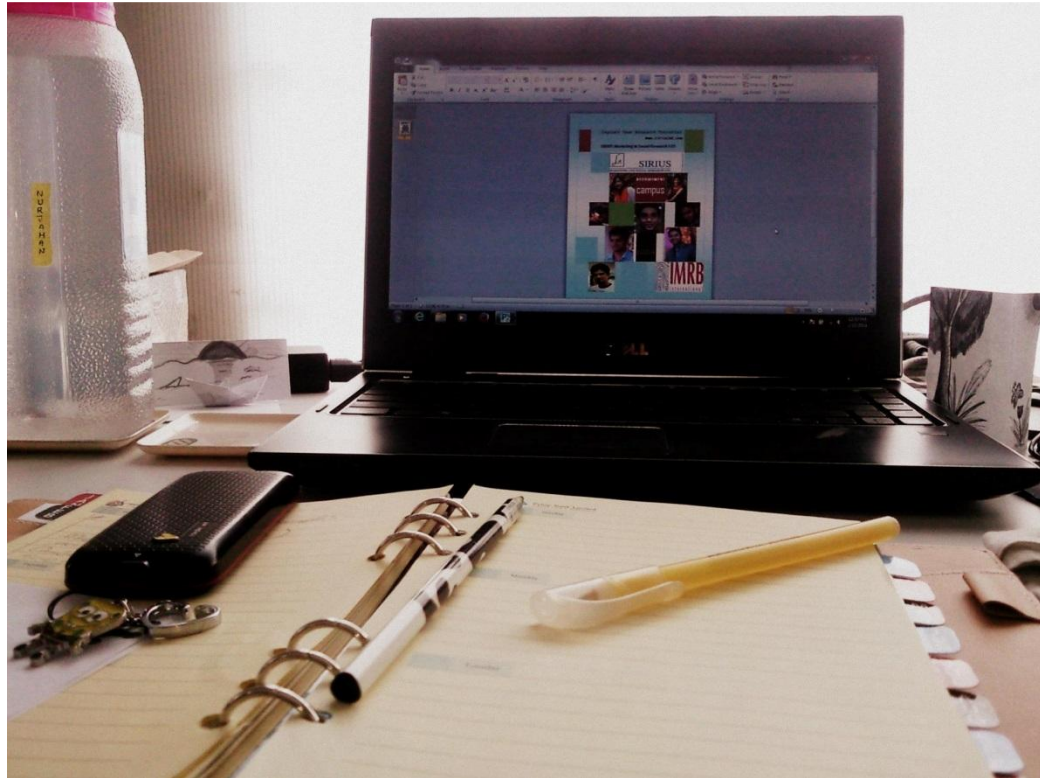




Internship Report on Training & Development in MRB BANGLADESH



Internship Duration: 2nd February to 30th April, 2014

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Kantar Buys MR Agency Sirius in Bangladesh

WPP's consumer insight and data arm Kantar has acquired Bangladesh-based full service agency Sirius Marketing & Social Research, which specializes in customized social, media and consumer research. Terms of the deal were not disclosed.

Amer Abdul Wahab Founded in 1995 by Amer Abdul Wahab, Sirius offers both qual and quant research services to clients across a wide range of business sectors. The company also provides syndicated media research, including TV audience measurement, and TV ad tracking, and offers a national level household consumer panel.

Sirius is headquartered in Dhaka with six field offices across the country, and employs 82 people. Revenues for the year ended 30 June 2012 were approximately BDT 115m, with gross assets at the same date of approximately BDT 71.5m.

WPP said in a statement that the acquisition expands its existing presence in Bangladesh, which currently generates annual revenues of \$10m.

From 4th September, 2014 SIRIUS is transformed into MRB Bangladesh.

However, everything is in under construction so I had to use both SIRUS and MRB Bangladesh information together.

Letter of Transmittal

September 11th, 2014

Shamim E. Haque
Sr. Lecturer & Sr. Researcher
Brac Business School
Brac University

Subject: Submission of Internship Report.

Dear Sir,

This is to inform you that I am submitting the internship project report “Training and development process of MRB Bangladesh” upon completion of my formal internship attachment with MRB Bangladesh.

I have tried to discuss all the relevant points of a feasibility study while keeping consistency with MRB Bangladesh. Any short comes may arise as I’m not much experience in this aspect.

Therefore I sincerely hope that you will appreciate my effort and I shall be grateful if my report is accepted for the appropriate purpose.

Sincerely yours,

Nurjahan
ID: 09204121
Brac Business School
Brac University

Acknowledgment

Firstly, I would like to thank my internship supervisor **Md.Shahriar Rohmolullah-HR Manager**, MRB Bangladesh, for entrusting me with the project and allowing me scope to work independently, providing all required support.

Lately and most importantly, I would like to show my sincere gratitude to **Shamim E. Haque, Sr. Lecturer & Sr. Researcher**, Brac Business School, Brac University, my faculty supervisor for constant supervision and guidance. In addition to this, knowledge on business strategy and Training and development course has been of much help to my report.

Executive Summary

MRB Bangladesh is the second large Research farm in Bangladesh and it allied with Kanter connect and WPP. But recent time it's growth gradually increasing so, they focus on excellence of their employees and for betterment of performance in work. In this paper there is a complete discussion about the Training and development process and also the process of end result evolution with example.

Training needs analysis, preparation, training and feedback. By following these processes they providing training on Functional Skills, Business skill and Leadership skill. MRB Bangladesh has particular standard that they need to maintain for each session. However every time it becomes inflexible to evaluate the outcome by using rating or scoring and it is not possible to express the improvement of knowledge, skills and behavior numerically. As a result I might not provide the accurate data or graphs but the performance of work always been a major key element for measure the development. The existing process of MRB BANGLADESH serves the purpose efficiently and cost effectively. However in the coming days current training function will require modification according to business needs which will help them for further improvement.

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Training Programs throughout my Internship Period

Chapter 1

Introduction

1.1 Origin of Report:

This report has been prepared as a part of the internship program in MRB Bangladesh. The report titled, “Training and Development Process in MRB Bangladesh”.

I have collected all the required information from the Human resource department. I have tried our best to combine and relate the information with the concept of the report, but due to organization privacy policies limit and restricted access to information there still remains some limitations.

1.2 Main Objectives:

Our main objective is to learn about the training and development process and exercise in MRB Bangladesh.

1.3 Specific objectives:

Our specific objectives are-

- To learn how a multinational organization such as MRB Bangladesh
Conducts training and development process for their employee.
- To know what type of training activities MRB Bangladesh arrange for their employees.
- To know how efficient these training and development process for an employee and its effect on their performance.

1.4 Methodology:

We have used mainly secondary data sources for this report, but primary data has been collected from Supervisor, **Shahriar Rohmotullah-Human Resource Manager**-in MRB Bangladesh, helped me to get a complete idea as he has the in charge of all training and development program.

Thus, the following sources of information have been used:

- Human Resource Department
- Their website
- Their regular circulars
- Current employees“ interview

1.5 Scope:

I have been assigned to make a report on the training and development process followed in MRB Bangladesh, but as it is a large multinational organization with nine branch and as it operates throughout Bangladesh it is impossible to work on the whole organization. The training and development process varies from department to department, therefore, from the full range of departments of Research, Analysis, Project Management, Commercial, Information Technology, Human Resource, and Media & Panel; I chose to make the report on the whole training and development process employee of MRB Bangladesh, Bangladesh.

1.6 Limitation:

My internship report covers the overall information about the training and development process in MRB Bangladesh. However, we faced some limitations in preparing this report. They are-

Restricted access

- Lack of reliable sources
- Restricted access

Chapter 2

MRB BANGLADESH Overview

2.1 Company Profile:

The journey began in 1995 with a conviction to make the company the knowledge center of market research in Bangladesh. A small group of individuals, blending commitment and stamina to innovate and enhance the research capacity finally established MRB Bangladesh as the leading market research agency in Bangladesh. Innovation and training of minds is a continuous process at Sirius.

MRB BANGLADESH has been a full service research organization in Bangladesh For the past 18 years, offering the entire spectrum of Consumer and Media research, Social research, Syndicated Media and Panel research services and Business-to-Business research conforming to international standards. From 4th September, 2014 SIRIUS is called as MRB Bangladesh. Challenging methodologies, evaluating and field testing alternative approaches to data generation and models, enables us to offer to our client's, relevant consumer insights to efficiently manage their brands, optimize on their marketing and media mix and establish a strong customer constituency. They engage clients as partners ensuring high integrity of information and quality of insights that has led them to develop a portfolio of clients who are repeat buyers of MRB Bangladesh services. Here, it may be relevant to mention that clients are not only those in the business of marketing goods and services and media buying, but also international research agencies when it comes to their global clients seeking market insights and entry opportunities in Bangladesh.

Above all else, MRB Bangladesh contribution in the enhancement of the standards of consumer research and pioneering effort in syndicated media and panel research in Bangladesh separates MRB Bangladesh as the agency with the strongest equity in the market. MRB BANGLADESH is a member of the Kantar Group, one of the world largest research, information, insight and consultancy network and part of the WPP Group.

2.2 Corporate Mission:

- To add value to clients - real value.
- To develop a learning culture that fosters innovation
- To develop a sustainable working environment that is good and fair to us and our clients.



MRB Bangladesh associate of the Kantar group

Associate of IMRB International, a member of the Kantar Group of companies worldwide.

We share the experience & high professional standards of IMRB.

Have access to IMRB's tested methodologies and advanced MR models standardized and used globally.

Listed with ICC/ESOMAR and bound by code of conduct for MR practices.

2.3 Employees of MRB BANGLADESH:

Employees: 82

Freelance Interviewers: 750

Main Services:

- Market research
- Media research
- Social research

MRB BANGLADESH Offer:

- Researching.
- Market Segmentation.
- Brand Health and Category Usage and Attitude Studies.
- Brand Equity Tracking.
- Consumer Panel.
- Customer Satisfaction.
- Consumer Product Test.
- Simulated Test Marketing.
- Corporate Image.
- Employer Branding.
- Media Research.
- Constant Watch

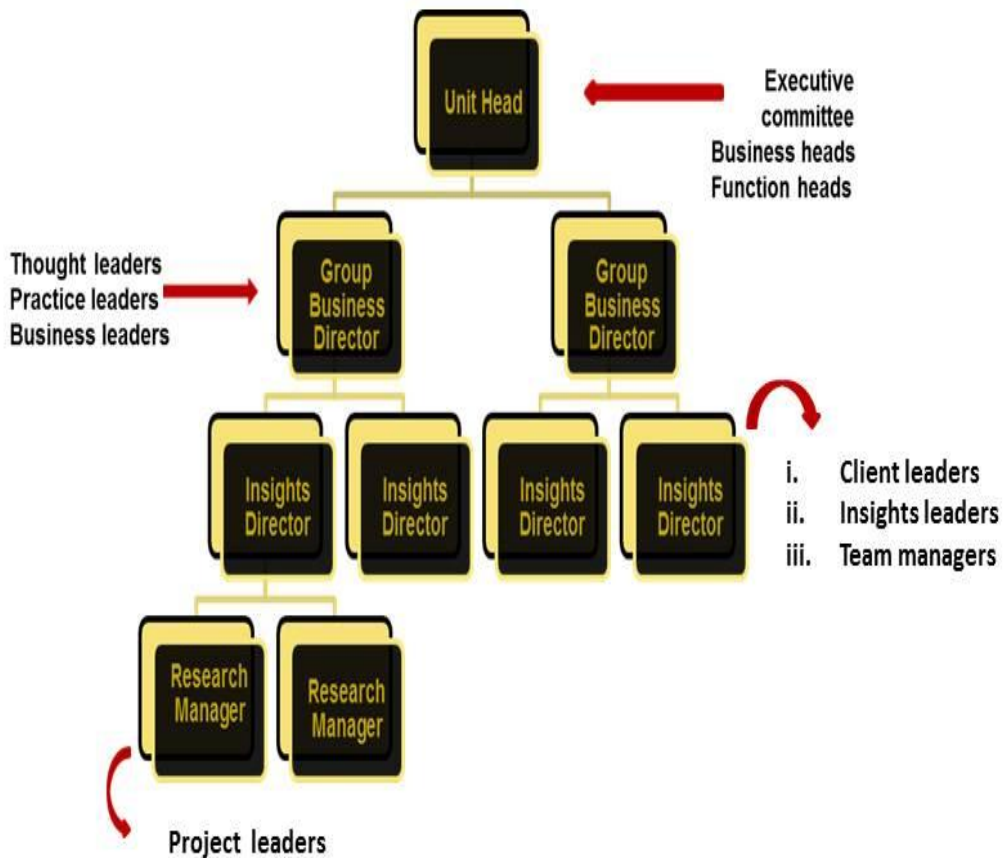
Office	Location	Country
MRB Bangladesh. - Barisal	Dhaka	Bangladesh
MRB Bangladesh- Barisal	Dhaka	Bangladesh
MRB Bangladesh- Chittagong	Dhaka	Bangladesh
MRB Bangladesh - Field - Dhaka	Chittagong	Bangladesh
MRB Bangladesh- Khulna	Khulna	Bangladesh
MRB Bangladesh - Media - Dhaka	Barisal	Bangladesh
MRB Bangladesh- Rajshahi	Rajshahi	Bangladesh
MRB Bangladesh- Rangpur	Rangpur	Bangladesh
MRB Bangladesh. - Sylhet	Sylhet	Bangladesh

2.4 Human Resource of MRB BANGLADESH:

Sirius’s people are their most important asset. In Human Resources (HR), department support and develop those people, allowing them to deliver outstanding business performance. People involved in human resources are strategic business partners to all functions facilitating, guiding and helping in implementing the people's process for growth. They play both a tactical and strategic role within every aspect of business partners, talent management, recruiting, management development, training, remuneration, communications, employee relations, and welfare. They also act as architects, of the organizations and facilitate and expedite the development of individual potential.

2.5 MRB BANGLADESH Organ gram:

• Within SIRIUS



• Across Kantar OpCos & WPP



Chapter 3

Training & Development

3.1 Training:

According to renowned management author Peter Drucker, the fastest growing industry would be training and development. It is fundamental part of the human resource management. It plays the vital role in wake of advanced strategy which effected increasing competition, rising in customer's expectation of quality and service and a successive need to subordinate costs. Globally it is becoming much more important to prepare workers for new job. To help anybody attain a required level of knowledge is called training and a specified state of growth or advancement is entitled development. MRB BANGLADESH considers learning as an integral part of life. As a result, they show many ways for each and every person of their organization to develop their skills both professionally and personally.

3.2 Training Program in MRB BANGLADESH:

There is some general training in the company worldwide like on the job training, professional skills, continual update personal development and mentoring.

•On the job training:

On the job training is training by working with knowledgeable colleagues and receiving regular coaching and feedback. In this training, employees are developing skills relevant to their job and giving their synopsis of how the company works according to their capability.

•Professional skills

There are many specific programs offered by the company for ensuring and building proficiency in the elected career of the employees. For easy learning, this course providing in e-learning materials. Developing the leadership capabilities, study for professional qualifications is playing a strong role.

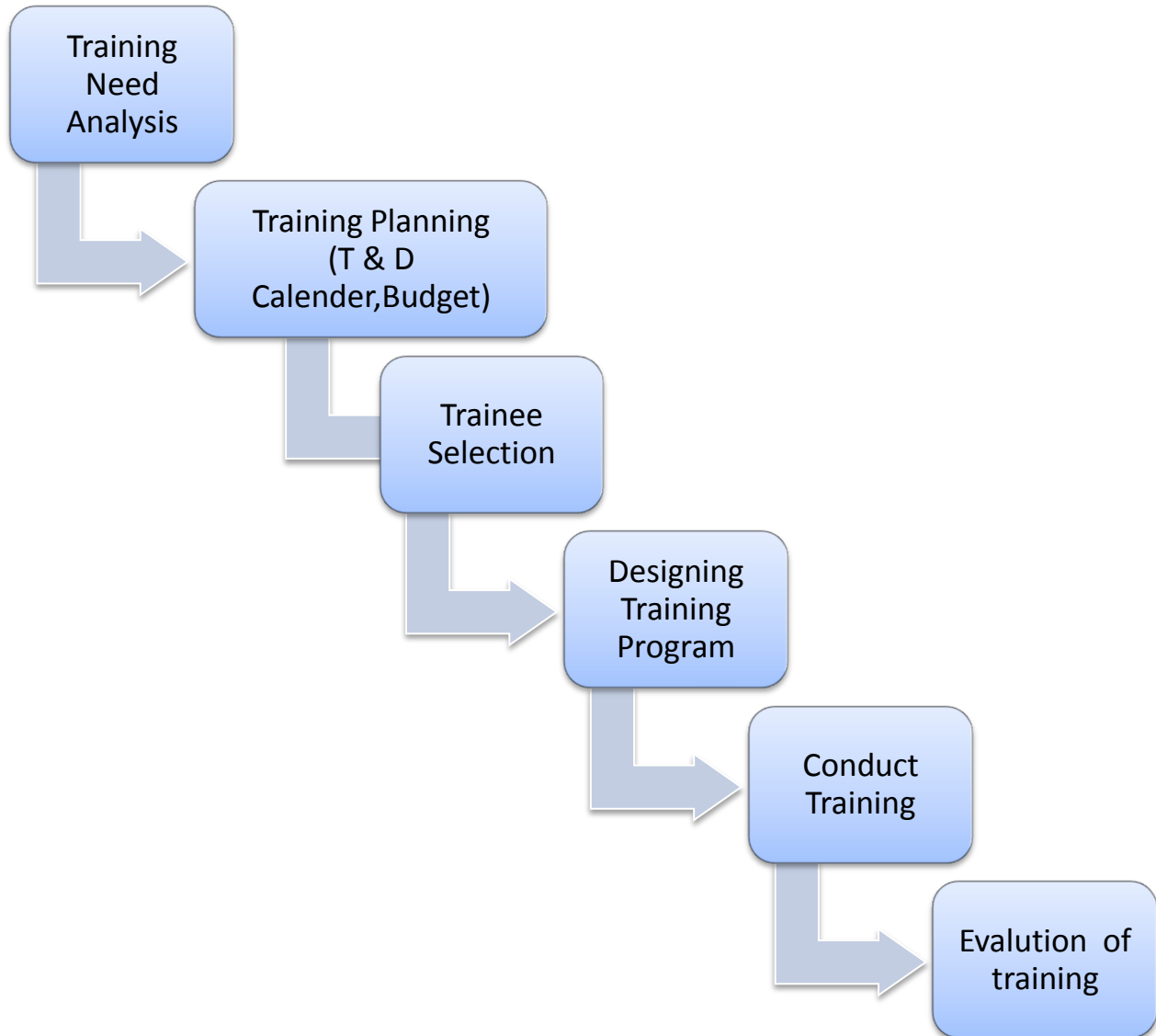
•Mentoring

An experienced person of the company assists other employees in developing specific skills and knowledge that will enhance the less-experienced person's professional and personal growth. It helps to encourage and support employees, answer questions, help build self-confidence and offer invaluable advices.

•Trains the trainer

Train-the-trainer programs are designed to help those responsible for disseminating information to adult learners transfer that knowledge in an enjoyable and effective way. In other words, they teach trainers how to train. Many such programs are suitable for new or experienced supervisors, human resource professionals, training managers and others who have to conduct classes or give instruction to subordinates or fellow employees on the job.

Training Process in MRB BANGLADESH



3.3 Training Need Analysis in MRB Bangladesh:

Without any kinds of analysis, none training program will successful. Researchers plan the training program after analysis in a scientific process. After initial recruitment, employees are evaluated over a cycle of 2-3 years in periods of 6 months to a year. Assessments are done both by the managers as well as by the concerned employees. Assessments by the managers are in three forms, ratings method, essay method and results method.

Ration Method: In the ratings method the manager fills out a form rating the employee under a set of specified criteria from poor to excellent.

Essay Method: In the essay method approach, the appraiser prepares a written statement about the employee being appraised. The statement usually concentrates on describing specific strengths and weaknesses in job performance. It also suggests courses of action to remedy the identified problem areas.

Result Method: Finally, in results based appraisal, a target is set by mutual agreement between the management and employee and the employee are expected to self-audit his/her development over the target period. At the end of the period, the extent to which the objectives have been met is assessed.

After assessment, any training is determined on the basis of Employee Need, as assessed by the employees themselves or their supervisors and Business Priority, or how directly the necessary training affects the employee's primary function. For example, communication skills are not a priority for an accounts officer, but are for a sales officer. Training needs detailed are supplied by managers to their directors. After approval, these demands are sorted according to Business Priority and used to create the Development Action Plan for the following year.

Moreover MRB BANGLADESH practices gap analysis for investigate the employees. It identifies gaps between the optimized portion and combination of the resources the current allocation level. Providing a foundation for measuring investment of time, money and human resources required to achieve a particular outcome is the essential part of it.

3.4 Training Calendar:

MRB Bangladesh maintains a calendar to give their employees best training service. Three major training in the calendar like-

a) General Training: It is generally for all new employees or for several departments.

b) Global Training: It controlled by worldwide WPP & IMRB group.

c) Short-term: It depends on project work.

On the whole, the lowest time period of training is 1hour and the highest time period is 6 months.

3.5 Budget Spent on Training and Development:

After market research and analysis, company allocates a fixed budget for the training and development program. This fixed budget can be changed for the basis of new ideas or project work. Most of the time, company assigned the same amount of money of the salary of the employee. Sometimes, it can exceed the salary as well but most of the time it depends on how much value added in business.

3.6 Training Development Program in MRB BANGLADESH:

•Field Training:

This particular training basically requires for the field workers. The technical training (the way of field work, manners, coordination etc.) is the vital part of it. An extra trainer gives all the training to the workers.

•Corporate Training:

Training is for the manager level employees. This training helps to improve manager's sensitivity, service excellence, effective delegation, leadership and managerial skills.

•Research Based Training:

Research training is very important for the company as researcher used to put on the market the Products for the company. If their behavior and skills are not convenience, then company's reputation will be tarnished.

•International Training:

Since MRB BANGLADESH is a part of Kantar group and international company, thus there is international training for the employees. In this case, one employee can go to another brunch of the company to be trained and developed own skills or it will provided into online.

3.7 Training Process in SIRIUS:

The Training process offered by MRB BANGLADESH are-

- a) Operational Visit- Senior level officers often visit to observe the situation.
- b) Classroom session-Room allocates for giving the training with necessary equipment.
- c) Online learning-a training process through internet via e-mails, websites etc.
- d) Global learning- International learning process for all member of WPP.

3.8 Training Design Process in SIRIUS:

In terms of employees working point in time, company designs two types of training. Such as-

a) New Employee Training:

This training is for those employees who join the company new. There is some basic training allocated for them for learning about their job.

b) Exiting Employee Training:

This training is for those employees who have already worked in the company. Their training assigned for the basis of new project or new assignment.

Other than this, they are two types of training program, they are-

a) Quarter wise:

Higher authority assigned training program on the three quarter of the year

b) Project wise:

New training program allocated according to some new projects.

3.9 Training Evaluation in MRB BANGLADESH:

Evaluation is a process designed to assess the values and the worthiness of the training Programs to employees and organizations. In MRB Bangladesh they spent the continued development of workforce by offering training.

Whenever the training organized and offer two types of feedback they measure:

One is how they feel after attending the training

Another one is are they able to gain something from the training.

MRB BANGLADESH also follows the 70-20-10 model for employee development, i.e., 70% of the employee's development will come from on-the-job experience, 20% from mentoring by peers and only 10% from formal instruction.

3.10 Model of Training Evaluation:

The organization must carefully measure the feedback with in Donald Kirk Patrick model (Reaction, learning, behaviors and organizational results), these will maintain in Sirius's evaluation form too but not in these names, contains are same.

In SIRIUS, two times a year will take a big feedback season from higher authority to measure the performances level and to develop the gaps of performance level of employees. These evolutions not only for organization or employees performance but also in large prospective topic within career opportunity, way of works, business will share with it. These feedbacks will

help them to understand the training improvement, effectiveness among them.

Capture Your Learning

Share with us your individual learning from the program through your responses for the questions below.

This will help us capture the value you have gained from the program and help us measure the effectiveness of the intervention.

Name :

Unit:

Area	Question	Your Response
STRENGTH	Were there any areas of strength that you were aware of that got highlighted by the panelists?	
	Were there any new areas of strength you were unaware of earlier that got highlighted by the panelists?	
	Were there any areas of strength that you know or became aware of but were NOT HIGHLIGHTED by the panelists?	
DEVELOPMENTAL NEEDS	Were there any areas of improvement that you were aware of that got highlighted by the panelists?	
	Were there any new areas of improvement you were unaware of earlier that got highlighted by the panelists?	
	Were there any areas of improvement that you know or became aware of but were not highlighted by the panelists?	
IMPLEMENTATION	Among the above areas of improvement which points do you think you can implement right away ?	
	Among the above areas of improvement which points do you think you would need help on (training & support) to implement?	

3.11 Evaluation Process in SIRIUS:

Every training project has their own evolution form to measure the effectiveness of training and developments.

As this explains before, MRB BANGLADESH two times a year will take a big feedback season from higher authority to measure the performances level and to develop the gaps of performance level of employees.

The sector they are working at offers another feedback by observing them from supervisors. The reason behind these assessments is to let the organization know that is there any positive or negative or zero improvement which represents the main based line of the training and development context and what should be on training topic and methods. These will make sure the new training plan, to improvement; new topics, what new things needed, which will help to tuned themselves.

For example, if any employee are not able to achieve its monthly or project goal property, only 60 to 70 percent were accomplished then the distance between goal and achievement create a new gap and to cover up or minimized the gaps they need to planned a training and development programs.

Apart from that each training program has be in possession of its evaluation from and measurement and generate reports of each employees learning, development and implementations. The report hand out to Kanter connect and it will follow up within the 3 Quarter of year.

Chapter 4

Findings: Overall Feedback Rating

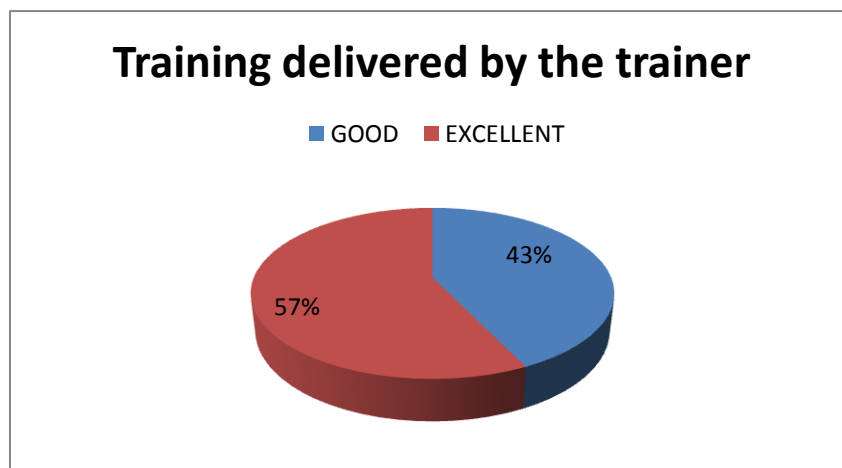
Part 1:



Average-4.142857

Comment: Overall, the training is considered to be an effective one for the trainers and it seems that it will contribute to their skill enhancement.

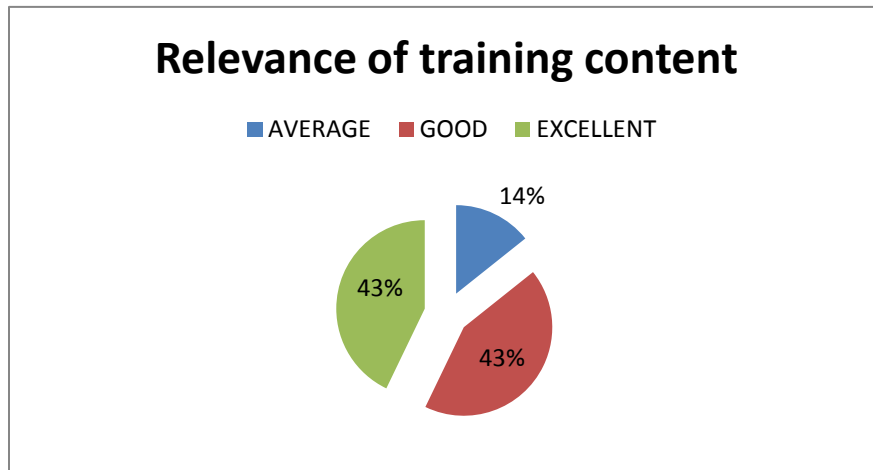
Part 2:



Average-4.57142857

Comment: The entire group found the trainer is very friendly and helpful to make them understand all the contents. They felt comfortable to ask questions freely to the trainer.

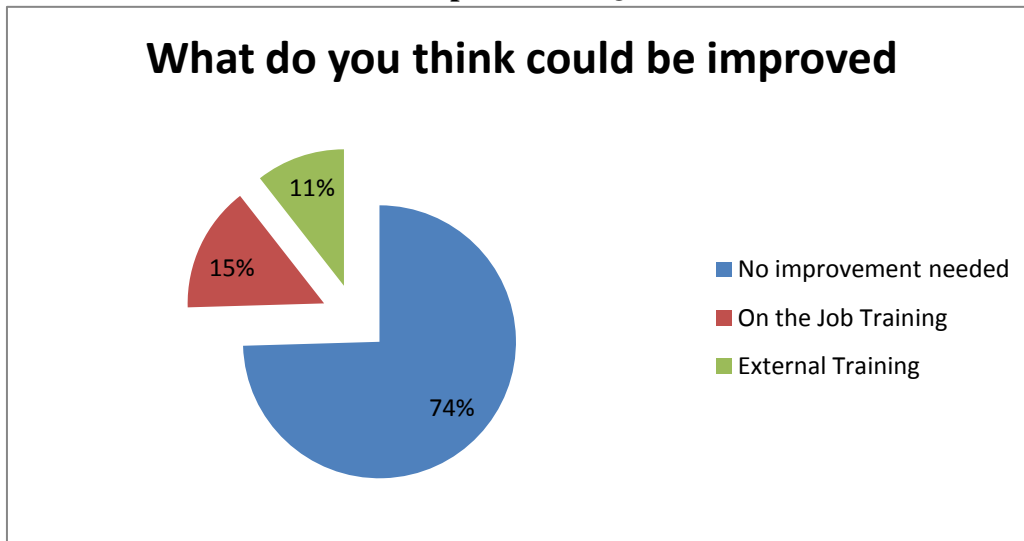
Part 3:



Average-4.285714

Comment: Majority found that the program/training contents are related to their work and it can help them in future to improve their way of delivery of works.

Part 4: Open-ended Question



Comment: Majority of trainee think the training is well organized and everything is satisfactory. So, there is no need to improve or change. However, others faced problems with the time and discussion. Due the time constraint they could not go through the detail discussion. More on the job Training and external training.

Training Feedback Form

We need your inputs to help us improve this program. Please circle the rating that corresponds with your opinion of each of the following:

Rating Scale: 5-Excellent 4-Good 3-Average 2-Poor 1-Unacceptable

Part 1: Overall rating of the program 5 4 3 2 1

Part 2: Program delivery by the trainer 5 4 3 2 1

Part 3: Relevance of program content 5 4 3 2 1

Part 4: Other comments:

1. What do you think could be improved?

SWOT Analysis:

Based on information acquired from Sirius, and its employees, blew a SWOT Analysis of training and development is provided.

Strengths:

- Great scope of employee skill development.
- Have performance evaluation system.
- Paying special care to training need analysis
- Training resources are available
- Global training support service.
- Good employee management relation.
- Followed different training policy.

Weakness:

- All identify need are not addresses for training.
- Less external training and employee considers that external training is more effective than internal training.
- the prominence of training is not equally assigned for all employees.
- Lack of enthusiasm from supervisor and poor training attendance

Opportunity:

- As employee, has a good opportunity of skills and career developments.
- Have chance to fill the gaps of lacking.
- Access in both national and international training.
- Branching out Options.
- Training performance helps in promotion.

Threats:

- Through trainees are selected by the supervisor or higher authority, there is a chance of discernment.
- If training performance is not satisfactory, there is a threat of less PIPS (Performance Incentives Profit Sharing)

Recommendations:

More on the job Training and development:

MRB Bangladesh mainly focus on the project based training and global training which are required by WPP. Personal training get less priority and the trainees are selected by the super visor or Managing Director. So, there are always a gap between need and source. Although they need to merge with Kantar rules but there is slight on the job training provides for new comers but they need more care and training programs in house or job rotation in Glocal based.

Vertical Hierarchy:

In MRB Bangladesh there are conflict between the global and the local culture. Globally, they follow the horizontal structure but in Bangladesh authority control is more practiced. So, employees sometimes become confused and misjudged sometimes. However, the autonomy culture gradually changing due to the new bloods and new performance systems (Orion 2).

Policy Transparency:

In MRB Bangladesh policy are not transparent to all and employees faced serious problems about the policy, rules and regulation. Even departments are chaotic about their information and policies. They need more transparency and understanding about their jobs and policies.

Conclusion:

On the whole, this internship programs was a useful practical experiences. I have gain the new knowledge, learn how to use theory in work and meet professional people. I achieve several of learning goals but some did not permit. I got insight into professional practice of Training & Development of MRB Bangladesh. Try to figure out the short comes over and done with the questionnaire among existing employees. Still there is lot to discover and improve. At these moments, they are not standardized and consistence process is in development.

The internship was also good to find out what my strengths and weaknesses are. These help me to define what skills and knowledge I have to improve in the coming time.



World Cup Fever at MRB BANGLADESH





Celebrating Pohela Boishakh

References:

Some information has been taken from the web pages of different sites and they are available from the following links:

- <http://www.siriusbd.com/contact.html>
- <http://www.wpp.com>
- <http://www.scribd.com/doc/92571647/Training-Development-Practices-in-Bangladesh-A-Comparative-Study>
- <http://www.mrweb.com/drno/news17545.htm>
- Effecting Training System, Strategies and Practices (3rd Edition)

Written by P. Nick Michigan & James W. Thacker

Elaborations:

PIPS: Performance Incentives Profit Sharing

Glocal: Global and Local

Qual: Qualitative

Quant: Quantitative

HRM: Human Resource Management

T &D: Training and Development

LTD: Limited

WPP: Public Limited Company

MRB Bangladesh: Market Research Burro of Bangladesh

Notes:

SIRIUS is now called MRB Bangladesh. The website is currently under construction.