

enroute

With you all the way to success

INTERNSHIP REPORT
ON
TRAINING AND DEVELOPMENT
OPPORTUNITIES FOR THE EMPLOYEES
IN
ENROUTE INTERNATIONAL LIMITED

INTERNSHIP REPORT
ON
TRAINING AND DEVELOPMENT
OPPORTUNITIES FOR THE EMPLOYEES
IN
ENROUTE INTERNATIONAL LIMITED

Date: 18 September 2014
BRAC UNIVERSITY

PREPARED FOR
MR. FEIHAN AHSAN
LECTURER
BRAC BUSINESS SCHOOL

PREPARED BY
MD. MOFAZZOL KARIM
ID: 12164037
MBA PROGRAM
BRAC BUSINESS SCHOOL
BRAC UNIVERSITY

Letter of Transmittal

18 September 2014

To
Md. Feihan Ahsan
Lecturer
BRAC Business School
BRAC University

Subject: Submission of internship report

Dear Sir,

With due respect and immense pleasure I am submitting my internship report on “Training and Development opportunities for the employees in enrout international limited” that you have assigned me as an essential requirement of internship program. It is really an enormous prospect for me to gather vast information and grasp the subject matter in an appropriate way. I have found the study is quite interesting, beneficial and insightful.

I tried my best effort to prepare an effective and credible report. The report will provide clear concept about the overall activities of training and development for the employees in enrout international limited. I am really grateful to you for giving me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in spite of my best effort.

Sincerely yours

Md. Mofazzol karim

Acknowledgement

Preparation this report, I would like to acknowledge the encouragement, guidance and assistance given from a number of responsible persons. I am very grateful to my internship supervisor Md. Feihan Ahsan, Lecturer, BRAC Business School for providing feedback and support throughout the semester on this report.

I would like to express gratefulness to my supervisor Mr. Mifatauzzaman, Consultant, Mr. Merajul Islam Sunny, Assistant Manager and Mr. Saddam Hossain, HR & Admin of enroute international limited. Thanks to them for helping me with the relevant information about training and development opportunities for the employees of enroute international limited that I needed to prepare this report. In addition, I would like to thank all of the employees and responsible persons of enroute international limited for providing me necessary support whenever required. Without their contribution, it would not have been possible for me to conduct this project work.

Besides this, I am also thankful to all my classmates and well-wishers.

EXECUTIVE SUMMARY

Business process outsourcing (BPO) is a form of outsourcing that involves the contracting of the operations and responsibilities of a specific business functions or processes to a third party service provider. Originally this was associated with manufacturing firms, such as Coca Cola that outsourced large segments of its supply chain. In the contemporary context, it is primarily used to refer to the outsourcing of services. BPO is typically categorized into back office outsourcing- which includes internal business functions such as human resources or finance and accounting, and front office outsourcing- which includes customer related services such as contact centre services. BPO that is contracted outside a company's country is called offshore outsourcing. BPO that is contracted to a company's neighboring country is called near shore outsourcing.

Business processing outsourcing becomes a popular sector growing very fast in Bangladesh. Here some of major companies over all activities, their goals, overview and scope described into the main part of this report. There have some number of facilities that makes this sector more popular, these advantages are- very lower rate in human resource, available manpower, good governmental support, attractive infrastructure, skilled employee, overall lower cost, strong reliability etc. Moreover BPO helps an organization concentrate on its core competencies, improve efficiency, reduce cost and improve shareholder's value. Several global giants from various industries have begun to realize the importance of BPO and have started outsourcing their non-core business functions.

Bangladesh is a developing country in South Asia. Its economy depends mostly on agriculture. In the earliest period jute and tea industry were very raising industry. But the scenario is changed. Now our economy mostly depends on ready- made garments. Apart from garments industry, BPO industry is a raising industry in Bangladesh. Enroute international limited started their journey in 2008. Its corporate office is located at Baridhara-DOHS, Road No- 03, House No- 257 and enrout management consulting (emc) is their sister concern for HR Consultancy. Modern sophisticated machineries and highly qualified and skilled professionals are the main instruments for enrout's success. In this report, I have gone through the overall training and development programs for the employees of enrout international limited that increase the efficiency and knowledge of themselves and play a big role for the success of the organization.

Enroute international limited concentrates on employee development by organizing necessary and effective training program for them. The overall training process from training assessment need to evaluating training program's effectiveness is good enough in a well-designed and systematic way. I think that is the only way they should follow to improve the capacity and skills of its employees that will ensure expanding its business and future success.

Table of Contents

Contents	Page No
Executive summary	
Chapter 01: Introduction	1
1.1 Introduction	1
1.2 Scope of study	2
1.3 Limitations of study	2
Chapter 02: The organization	3
2.1 Introducing Enroute	3
2.2 Values	3
2.3 Company's core strategies	3
2.4 Strength	3
2.5 Operations of Enroute	4
2.5.1 Recruitment	4
2.5.2 Outsourcing	4
2.5.3 Training	5
2.5.4 Consultancy	6
Chapter 03: The project- Training and Development	7
3.1 Introduction	7
3.2 Objective	7
3.3 Methodology	7
3.4 The employee development	8
3.5 Management Development	8
3.6 Career development	8
3.7 Importance of training and development	9
3.8 Definition of training and development	10
3.9 Typical areas of employee training	11
3.10 Benefits of training	12
3.11 Training needs assessment	12
3.12 Identification of training needs	13
3.13 The training process	14
3.14 Selection of trainees	15
3.15 Training goals	15
3.16 Training methods	16
3.16.1 On the job training	16
3.16.2 Off the job training	16
3.17 Evaluation of training	18
Chapter 04: Finding of the study	18
Chapter 05: Recommendation and conclusion	19
5.1 Recommendation	19
5.2 Conclusion	19
References	20

Chapter 01: Introduction

1.1 Introduction

Business process outsourcing (BPO) is a structured arrangement between an organization and a 3rd party outsourcing partner to handle operations and responsibilities of specific non-core business functions or processes. Outsourcing became popular in the United States near the turn of the 21st century. But Bangladesh has first introduced this type of business before the independent war. That time it was not popular. Now Bangladesh is still a developing, virgin market in the BPO sector and has tremendous potential especially with competitive lower wage rates, higher supply of labor, also knowledge transfer for skilled workers with training and development is relatively cheaper. Since it is still an available market in the BPO sector, we foresee not only to gain competitive advantage but also hope to achieve market leadership in the BPO sector here.

An organization is nothing without human resources. Of all the resources, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling. So functions of human resource management include recruitment, selection, training and development performance appraisal, compensation and industrial relation in an organization. Enroute started its journey in 2008 as an organization of BPO. This report based on training and development opportunities for the employees in enrout international limited that provides to increase the skills and capacity of its employees. This report provides the details about the organization's core activities.

- Outsourcing
- Training
- Recruitment
- Consulting

1.2 Scope of Study

It is a great scope for me to work on this HR based organization.

- This report is about the training and development activities for the employees of enrout international limited. So it is a great opportunity to know about the development activities of the organization.
- By focusing on development activities, we understood the development theories and its implications to the organizations.
- Chance of knowing the overall development activities practices in Bangladesh.

1.3 Limitations of Study

- Some information was not shareable because of confidential issues.
- Due to short time, information was not collected in detail from the personnel of enrout international limited.
- Lack of knowledge and experience was our limitations as well.

Chapter- 02: The Organization

2.1 Introducing Enroute

Since its inception in the year 2008, enroute with its highly experienced, passionate and expert business team, have been providing support & solutions to many Bangladeshi local and international companies of a selected segment, enroute has successfully made a mark wherever it has set foot through the years.

We provide our clients with a complete business solution. We help our clients achieve business growth with our unique approaches to problem identification, concept development and world class execution of diverse services that includes.

2.2 Values

The greatest potentials for the growth of any company are generated by a commitment to high corporate values. By values, we mean the qualitative goals which the company strives to achieve in all its activities. Values are the key to activating the five growth engines of a company: market, products & services, organization, people and finance. Values raise the quality of corporate energies and elevate work to a higher level. Enroute pursues certain values to run ethical business. These are essential elements for business success.

2.3 Company's Core Strategies

Enroute provide full concentration to their clients need and try to best effort to satisfy them.

- Striving for quality
- Always maintain deadline
- Dedicate team for individual assigned task
- Design/accomplish all HR tasks in line with recent market trends & company focus
- Always keep us updated on recent HR developments

2.4 Strength

- Dedicated as HR related service provider only
- Office space in prime location with modern facilities
- Experience of working with varied types of corporate clients with multicultural background

2.5 Operations of enroute

2.5.1 Recruitment

Enroute is one of the leading providers of executive search and managerial recruiting services. The business of emc, a sister concern of enroute international limited is assisting clients in building their human capital through a well-defined recruitment process as a value-added partner. Based on a client's objectives, the firm determines the profile of skills and background required for a position and then working discreetly and with the highest standards of integrity, identifies and evaluates the relevant competencies of candidates most appropriate for the role. We place an emphasis on building long-term relationships with our client and talents with highest collection of resumes.

Enroute understands the importance of the talent pool that any organizations count on to bring synchronized and efficient business performance. It starts from recruiting the right talent properly, managing these talents to enable them perform in achieving company's ultimate business goal. Enroute through one of its SBUs, emc offers talent recruitment- entry level recruitment, mid and senior management level recruitment, performance management programs- developing the effective performance program, vision and tools, training the key management to ensure smooth implementation. Reward and recognition program- developing exciting and cost effective reward and recognition program e.g The checkered flag and manage the program on day to day basis.

2.5.2 Outsourcing

Enroute offers a long term partnership which ensures the opportunities for our clients and gives them a competitive edge over rivals. Enroute has been successfully providing outsourcing support to many businesses of Bangladesh both local and international. We ensure enhancement of the shared services of our clients while they focus entirely on their core activities with ease.

We carry out work process in a way that it adds value not only for our clients but for their customers as well. The expert enroute team provides a rather strategic and systematic approach to ensure that the services are aligned with the client company's long term vision, as well as in sync with the management style and company's reputation.

Marketing Solutions

Enroute marketing solutions with its highly experienced team have partnered with many local and international companies in enhancing the experiences for their consumers at retail and point of sale. We have been providing support for companies to manage their nationwide merchandising of the products and services. We also have the experience of managing brand promotion activities and retail for many big names in the market.

Enroute has the experience of managing high value strategic channel for corporate in the country. We have been managing sales of specific target groups for our clients. We have been taking care of consumer promotions activities for companies we have partnered with. Sales and distributions are also activities we have successfully managing and creating value for our clients.

Pay Solutions

Enroute's Pay Solutions is a unique managed service. We have been providing payroll solutions to many local and international organizations accommodating both small to large people resources. With our wealth of experience and our understanding of what business require from their payroll, we have grown in efficiency in the payroll outsourcing market. Our objective is to provide clients with fast, reliable and user friendly payroll service. We have the competent team, tools, processes, experience and local knowledge to deliver accurate, on time and compliant payroll solutions, HR services and payroll processing services, legal and statutory reports for our clients. We also manage fund distribution to employees through clien's preferred or designated banks.

Office pro

Enroute's office productivity tool, enroute office pro, is a work place resource management service. We offer a one stop office solution or even a customized office solutions based on the needs and requirement of the clients. This tool offers a wide array of services. From office setup services to maintenance , or be it front desk services to managing the security service of your organization through enroute officepro we will provide you any service that your company requires without having to lose any focus from your core activities. We provide skilled human resources to assist you in your support activities from either your premises or from ours.

2.5.3 Training

Enroute conducts various types of facilitate learning.

So that individuals can remember the learning of workshops better and actually believe to put the words into actions.

We conduct various types of training and workshop for clients based on specific and customized needs or requirements. Their training and workshops are unique. We focus more on practical mode of learning through games and simulations. This enhances learning much better.

2.5.4 Consultancy

Enroute's consultants are masters in their own fields. With years of experience and firsthand knowledge that they possess, our consultants have been successfully guiding business to prosper both in the public and private sectors. More to their experience, our experts hold deep understanding of the market situation of today's competitive world to help you make the right decisions for your business. We are expert in identifying any potential room for improvement in your business.

- We advise on strategic linking to business, setting up units, create network for business development opportunities.
- We formulate business policies and strategies for corporate culture and values, performance management systems and overall enhancement of the business.
- We associate outsourced HR activities, knowledge management activities, setting up of operations for our clients, identifying suitable business partners.
- We manage recruitment, organizational feedback systems, customer experience, culture and strategy alignment, learning, executive coaching and mentoring.

The horizon of enroute's expertise is vast and includes areas like HR and organizational development, business operations, marketing and branding, finance and accounts, information service, sales and distribution and supply chain management.

Chapter 03: The Project Training and Development

3.1 Introduction

Enroute international limited is a newly established business and they are operating their activities from 2006. Till now they are introducing new systems that are really very helpful for the success of the organization. So the challenges associated with the changing nature of work and the workplace environment is as real for the Berkeley campus as elsewhere. Rapid change requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future.

As a manager, one of your key responsibilities is to develop your staff. The Philosophy of human resource management states that you can:

"Encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals at Berkeley and beyond, you can develop human resources by providing adequate training, encouragement of staff development, and opportunities for growth." It recognizes that employee development requires a shared responsibility among the institution, you, and the employee.

3.2 Objective

The main objective of this report is to clarify the importance of employee training and development of any organization. This report based on the situation and the incidents of enroute international limited but it is equally represents the situation of the other local organizations of Bangladesh.

- It will help enroute international limited to understand the importance of employee training and development
- It will help to increase the efficiency of the employees as well as the productivity
- It will help the organization to achieve its goal
- It will help enroure to retain its best talents

3.3 Methodology

The nature of the report is exploratory and descriptive. The required information is collected from the personal observation at enroute international limited, conversation with colleagues and the theoretical knowledge that I learned from MBA program.

3.4 The employee Development

Takes initiative to assess skills and interests and seek development activities that match needs; works with you to identify training and development objectives

Most employee development and training programs at enroute international limited fall under the following categories:

Management Development; Career Development; Basic Skills; Professional Skills; Technical Training; Supervisory Skills

Our support of training and development creates a "Win" for the employee and for your workplace. After the training, we will have Employees with upgraded skills, working to their full potential and equipped to deal with the changing demands of the workplace; employees with higher morale, career satisfaction, creativity, and motivation; increased productivity and responsiveness in meeting departmental objectives.

3.5 Management Development

The management and leadership development process is flexible and continuous, linking an individual's development to the goals of the job and the organization. Management development programs on campus give you the opportunity to develop a broad base of skills and knowledge that can be applied to many jobs on campus. The overarching goal is a comprehensive curriculum for managers and supervisors to develop the necessary core competencies to become excellent leaders. The Employee Relations Unit also provides training for managers and supervisors, along with performance management tools. Expanding management core competencies will enable campus managers to keep pace with the demands of a changing organization.

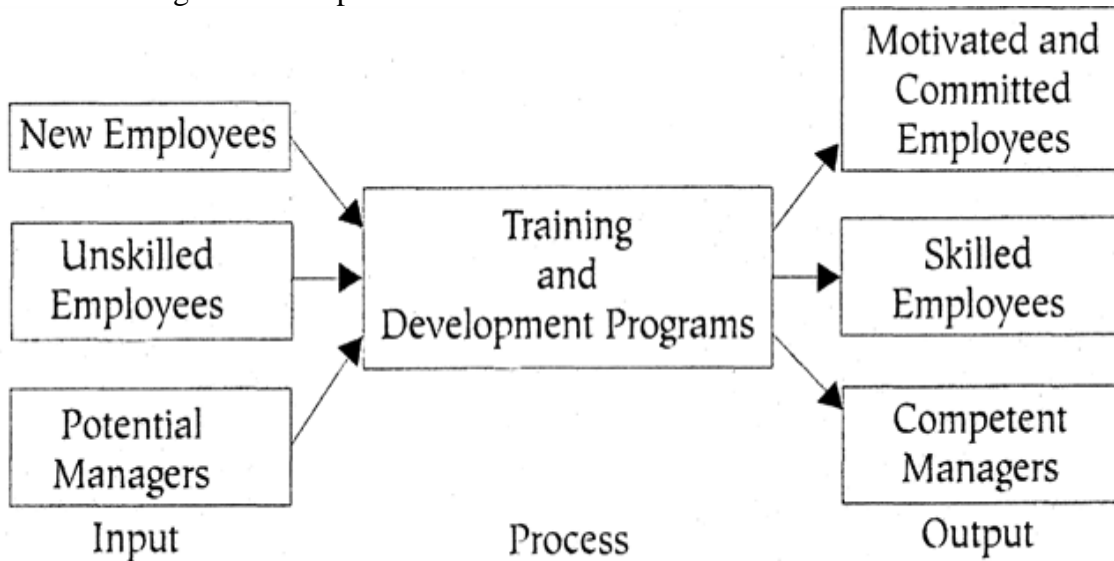
3.6 Career Development

Career development is the ongoing acquisition or refinement of skills and knowledge, including job mastery and professional development, coupled with career planning activities. Job mastery skills are those that are necessary to successfully perform one's job. Professional development skills are the skills and knowledge that go beyond the scope of the employee's job description, although they may indirectly improve job performance.

Since career development is an ongoing, dynamic process, employees may need encouragement and support in reviewing and re-assessing their goals and activities. You are in a key position to provide valuable feedback and learning activities or resources. Formal training and classes away from the job are effective in providing new information, but adult learners also need to practice new skills. Therefore, you can contribute significantly to your staff member's career development by supporting career development activities within your department.

3.7 Importance of employee Training and Development

Human Resource training and development should be of such nature that it should oil the human resources machinery making it something that takes the organization forward. If Human Resource training and development is not professional or appropriate; the result is a bureaucratic setup that is a hindrance to everyone in the organization. Rather than get mired in mindless formalities; HR should facilitate the growth of the organization, for all of which Human Resource training and development is the foundation.



Human Resource training and development is the imparting of necessary knowledge and skills to a human resource professional in the organization. This is necessary for a number of reasons. HR professionals are very important for the organization. They need continuous upgrade of their skills and attitudes. Training them to bring them on par with the organization's goals and in tune with the industry trends is necessary, since well-equipped HR professionals are the means to ensuring optimal performance from the organization's employees.

Extra skills to your employees do not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better corporate performance. Valuable training also includes situational training that provides personnel the skill sets that allow them to make timely, knowledgeable decisions that benefit both the customer and the company.

A positive environment for learning is always critical for success, whether it is the environment of a classroom or the environment of your organization. The learning environment provided by an organization is a function of the organizational culture. Organizational culture means the values, attitudes and beliefs reflected in the mission and goals, and practices of the organization.

3.8 Definition of Training and Development

Training is an organized activity for increasing the knowledge and skills of the people for a definite purpose. It involves systematic procedures for transferring technical knowhow to the employees so as to increase their knowledge and skills for doing specific jobs with proficiency. In other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training programme.

According to Edwin B. Flippo, "Training is the act of increasing the knowledge and skills of an employee for doing a particular job". Training involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behaviour of those trained and to enable them to do their jobs better. Training makes newly appointed workers fully productive in the minimum time. Training is equally necessary for the old employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing things. In fact, training is a continuous process. It does not stop anywhere. The managers are continuously engaged in training their subordinates. They should ensure that any training programme should attempt to bring about the positive change in the (i) Knowledge, (ii) Skills and (iii) Attitudes of the workers.

"The purpose of training is to bring about the improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite tasks". Although training and education are closely related, these concepts differ in crucial ways. While the "training" refers to imparting specific skills of specific objectives, the term "education" involves the development of the whole individual socially, intellectually and physically. Accordingly, training forms only a part of the entire educational process. Moreover, education is more akin to the concepts of growth and development than training.

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

Accordingly, the difference in employee training and management development. So, training is related to non managerial workers, while the development is refers to managerial. The training is task oriented, where as development is more conceptual and career centered. As, development is applies to managerial which accomplish not merely skills in their present jobs but also helps to develop the competencies for prospective assignments of higher responsibilities.

3.9 Typical Areas of Employee Training at Enroute international limited

1. **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs.
2. **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.
3. **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
4. **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity.
5. **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
6. **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can people to get along in the workplace.
7. **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, Benchmarking, etc. require basic training about quality concepts, guidelines and standards for quality, etc.
8. **Safety:** Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc. but can also be useful with practical advice for avoiding assaults, etc.
9. **Sexual harassment:** Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviours.

3.10 Benefits of Training

Enroute international limited may be has a great business model and systems, but if people can't handle the growth, enroute is still toast. If your company isn't investing in training, think about all the companies you admire as models for doing business right. You'll not only find that they've got a good training program, but training is a part of their culture. If you ask them why they train, they probably would look at you like you were from Mars, because it's like asking them why they breathe. If you want to breathe some life into your operation, start by investing in your people. Employee training and development initiatives can transform organizations with providing extra skills to your employees do not only increase safety and productivity but training leads to higher job satisfaction, which shows up in better corporate performance. Valuable training also includes situational training that provides personnel the skill sets that allow them to make timely, knowledgeable decisions that benefit both the customer and the company. It may take the form of an older employee assigned to show the new employee "the ropes." Or it may be left to the HR department or the individual's new supervisor to show them where the coffee pot is and how to apply for time off.

There are numerous reasons for supervisors to conduct training among employees. These reasons include:

- ❖ Increased job satisfaction and morale among employees.
- ❖ Increased employee motivation.
- ❖ Increased efficiencies in processes, resulting in financial gain.
- ❖ Increased capacity to adopt new technologies and methods.
- ❖ Increased innovation in strategies and products.
- ❖ Reduced employee turnover.
- ❖ Enhanced company image, *e.g.*, conducting ethics training (not a good reason for ethics training!).
- ❖ Risk management, *e.g.*, training about sexual harassment, diversity training.

3.11 Training needs assessment

There are several techniques that can be utilized individually or in combination with each other. More than one tool should be considered to get a better view of the big picture, however, which tools are used should be left up to enroute international limited and its need

1. **Meet with management:** Since most supervisors are involved with the planning of projects and the future of the company, they know what will be needed. They should be able to communicate where their employee's current abilities lie and what is needed to get them to the next level for new projects on the horizon.

2. **Meet with employees:** Discuss what struggles they may be facing from day-to-day and what would make their job easier and more efficient. Remember to keep them focused on what they need rather than what they want.

3. Conduct surveys: Surveys are beneficial because many people can be polled in a short period of time. Additionally, surveys provide employees with the opportunity to confess a need on paper that they may be too embarrassed to admit needing in a face-to-face meeting. Surveys should take the form of a questionnaire and can include close-ended or open-ended questions, or a series of both. Close-ended questions require the respondent stay within certain perimeters set by the person who created the survey. Being that the answers are limited, tabulating the data is simple. Open-ended questions allow an employee to provide more feedback and introduce new ideas that may not have been considered initially, although tallying the results may be more difficult. A good option during the creation of a survey would be to include a combination of both close-ended and open-ended questions.

4. Conduct focus groups: Focus groups allow for small group interaction, allowing the assessor to uncover details about their target audience. Brainstorming is encouraged allowing for an exchange of new ideas and a revelation of what training may be needed. They should be at least ninety minutes long to initially break the ice and for participants to become comfortable enough to express their thoughts. Depending on time limits, focus groups can be held once or repeatedly.

5. Review company goals and mission statement: A brief review of the company's past and where they are headed for the future may reveal valuable information for training. A comparison should be made of what employees are currently doing and what will be expected of them as the company continues to grow and change.

3.12 Identification of Training Needs

It is very important to identify the training needs for the employees of Enroute international limited like other organizations. It will give you a quick assessment of the training needs of an employee group. These training needs assessment helps find common training programs for a group of employees. Enroute international limited evaluate these training needs by some ways that are given below:

1. The facilitator gathers all employees who have the same job in a conference room with a white board or flip charts and markers.
2. Ask each employee to write down their ten most important training needs. Emphasize that the employees should write specific needs. Communication or team buildings are such broad training needs, as an example that you would need to do a second training needs assessment on each of these topics. How to give feedback to colleagues or how to resolve a conflict with a coworker are more specific training needs.
3. Then, ask each person to list their ten training needs. As they list the training needs, the facilitator captures the training needs on the white board or flip chart. Don't write down duplicates but do confirm by questioning that the training need that on the surface appears to be a duplicate, really is an exact duplicate.

3.13 The Training Process

Selecting the training processes in enroute international limited is almost same like any other organization in the country. Enroute international limited maintains all the processes of training so that they can ensure the proper training for the employees. The model below traces the steps necessary in the training process of enroute international limited:

- Organizational Objectives
- Needs Assessment
- Is There a Gap?
- Training Objectives
- Select the Trainees
- Select the Training Methods and Mode
- Choose a Means of Evaluating
- Administer Training
- Evaluate the Training

Enroute international limited has a clearly defined strategy and set of objectives that direct and drive all the decisions made especially for training decisions. Firms that plan their training process are more successful than those that do not. Most business owners want to succeed, but do not engage in training design that promise to improve their chances of success. A well-conceived training program can help the firm succeed. A program structured with the company's strategy and objectives in mind has a high probability of improving productivity and other goals that are set in the training mission. For enroute international limited, formulating a training strategy requires addressing a series of questions.

- Who are the customers of enroute?
- Why do they partnering with enroute?
- Who are our competitors? How do they serve their clients? What competitive advantages do they enjoy?
- What strengths does enroute have? What weaknesses?
- What social trends are emerging that will affect enroute international limited?

The purpose of formulating a training strategy is to answer two relatively simple but vitally important questions: 1. What is our business? and 2. What should our business be? Armed with the answers to these questions and a clear vision of its mission, strategy and objectives, a company can identify its training needs.

Training needs can be assessed by analyzing three major human resource areas:

- The organization as a whole,
- The job characteristics, and
- The needs of the individuals.

Assessing the current status of enroute international limited how it does what it does best and the abilities of the employees to do these tasks. This analysis will provide some benchmarks against which the effectiveness of a training program can be evaluated. enroute should know where it wants to be in five years from its long-range strategic plan. What you need is a training program to take enroute from here to there.

Second, consider whether the organization is financially committed to supporting the training efforts. If not, any attempt to develop a solid training program will fail. Next, determine exactly where training is needed. It is foolish to implement a companywide training effort without concentrating resources where they are needed most. An internal audit will help to point out areas that may benefit from training. Also, a skills inventory can help determine the skills possessed by the employees in general. This inventory will help the organization determine what skills are available now and what skills are needed for future development.

Also, in today's service-driven sectors, you would be remiss not to ask your customers what they like about your business and what areas they think should be improved. In summary, the analysis should focus on the total organization and should tell you : 1. Where training is needed, and 2. Where it will work within the organization.

Once you have determined where training is needed, concentrate on the content of the program. Analyze the characteristics of the job based on its description, the written narrative of what the Employee actually does. Training based on job descriptions should go into detail about how the job is performed on a task-by-task basis. Actually doing the job will enable you to get a better feel for what is done. Individual employees can be evaluated by comparing their current skill levels or performance to the organization's performance standards or anticipated needs. Any discrepancies between actual and anticipated skill levels identify a training need.

3.14 Selection of Trainees

Once you have decided what training is necessary and where it is needed, the next decision is who should be trained? For a small business like enroute international limited, this question is crucial. Training an employee is expensive, especially when he or she leaves your firm for a better job. Therefore, it is important to carefully select who will be trained. Training programs should be designed to consider the ability of the employee to learn the material and to use it effectively, and to make the most efficient use of resources possible. It is also important that employees be motivated by the training experience. Employee failure in the program is not only damaging to the employee but a waste of money as well. Selecting the right trainees is important to the success of the program.

3.15 Training Goals

The goals of the training program should relate directly to the needs determined by the assessment process outlined above. Course objectives should clearly state what behaviour or skill will be changed as a result of the training and should relate to the mission and strategic plan of the company. Goals should include milestones to help take the employee from where he or she is today to where the firm wants him or her in the future. Setting goals helps to evaluate the training program and also to motivate employees. Allowing employees to participate in setting goals increases the probability of success.

3.16 Training Methods

There are two broad types of training available to enrouté international limited: on-the-job and off-the-job techniques. Individual circumstances and the “who,” “what” and “why” of your training program determine which method to use.

3.16.1 On the job training

On the job training is delivered to employees while they perform their regular jobs. In this way, they do not lose time while they are learning. After a plan is developed for what should be taught, employees should be informed of the details. A time-table should be established with periodic evaluations to inform employees about their progress. On-the-job techniques include orientations, job instruction training, apprenticeships, internships and assistantships, job rotation and coaching.

3.16.2 Off the job training

Off the job training includes lectures, special study, films, television conferences or discussions, case studies, role playing, simulation, programmed instruction and laboratory training. Most of these techniques can be used by enrouté international limited although, some may be too costly.

Orientation for new employees is very important for every organization.. The first several days on the job are crucial in the success of new employees. This point is illustrated by the fact that 60 per cent of all employees who quit do so in the first ten days. Orientation training should emphasize the following topics:

- Enroute’s history and mission.
- The key members in enrouté.
- The key members in the department, and how the department helps fulfill the mission of the company.
- Personnel rules and regulations.

Enroute international limited uses both verbal and written communication for the orientation. Enroute conveys these topics in one-on-one orientations. No matter what method is used, it is important that the newcomer understand his or her new place of employment. Lectures present training material verbally and are used when the goal is to present a great deal of material to many people. It is more cost effective to lecture to a group than to train people individually.

Lecturing

Lecturing is one-way communication and as such may not be the most effective way to train. Also, it is hard to ensure that the entire audience understands a topic on the same level; by targeting the average attendee you may under train some and lose others. Despite these drawbacks, lecturing is the most cost-effective way of reaching large audiences.

Role playing and simulation

Role playing and simulation are training techniques that attempt to bring realistic decision-making situations to the trainee. Likely problems and alternative solutions are presented for discussion. The adage there is no better trainer than experience is exemplified with this type of training. Experienced employees can describe real world experiences, and can help in and learn from developing the solutions to these simulations. This method is cost effective and also very easy for the employees to learn new things.

Job rotation

Job rotation involves moving an employee through a series of jobs so he or she can get a good feel for the tasks that are associated with different jobs. It is usually used in training for supervisory positions. The employee learns a little about everything. This is a good strategy for enroute because of the many jobs an employee may be asked to do.

Apprenticeship

Apprenticeship develops employees who can do many different tasks. They usually involve several related groups of skills that allow the apprentice to practice a particular trade, and they take place over a long period of time in which the apprentice works for, and with, the senior skilled worker. Apprenticeships are especially appropriate for jobs requiring production skills.

3.17 Evaluation of Training

Training should be evaluated several times during the process. Determine these milestones when you develop the training. Employees should be evaluated by comparing their newly acquired skills with the skills defined by the goals of the training program. Any discrepancies should be noted and adjustments made to the training program to enable it to meet specified goals. Many training programs fall short of their expectations simply because the administrator failed to evaluate its progress until it was too late. Timely evaluation will prevent the training from straying from its goals.

Learning at work has expanded to include both formal and informal methods for preparing employees for their current and future work. Employee training refers to providing an employee with the knowledge and skills to perform his or her current job well. Employee development can offer longer leaves than the law requires. Or, your policy can stipulate that employees will be paid while they are on leave is focused on preparing the employee for future positions.

Chapter 04 Findings of the study

Enroute international limited started their journey in 2008 and since then they are emerging heavily in the service sector in Bangladesh. So they are opening new projects every year to satisfy their clients and make expected profits for the organization own. So enroute is recruiting lots of people to run their businesses. They usually recruit people base on their needs. Sometimes they recruit experienced people, sometime they recruit freshers. So it is very important for them to arrange training and development programs so the employees can perform well and can contribute to achieve organizational goal. Enroute is doing very well developing its employees. Most of the time, they organize on the job training for the employees that really help them to learn practically and very fast.

Enroute international limited always recommend training for its employees because they want to develop the employee's skills and capacity so that they like to work in a learning environment. It will help the organization to retain its talents for long time.

Chapter 05 Recommendation and Conclusion

5.1 Recommendation

Enroute international limited is doing very well in the service sector in Bangladesh. Now a day they are considered as one of the finest consultancy firm of the country. They have a goal to be the leading consultancy firm very soon. To achieve its goal, they should properly utilize the resources especially the human resources. They should ensure the development of all the employees that can fasten its way to reach at the top. They should arrange training sessions for each and every employee from the top to bottom of the management ladder.

The success of any organization depends on its employees. If the organization arranges training and development program for the employees, ultimately the organization will be beneficial for the long term. Proper career progression and development helps the organization to retain its best talents for the long run. So enroute management consulting should manage planned and effective training for the development of the employees at a continuous process.

5.2 Conclusion

Bangladesh is a regenerative country, which is growing, making its presence in the global forum. Moreover it is one of the countries that are looked upon as the next growth centre. So let us be conscious about the fact that there is a regenerative Bangladesh, creative Bangladesh, path breaking Bangladesh. Hopefully Business process outsourcing is the next opportunity for Bangladesh.

Enroute international limited is doing tremendously well in BPO sector in Bangladesh. Though is a newly established organization, working for only 6 years but it has a depth of resources especially who is leading the organization. So if they want to achieve the goal, they need to ensure the proper learning for the each and every employee. I hope enroute's skilled and efficient employees will make sure all success for the organization for the long run.

References

1. <http://www.thedailystar.net/>
2. <http://www.enroute.com.bd/>
3. <http://www.emc.com.bd/>
4. Human Resource Management by Fisher
5. Class lectures
6. Instructions of field supervisor
7. https://www.google.com.bd/?gws_rd=cr,ssl&ei=2CoZVPTEGYewuASrrYDoDA