



Inspiring Excellence

Internship Report

on

Training Analysis

of

Unilever Bangladesh Limited



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Letter of Transmittal

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Subject: Submission of Internship Report.

Dear Sir,

It is my utmost pleasure to have had an opportunity to submit my internship report on “**Training Analysis at Unilever Bangladesh (UBL)**”, which had been assigned to me as a requirement for the completion of the Internship Program.

Unilever Bangladesh is one of the leading Fast Moving Consumer Goods Company in the country, which spans an existential history for about 50 years. Unilever products are present in about 98 percent of Bangladeshi households. UBL holds the majority in market share for 7 of the 8 categories it operates in and has about 20 brands covering Home Care, Personal Care and Foods.

I have put in my best effort to complete this report and I hope this will maintain such integrity. I would like to thank you again for providing me the opportunity to submit this report.

Best Regards,

Lamisa Manzoor

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Acknowledgement

This report has been completed with the combined efforts of many people. Two organizations played key roles, for me to have come this far. Firstly, BRAC University, to which this report is being submitted to and secondly to Unilever Bangladesh, the company which has taught me its ways, that I have summarized in the report.

First of all, I would like to sincerely honor Mr. Ariful Ghani, Lecturer of BRAC Business School (BBS), BRAC University. I am indebted to his sincere guidance during my internship period. It is with his proper directives and suggestions that this report has come to be fruitful.

I would like to thank Unilever Bangladesh to have given me the opportunity to be an intern in their highly renowned organization. I would like to thank the Human Resources division especially, Ms. Tanvira Choudhary who has given me the hands on experience of what I had studied so far.

Finally, I would also like to express my gratitude towards my friends who have provided me with moral support and valuable suggestions, which has made my learning even finer and hence this report as a result.



Executive Summary

Unilever is one of the biggest Multinational Corporations that exist in the thriving market of Bangladesh. They are the current leaders in fast moving consumer goods company in Bangladesh with a heritage value of 50 years and consumer products that are present in 98% of Bangladeshi households. This report mainly addresses the training analysis of Unilever Bangladesh.

I have made this report on the basis of practical knowledge, observation and experience as I worked at Unilever as an Intern in the Human Resource Department. My internship lasted for about 2 months. The report has been prepared based on the information I received from my supervisor. In order to come up with a good report, I also questioned my supervisor on this particular topic that is training for employees done at Unilever.

Training is an important aspect of every organization as it develops their employees to get aligned with organization's vision and mission and sets the stage for the trained employees to lead the organization in the future. Unilever has a similar training system in place that helps them find those potential future leaders. They have a structured and organized form of training system that is conducive to employee's growth needs as well as the organization's progressive needs. As a result, a good training system has allowed Unilever to brand itself as an organization that every graduate wants to work for.

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Chapter 1: The Organization

1.1 Introduction:

Unilever Bangladesh is a subsidiary of Unilever, the world's largest fast moving consumer goods company, in collaboration with the Government of Bangladesh. It is a leading company to provide personal care, home care and food products in the country. It is leading in market of seven of the eight categories it operates in. It has an estimated annual turnover of 47 Billion Euro. Unilever holds 60.4 percent shares in Unilever Bangladesh with the rest being owned by the Government of Bangladesh.

1.2 History:

Unilever itself began in 1890, when William Hesketh Lever, founder of Lever Brothers Ltd, had come up with the idea for Sunlight Soap. This was a revolutionary product which helped popularize hygiene in Victorian England. The goal was to increase cleanliness with less effort for personal use. Since then it has been through an exhilarating journey spanning three centuries. It has had a heritage of about 50 years in Bangladesh with it being named as Lever Brothers Bangladesh Ltd. In 2004, the name was changed to Unilever Bangladesh Ltd in order to align its identity with the global Unilever.

1.3 Product/Service Offerings:

Unilever Bangladesh is known for providing consumer goods that focus on home and personal care and food. It has several brands ranging the aforementioned categories. The brands operating in Bangladesh include:

- Axe
- Brooke Bond Taaza
- Clear
- Close Up
- Dove
- Fair & Lovely



- Knorr
- Lifebuoy
- Lux
- Pepsodent
- Ponds
- Pureit
- Rexona
- Rin
- Sunsilk
- Surf-excel
- Tresseme
- Vaseline
- Wheel

Along with providing consumer goods, Unilever Bangladesh has a program called Unilever Sustainable Living Plan (USLP) which undertakes several programs aimed to increase the welfare of people in the country. These programs include hand-washing practice awareness, free dental checkups, providing pure water to underprivileged people and public places to name a few.

1.4 Organizational Chart

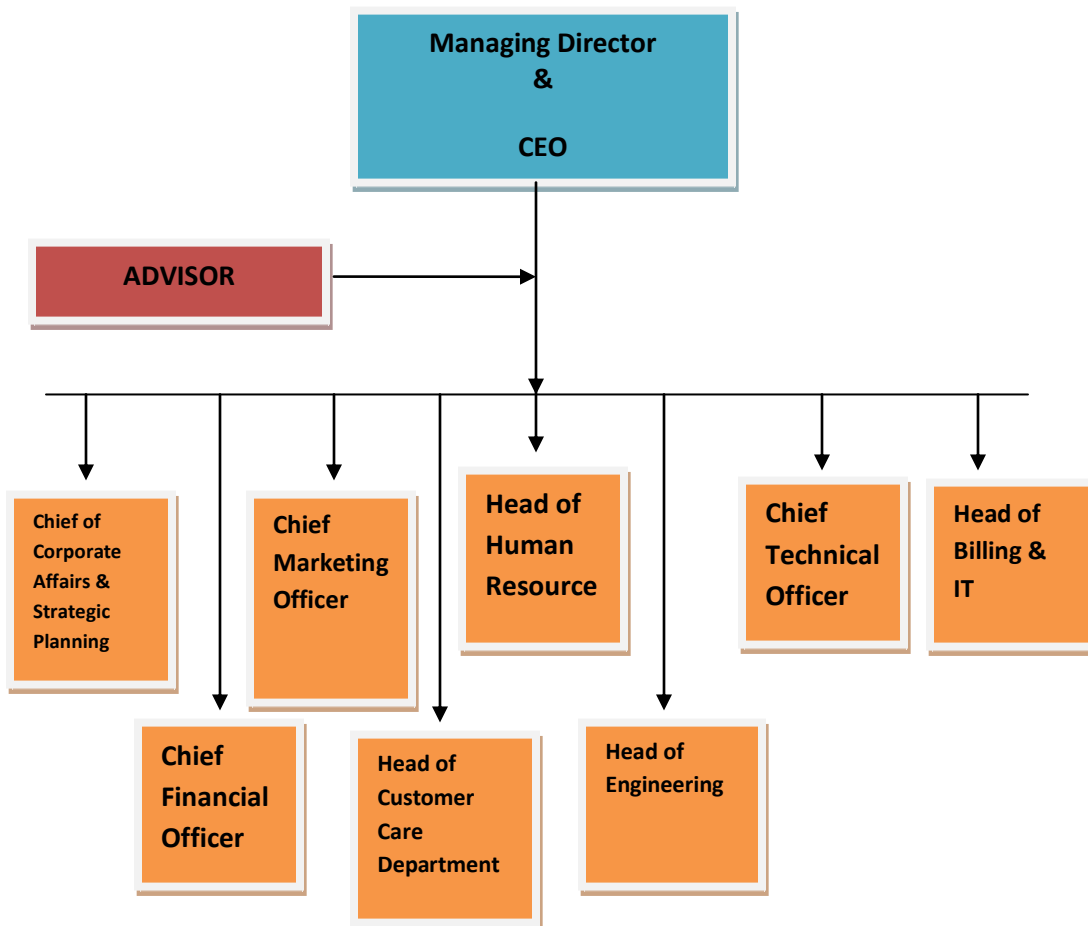


Exhibit 1.4: Organizational Chart



1.5 Goals and Objectives of Unilever Bangladesh:

Our non-negotiable goals and objectives focus on winning the areas of brands, innovation, market place, continuous improvement and people. In order to do so Unilever will be building stronger brands and engage in development of improved innovations in terms of size and speed that will enhance growth at the margin. To win the market place Unilever will increase market reach and be a leader in developing markets. To achieve wins through constant improvement Unilever will construct a value chain focusing on quality which shall scale according to global and local needs, achieve returns from investments made on capital and marketing growth; and establish cost competitiveness. For winning with people Unilever will indulge in development of capabilities and leadership to higher levels, building an organization that exhibits agility, flexibility and diversity. Unilever concentrates on production of high quality commodities, promotion of products to the maximum potential, large scale manufacturing to obtain economies of scale and allow quality products to be available at accepted market prices.

1.6 Mission:

The mission of Unilever is incorporation of vitality to life. Unilever aims to meet the everyday requirements of individuals in nutrition, hygiene and personal care by means of brands which not only help people to feel and look good but also to get the most out of life.

1.7 Vision:

The vision of Unilever is to double the size of the business and at the same time reduce impact on the environment, as well as, increasing social impact in a positive manner. Unilever will be a leader in responsible growth and act as inspiration to people to take small everyday actions, which will collectively amount to a significant change.



Chapter 2: Job Description

2.1 Job Title: Internship

2.2 Position: HR intern

2.3 Job Responsibility:

- Coordinating with the supervisor on day to day HR activities
- Researching on engagement activities done by Unilever Bangladesh

2.4 Description:

As a Human Resource (HR) intern at Unilever, I was initially asked to brush my knowledge up on HR engagement activities and all the theories that come with it. Afterwards, my supervisor asked me to do a little research on engagement activities that are done by organizations globally. Subsequently, my task increased and I had to do a research on engagement activities done by HR of major organizations in Bangladesh. Even though I was limited to only online research at the beginning, for research activities done at other organizations I had to resort to face to face interviews for extracting information. At the end of each week, a report had to be submitted to the supervisor on the progress I had made so far.

2.5 Critical Observation and Recommendation:

Even though 2 months is a very short duration for critically observing a human resource department, however, there were some noticeable points to be mentioned. Firstly, the HR department follows the global Unilever protocols when it comes to designing and executing different types of activities for different departments. Secondly, the HR employees are properly aware of their responsibilities, as a result, they are able to transcend those responsibilities to other employees. Thirdly, the HR employees seem to always motivate other employees to nurture their leadership skills.



When it comes to recommendation, I personally would not suggest too much of change to the internship program, as it quite well structured and organized. However, I feel the internship period could be extended a little longer as two-months may not be enough to ensure that the interns are exposed to enough work activities within the organization.

Chapter 3: The Project

3.1 Summary:

Unilever Bangladesh is one of those organizations who implement effective Human Resource practice in the organization to guarantee the development of their employees, which also paves the way for a long term organizational success owing to precise employee participation (Unilever, 2016). The HR department of Unilever Bangladesh monitors and controls all the necessary HR functions such as recruitment, selection and most importantly training. The department is well complimented by state of the arts technology to maintain a cohesive HR system. Unilever Bangladesh is a believer in building leaders from within rather than outside. In order to create such leaders, Unilever Bangladesh has a through training process in place. After bringing in the right talent for the organization, the training process helps them in growing as leaders. Much of the training is on the job. The HR facilitates different training programs for the employees. Once employees are trained an evaluation process is triggered to ensure the effectiveness of training. The training process of Unilever Bangladesh is basically centered on developing the employees as future leaders. A more detailed description of the Unilever Bangladesh training process will be explained in the following sections.

3.2 Objective of the Study:

Primary Objective: The primary objective of this report is to analyze, assess and break down the training program of Unilever Bangladesh HR.

Specific Objective:

- Training Process
- Modes of Training
- Skill Assessment
- Kirk Patrick's Model

3.3 Methodology:

Primary Data – Face to face interview with the HR Manager

Secondary Data - Unilever Bangladesh website, journals and reports

3.4 Limitations:

- Lack of opportunities in terms of observing on the job training
- Duration of Internship allowed minimum exposure to the training program
- Reluctance from HR manager to share internal data and information
- The Unilever Bangladesh employees could not co operate to the full extent due to heavy workload

3.5 Literature Review:

Training is very important for any organization that aims at progressing. It is basically a process of acquiring a set of essential skills needed for a certain job and executing them in accordance with the job responsibilities. There are some aspects that are critical for successful job performance, they are, knowledge, skills and behavior. Training basically helps employees gain these elements and channel them effectively to avail maximum job performance (Chopra, 2015)

Chapter 4: The Training Cycle

- Understanding training needs for the employees and creating the skill requirements
- Designing the most effective training method for your organization
- Making sure the training is being delivered efficiency
- Evaluating the impact of the training

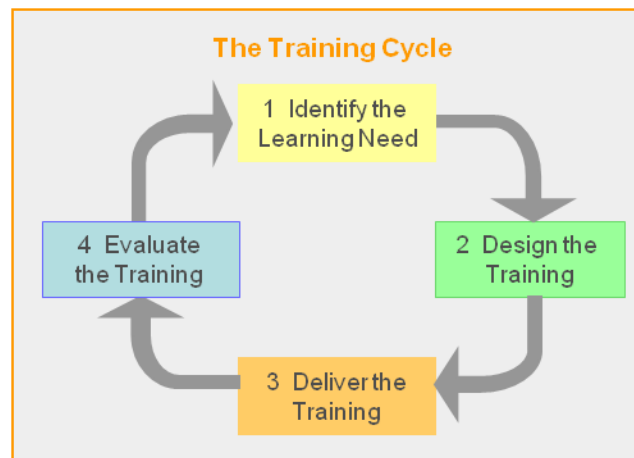


Exhibit 4: The Training Cycle (Spotlight on Management, 2014)

Chapter 5: The Training Process

- **Needs Analysis-** a systematic process of exploring how things are done and how things should be done.

Training Needs Analysis is influenced by three factors:

- a) Organizational Analysis- identifying the training needs of the employees in accordance with the long-term goals of the organization.
- b) Job Analysis- identifying training needs in accordance with job description and specification.
- c) People Analysis- identifying the training needs in accordance with the traits of the employees.

- **Instructional Design-**

- a) Setting training goals
- b) Determining training specifics
- c) Identify trainees
- d) Determining training materials
- e) Choosing training modes and methods
- f) Select trainees
- g) Schedule training
- h) Develop training projects

- **Validation-**

- a) Validating the training program before implementing it
- b) Revising the training program before implementing it

- **Implementation-**

- a) Ensuring support from management to the training program
- b) Appoint manager for the training program
- c) Designing certain protocols for the program
- d) Ensuring logistical support

- **Evaluation-**

1. Types of evaluation:

- Concurrent evaluation- evaluate the training effectiveness during training
- Immediate final follow up- evaluating training effects at the end
- Follow up evaluation- Evaluating training effectiveness by observing the overall performance of the training

2. Tools of Evaluation:

- Written Test
- Simulation
- Interviews
- Questionnaire
- Performance Appraisal

Chapter 6: Modes of Training

1. On the job training- is a form of training that takes place when employees are actually working. It is a self-explanatory process that takes place when employees are actually working, meaning employees acquire skills while they are carrying out their jobs.
2. Off the job training- is basically when employees are trained somewhere away from the actual workplace. Top executives are often sent abroad for off the job training. Off the job training is more concentrated on learning.
3. Coaching and mentoring- Coaching is a private interaction between a trainer and trainee. It is a way to correct the errors done by the employees, as it, gives employees room for improvement. Mentoring is usually aimed at management level employees. It gives the trainees an opportunity to work under a respective role model and allows the employee to have a reference point in terms of completing job responsibilities. (Chand, n.d.)

Chapter 7: Skill Assessment

1. **Leadership Skills-** is one of the must have skills to have. Leadership skills are evaluated by measuring employees' ability to take charge of tasks, responsibilities, project, decision making.
2. **General Skills-** basic skills employees need to possess to properly conduct themselves in the workplace. Skills such as, preparing documents, maintaining communication with clients and so on.
3. **Functional Skills-** are those skills that distinguish an employee in a competitive workplace. Skills such as, IT skills, communication skills, presentation skills, proficiency in English and math, etc.

Chapter 8: Kirk Patrick's Model

This is a four level training evaluation model that helps organizations measure the effectiveness of their training process. It is one of the most go to models in terms of training process evaluation. Most organizations favor this over any other models. The model was originally created by Donald Kirk Patrick in 1959 and since, has gone through several updates and revisions (Businessballs, 2014). The four levels are:

1) Reaction- This level is all about how the employees feel and their reaction to the training or learning process. The questions that frequently arise in this level are:

- Did the employees enjoy the training?
- Was the training relevant to their delegation?
- Was it time consuming?
- Did they like the venue?
- Are they content with the level of participation?

Examples of evaluation tools and methods:

- Post training service and questionnaire
- Observing verbal reaction of the employees to the training
- Through report sent by trainers to managers back at their jobs

2) Learning- In this level employees' degree of knowledge and skills acquired after the training experience is measured. It is basically exposing the employees to a new set of knowledge and skill domain. The questions that frequently arise in this level are:

- Did the employees learn what was needed?
- Did the employees what was required for them experience?
- Did their knowledge portfolio expand after the training?

Examples of evaluation tools and methods:

- Interviews conducted before and after the training
- Assessment Model related to learning

3) Behavior- In this the level employees are measured in terms of application of their learning during the training when they are back on the job. It is basically the extent to which their behavior has changed after the training. The questions that frequently arise in this level are:

- Did the employees implement their learning when back on the job?
- Did the employees use relevant skills and knowledge?
- Was the level of change noticeable among the employees?
- Can the trainees pass on their learning to another employee?
- Are the employees self aware of the change?

Examples of evaluation tools and methods:

- Observation of the employees time to time
- Interviewing the trained employees in a subtle manner
- Assessing the opinion the employee and then looking back at the training method

4) Results- In this level the organizational performance is measured based on the improved performance of the trained employees. This level is all about evaluating to a degree the targeted outcome has occurred. The questions that frequently arise in this level are:

- Has the training impacted the organization growth?
- Is there any complain from the employees end?
- Is the employee retention higher after the training?
- Does the return of investment indicate an upward curve?



Examples of evaluation tools and methods:

- Traditional management reporting
- Organizational appraisal that indicate change in business
- Overall feedback from the employees themselves

Chapter 9: Interpretation and Discussion at Unilever

9.1 Training Cycle at Unilever Bangladesh:

Unilever Bangladesh have always put huge emphasis on training of its employees; as a result they have their own training program designed by their HR who is dedicated towards providing the employees with a result-oriented training experience. Unilever Bangladesh believes in creating leaders from within rather than external source, thus training the employees in the best way possible is one of their top priorities. Training is offered to employees in accordance with their delegations however, they have a universal selection and recruitment process in place.

- Identifying Needs – Unilever Bangladesh HR ensures that the employee training needs are met properly. For example, a fresh graduate who joins the organization as a territory officer is groomed properly before he actually starts working in his assigned territory. Here, Unilever Bangladesh has realized that a graduate who is fresh out of university do not have sufficient skills such as sales negotiation, managing people etc. Therefore, training needs are identified accordingly.
- Design the training – Unilever Bangladesh has a unique 27 months management trainee program in place that is designed in a way which allows the employee to grow as a leader as well as help the organization progress in the meantime.
- Deliver training – Unilever Bangladesh makes sure that the training is being delivered precisely as supervisors in the form of line managers or central managers tend to always keep an eye on whether the training deliverables are met properly or not.
- Evaluating the training – Unilever Bangladesh follows the Kirk Patrick model when it comes to evaluating the effectiveness of the training.

9.2 The Training Process of Unilever Bangladesh:

1. Needs Analysis

- (i) Organizational Analysis: Unilever Bangladesh's management trainee program precisely feeds the needs of the organization. As Unilever Bangladesh is a big

organization that always invests on long term goals, the training process therefore, are designed accordingly creating long lasting employees.

- (ii) Job Analysis: Unilever Bangladesh makes sure the training provided to the employees are relevant to the job description and specification, therefore, a Marketing Executive would not be trained on areas such as accounting or engineering as it is irrelevant to his job description or specification.
- (iii) People Analysis: When it comes to providing training, Unilever Bangladesh do consider the profile of an employee and tries to train him or her accordingly.

2. Instructional Design

Once the HR recruits the suitable candidates for training, Unilever Bangladesh sets training goals and specifics accordingly. In the instructional design, the skill assessment is initially done and then the learning plan is made. The business input and the individual input is thoroughly analyzed and then the training plan is designed. Subsequently, the training calendar is designed along with developing the training project. Job rotation is kept in place for employees every three years, for which they go through training, which could be regional or international.

3. Validation

Emphasis on the business input and the individual input reflects Unilever Bangladesh's priority towards validation before implementing a full-scale training program

4. Implementation

For approval of any training program within Unilever Bangladesh, the top management must give green-signal to the whole project. Afterwards, line-managers from each department are appointed to conduct, supervise and assess the training program. It is the duty of the line manager to ensure that certain rules and regulations are maintained throughout the whole program. The line-manager on the other hand has to report to a manager who is centrally appointed for the whole program. As a result, Unilever Bangladesh ensures support from management in the training process.

5. Evaluation

Unilever Bangladesh makes sure that the line-managers are constantly evaluating the training effectiveness during training as well as observing a thorough performance of the training after the end of the program. Training progression of training programs within Unilever Bangladesh are checked quarterly.

Tools of evaluation at Unilever Bangladesh include:

- i) Written test
- ii) Interviews
- iii) Questionnaire
- iv) Performance Appraisal

9.3 Modes of training at Unilever Bangladesh:

1. On the job training:

This is the most used form of training at Unilever Bangladesh. Almost all modes of training conducted at Unilever Bangladesh fall under this category. They consider it to be a very effective process as employees get to be trained on a lot of new things while they are actually on the job. The functional skills that are very important for the growth of an employee at Unilever Bangladesh are usually taught through this mode of training. Territory officers who are assigned in the remote places of the country are constantly being trained on sales by the ‘on the job’ training model.

2. Off the job training:

At Unilever Bangladesh, compared to the other modes of training, off the job is probably the most least used mode of training. When training is conducted at classrooms or other external venues, Unilever Bangladesh has association with other organizations such as Accenture, who assists in providing off the job training to the employees. The top level

executives are often sent abroad for off the job training needed for higher level management.

3. Coaching/Mentoring:

Coaching and mentoring is the second most training mode used at Unilever Bangladesh. Employees are constantly coached and mentored by the line-managers in honing their general, leadership and functional skills.

This shows that Unilever Bangladesh follows the 70/20/10 learning model when it comes to training employees through various modes.

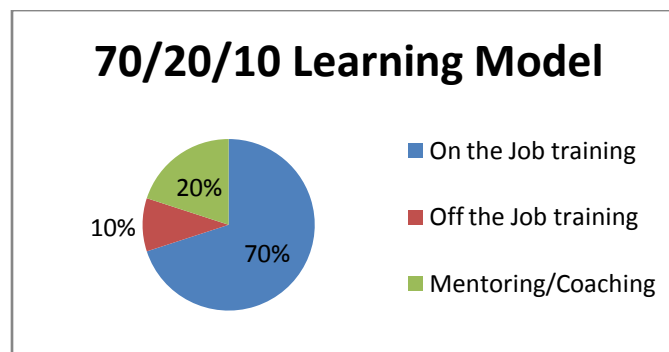


Exhibit 9: Unilever Learning Model

9.4 Skill Assessment at Unilever Bangladesh:

1. Leadership skills

Unilever Bangladesh is a big believer in investing in employees and molding them into the future leaders of the organization. Although the management training program is there for creating future leaders, premium high profile training program for top level management is also in place to harness their leadership skills. As mentioned earlier, the top-level management is often sent abroad for leadership training. The HR team of Unilever Bangladesh also works with external vendors who are specialized in this area.

2. General Skills

In terms of general skills, Unilever Bangladesh is assisted by other organizations in helping them train the employees in this particular skill. They have a partnership with



Accenture as their employees come to the assigned Unilever Bangladesh premises and train the trainees accordingly.

3. Functional Skills

Unilever Bangladesh considers Functional skills to be the single most important skill to have whenever you are starting out as a Unilever Bangladesh employee. As functional skill is directly related to the organizational growth and development, it is quite obvious why HR gives this skill a lot of attention. As a result, Unilever Bangladesh has a dedicated academy that is only aimed at bettering the functional skills of the employee.

9.5 Kirk Patrick's Model at Unilever Bangladesh:

Much like all other organizations, Unilever Bangladesh follows the Kirk Patrick Model for evaluating their training process. However, they have not yet availed all the levels of the evaluation model.

Majority of the time, Unilever Bangladesh HR is in the first level of the Kirk Patrick Model, which is the reaction of the employees to the training process. The reactions are often measured through in-house surveys, questionnaire, interviews etc.

According to Unilever Bangladesh, the HR has reached the second level to a small extent, which is the extent to which employees acquire the given knowledge after the training process. The behavior is also measured in a very vague manner in the form of observation.

Unilever Bangladesh is yet to reach the third and the fourth level, which is change in behavior and results respectively.

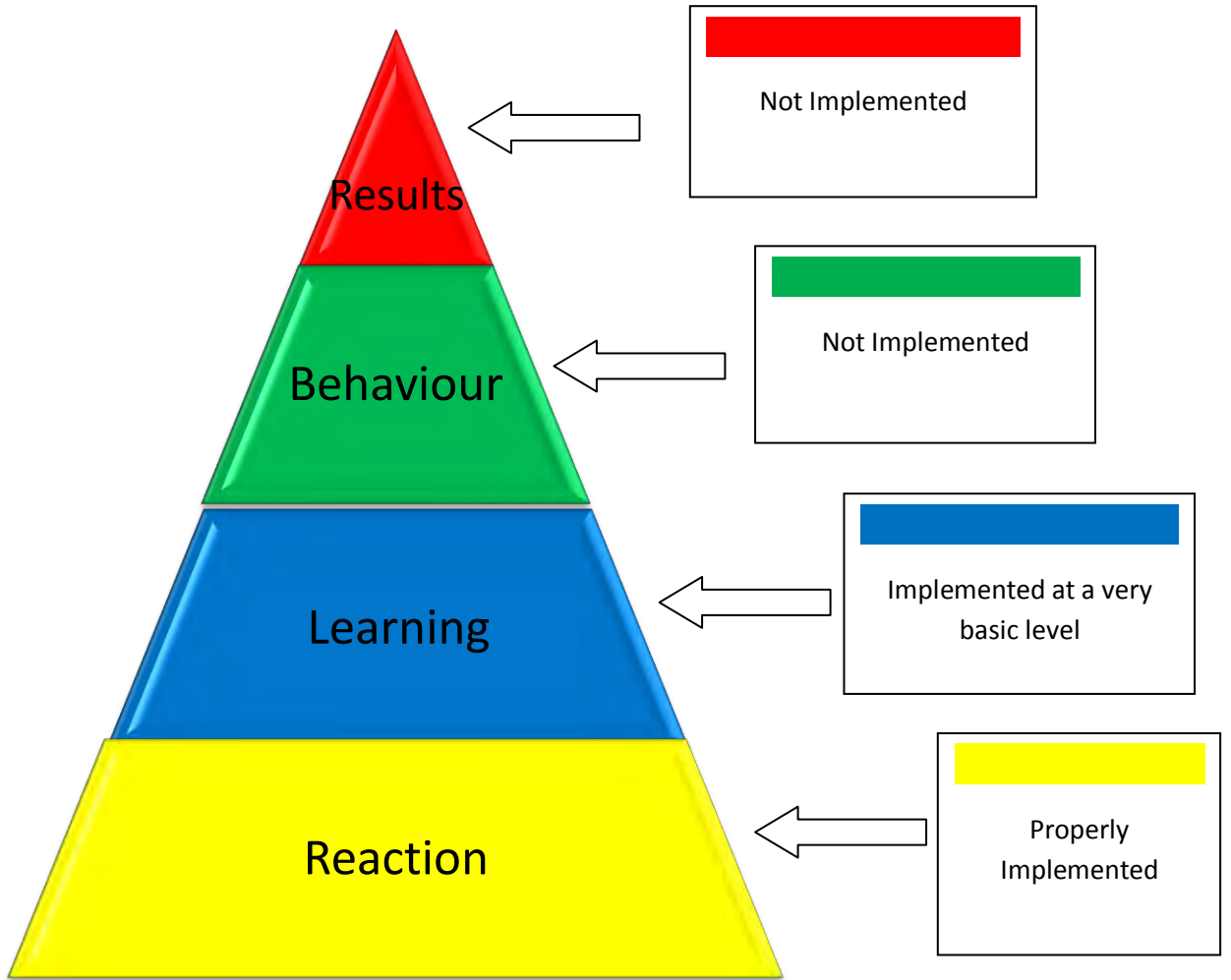


Exhibit 9.5: Kirk Patrick's Model implemented at Unilever Bangladesh



Chapter 10: Conclusion

The consumer goods industry in Bangladesh is one of the most competitive industries in the region. Unilever Bangladesh is regarded as the market leader in this sector and such feat could not be achieved if it was not for their way of managing its people, which is the Human Resource. The employees of Unilever are fundamental to the way they do business; therefore, they are by default at the centre of everything they do. Such commitment towards employees demands a training process that allows the employees to grow into a standard Unilever employee and that is what they precisely provide. The training programs at Unilever help employees understand their products well, which in turn allows the employees to sell it to their consumers well, resulting in consumer satisfaction and allowing Unilever to stay on top in the process. It is safe to say, Unilever Bangladesh's unique training programs have reflected in their business success and their market share, resulting in a competitive advantage. Therefore, other organizations must consider Unilever Bangladesh as their reference point when it comes to employee training.

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