

# **Training and Development at Haque Group of Industries**

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BRAC University, Dhaka, Bangladesh

**Training and Development at Haque Group of Industries**

**An Internship Report**

**Submitted**

**To**

**Ashekha Mahboob**

**By**

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**In partial fulfillment of the requirement for the degree**

**Of**

**Bachelor of Business Administration**

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## Letter of Transmittal

Date: 19.06.2016

To

Asheka Mahboob

BRAC University

66, Mohakhali, Dhaka 1212

Subject: Submission of Internship Report.

Dear Madam,

I have prepared the internship report as per instructions on '**Training and Development in Haque Group of Industries**' upon completion of internship at Haque Group of Industries.

This report provides information about the company details and an elaboration of training process of Haque. If you need any further clarification, I will be glad to answer your queries.

Therefore I sincerely hope that you will appreciate my effort and accept my report.

Sincerely,

Sabrina Khaled

ID: 12104216

BRAC Business School

BRAC University



## Acknowledgement

First of all, I would like to thank Almighty Allah for granting me with constant patience and strength to complete this internship report on time.

It gives me immense pleasure to thank a significant number of individuals for their cordial support and encouragement which helps me in preparing the internship report.

A special thanks goes to my course instructor **Asheka Mahboob** whose immense support, guidance and feedback helps me to achieve the objective of the report and prepare the report accurately.

Furthermore I would like to show my gratitude to my supervisor of Haque Group of Industries **Md. Abdul Malek, HR Manager** and also the COO of the company **M. Shamsul Arefeen** who believed in my capabilities and thought me to be responsible enough to carry out important projects like Preparing the Training Calendar, Performance Management System etc. Their guidance helps me to learn office etiquettes. I really would like to thank Mr. H.M. Nasrun Hassan, Senior HR Executive who helped with the daily activities and shared his work experience with me.

I also appreciate the environment of '*Haque Group of Industries*' and the cooperation of the employees which helped me during my work tenure and made my experience a memorable one.

Finally I like to thank my parents, faculties and friends whose support and teachings have brought me to this position.



## Table of Contents

Executive Summary .....	1
Chapter 1.....	1
Introduction .....	1
Company Profile .....	2
Vision .....	4
Mission .....	4
Values.....	4
List of Companies .....	5
Products .....	7
Organogram.....	8
Chapter 2.....	18
Internship Experience .....	18
Job Description .....	19
Chapter 3.....	21
Training & Development.....	21
Summary .....	22
Origin of the Report .....	23
Description of the Project.....	24
Main Objective .....	24
Specific Objective .....	24
Methodology .....	25
Primary Source .....	25
Secondary Source.....	25
Limitations .....	25
Training and Development .....	26
Training Program in Haque Group of Industries .....	27
On the Job Training .....	27
Off the Job Training.....	28
Overseas Training.....	30
Training Process in Haque Group of Industries .....	31



1. Conducting Training Need Analysis.....	32
2. Preparing Training Calendar and Training Budget.....	34
2.1. Preparing Training Calendar.....	34
2.2. Preparing Budget: .....	34
3. Designing Training Program .....	35
4. Conducting Training .....	35
5. Training Evaluation.....	36
Findings .....	37
SWOT Analysis .....	39
Recommendation .....	41
Conclusion.....	42
Reference .....	43



## Executive Summary

The internship report reflects the work experience I have gathered while working as an HR intern in Haque Group of Industries which is one of the largest and oldest biscuit, confectionery, soap and battery manufacturers in Bangladesh. As the company is expanding, new technologies and HR practices need to be incorporated. To introduce new practices some projects were undertaken by the COO and Group HR Head among which three projects were carried out by me. Amidst these three projects, I preciously worked on their training projects and I gained profound knowledge on the whole training process of Haque. I have highlighted and described the training procedure, types of training Haque provides to ensure the efficiency of the employee and company growth. A detailed description of all the steps of training is discussed in this report. Based on my observation, I have provided my findings and SWOT analysis has been done to present the overall scenario of the company. I also have shared a detailed insight about my work experience at Haque Group of Industries with a detailed job description. Moreover, based on my experiences and findings, I have expressed my opinions for further improvement.



# **Chapter 1**

## **Introduction**





## Company Profile

Haque Group of Industries Ltd. is one of the largest and oldest biscuit, confectionery, soap and battery manufacturers. They are in this business since 1947, when they started as the distributor of famous British biscuit giant Huntley & Palmers and battery giant Union Carbide. They have pioneered in many segments like Cream Crackers, Bourbon, sugar glazed biscuit, chocolate filled chips and many more.

The Group's most reputed brand is 'Mr. Cookie' for which it obtained 'Monde Selection Gold Medal' several times. To the consumers Haque is a beacon of faith and trust; competitors look upon Haque as an example of brilliance in quality and taste.

Today, the great strength of Haque is the extremely widespread distribution network and 'Can Do' attitude of the top management. Even at the most remote places, one can buy Haque products from the local grocers & general stores. They have 300+ distributors spread all over the country to ensure the availability of their products in the trade channels. Currently they are available in 300K + shops with their products.

Haque Group started its business in 1947 in India and blooming through the hand of Barrister Tamizul Haque. After partition, it shifted to Dhaka in the year 1948 with a vision of serving the nation as a Baker.

The yearly turnover of the Haque Group of Industries is 20 Million USD. All the Companies are Private Limited & are very much within the family fold and none else sharing them.

The Group is very much interested in further growth and would consider joint ventures with foreign companies who are interested in projects including snacks, detergent powder etc. The



Group is widely diversified and has many properties in many countries. It also owns a cinema house and chains of stores in countries outside of Bangladesh. The Haque Group is also considering of going public by incorporating new public companies so that investments are possible for setting up industries needing colossal finances.

The Group has started exporting its products to countries, like U.A.E., Bhutan, Saudia Arabia, India, U.S.A., Canada, Nepal, U.K., Singapore etc.

The Group is also involved with warehouse management system for various multinational and national corporate companies inside its factory premises. Specially within Haque & Company (Drycell) Limited, at 161, Tongi Industrial Area factory compound there are many corporate clients who are managing their warehouse such as LG-Butterfly Ltd, Rahim Afroz Energy Services Ltd, IBPL (Coca Cola), Dhaka Industries Ltd (Polar Ice Cream), Airtel Bangladesh Ltd (Total Asia Logistics Pvt. Ltd.), Pacific Group etc.

On the other hand within Haque Brothers (Carbide) Ltd. at 170, Tongi Industrial Area factory premises Uneliver Bangladesh Limited, Nitol Motors Limited, DHSM Universal Limited, Ajinomoto Limited etc. companies are continuing their warehousing system with the best corporate services.

Whereas it is a family business, the company is doing business under the governing board of directors, who are shareholders of the company and elected by the Board Meeting. At present the line up of the Board of Directors are:

1. Mr. Tamizul Haque, Barrister-at-Law – Chairman
2. Mr. Adam Tamizi Haque – Managing Director



## Vision

Our vision is to serve our consumers with high variety of products at an affordable price and on time delivery while maintaining strategic partnership with the suppliers and becoming employer of choice.

## Mission

To improve the quality of life of families in our selected markets by providing affordably made world class products.

## Values

**Integrity:** Building Trust with customer, communities, and suppliers by fulfilling promises of quality and quantity, complying with regulations and laws and honoring rules of engagement.

**Personal Ownership:** Taking personal responsibility for the outcome by anticipating needs, being resourceful and following through until the goal is accomplished.

**Teamwork:** Working across organizational and cultural boundaries to achieve extraordinary performance and deliver to consumers.

**Excellence:** Building a culture based on excellence in thought and in execution to better serve customer.



## List of Companies

### **HAQUE BROTHERS LTD.**

It is the Parent Company of all the Companies. It is a Trading Company, which does business of imports and exports, distribution, indenting business etc and it, is also the sole Agent of all the Industries of Haque Group. It has 34 Sales offices in twenty-five district towns in Bangladesh, and has 105 motor vehicles for the purpose of distribution of Haque Products.

### **HAQUE BROTHERS (INDUSTRIES) LTD.**

The Company has a biscuit unit, which has two lines, a confectionary unit to manufacture all kinds of confectionary including hard-boiled candidates and toffee, a wafer unit wherein world class wafers are manufactured. They also have a chocolate unit wherein there are three lines for making different kinds of chocolates, canning and grocery units wherein pineapple, fish, meat and fruit, vegetables, juices are tin canned and in the grocery unit, jam, jelly marmalade, squashes, tomato ketchup are manufactured. One more biscuits line that is the third line, has been installed and the same has been supplied by world renowned company namely, M/S. HAAS Hecrona, Vienna (Austria).

### **HAQUE BROTHERS (CARBIDE) LTD.**

It is a Modern and high capacity complete factory to manufacture Dry Cell battery of UM-1 and UM-2 sizes wherein 150,000 pieces of batteries are manufactured daily.



### **HAQUE AND COMPANY LTD.**

A fully automatic state of the art complete soap factory wherein both laundry and toilet soaps are manufactured. This Company is also producing FA Soap Under license from M/S. HENKEL KgaA of Germany and Dettol Soap of M/S. Reckitt & Colman.

### **HAQUE AND COMPANY (DRYCELL) LTD.**

A modern high-tech battery producing unit wherein UM-3 Battery (Pencil Cell), UM-4 (Remote Battery) & Metal Jacket UM-1 heavy-duty battery cells are manufactured.



## Products

### Biscuits & Cookies

Mr. Cookie	Mr. Energy	Fata Fatty	Double Cream
Cream Crackers	Zeera Bite	Choco Nutty	Sooper Creamy
Milk Marie	Gem	Haque G	Ghee
Mr. Milk	Digestive Plain	Haque Milk	Bourbon
Horlicks	Digestive Chocolate	Mister Coconut	Lemon Chocolate Biscuit

### Chips & Crackers

Potato Chips  
Tarzan & Jane Chips  
Chocolate Chipos  
Pingo

### Wafer

Ding Dong  
Chocolate wafer

### Chocolate

NicNac  
Haque Dairy Milk

### Candy

Lichy Candy  
Mango Candy

Milk Candy

### Powder Drinks

Orange Energy

### Snaks

Mukhorochock Jhal Chanachur  
Mukhorochock Jomfa Chanachur  
Mukhorochock Jhal Motorvaja

### Others

Miss Tetul  
Haque Sticky Noodles  
HaqueLachchha

### Soap & Battery

#### Battery

Haque 786  
Haque Imperial Pencil Battery  
Haque Remote Battery

#### Soap

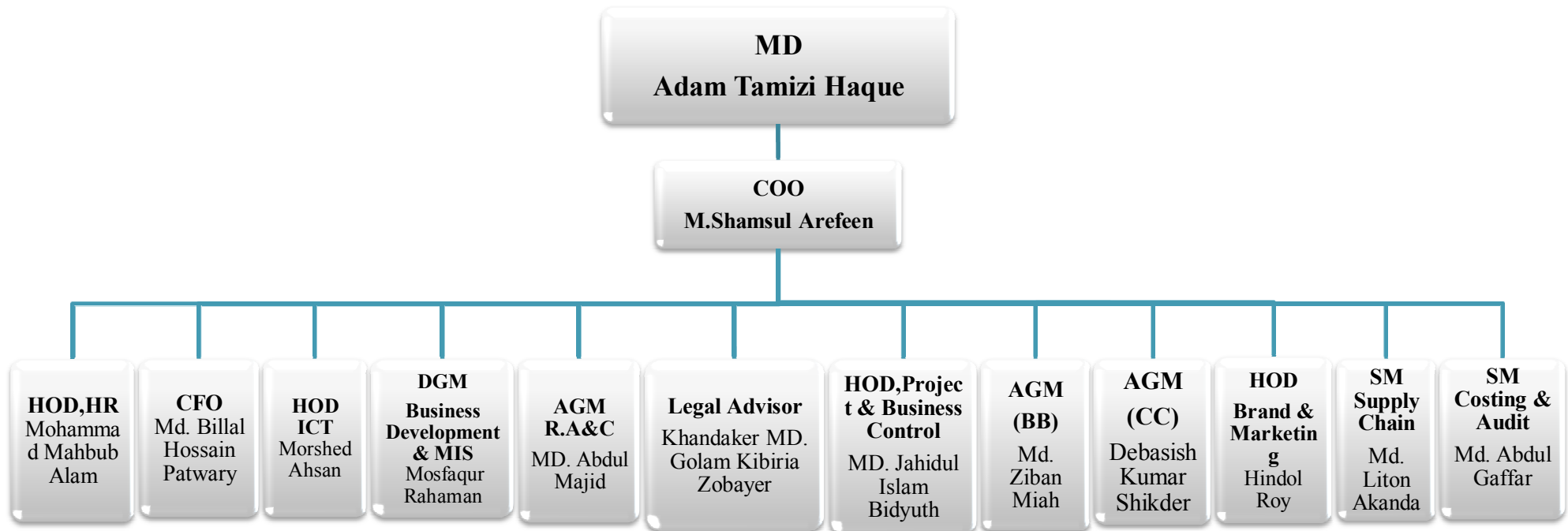
Haque Rose Soap  
HaqueJesmin Soap  
Man Soul



# Organogram

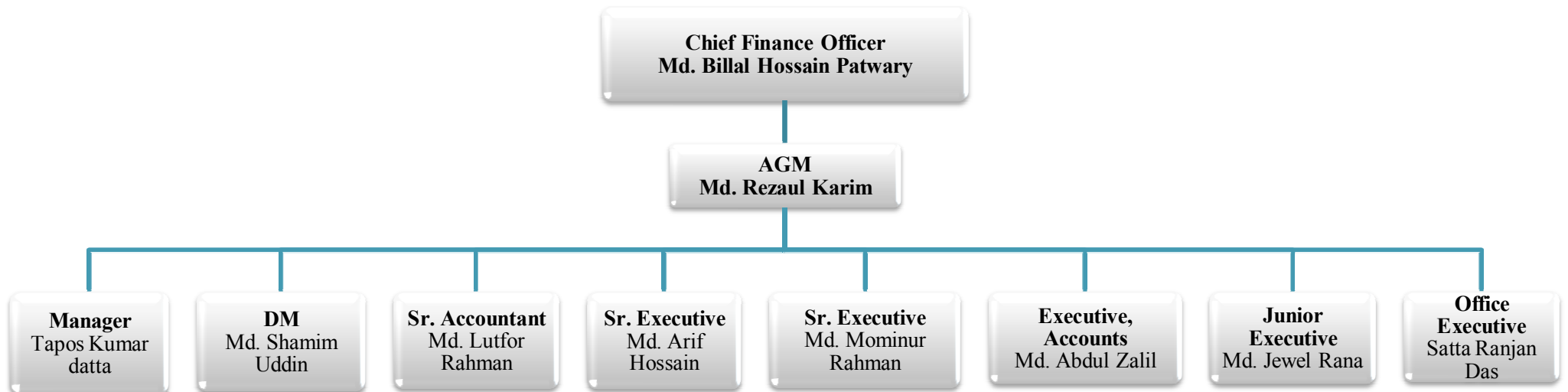


## Top Management

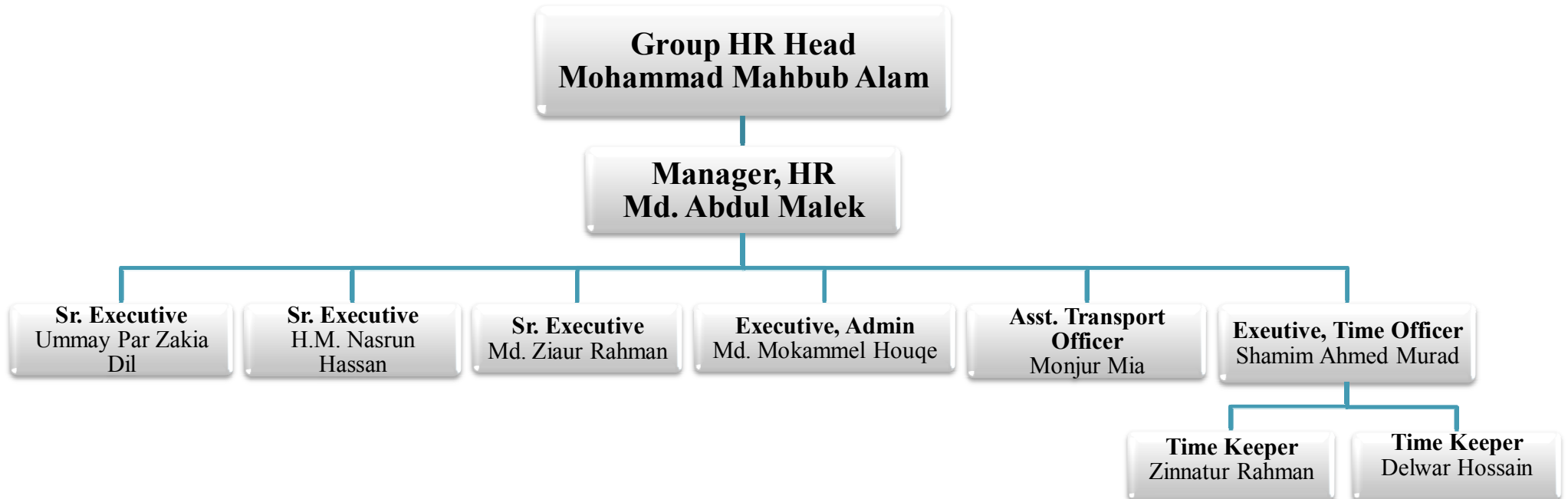




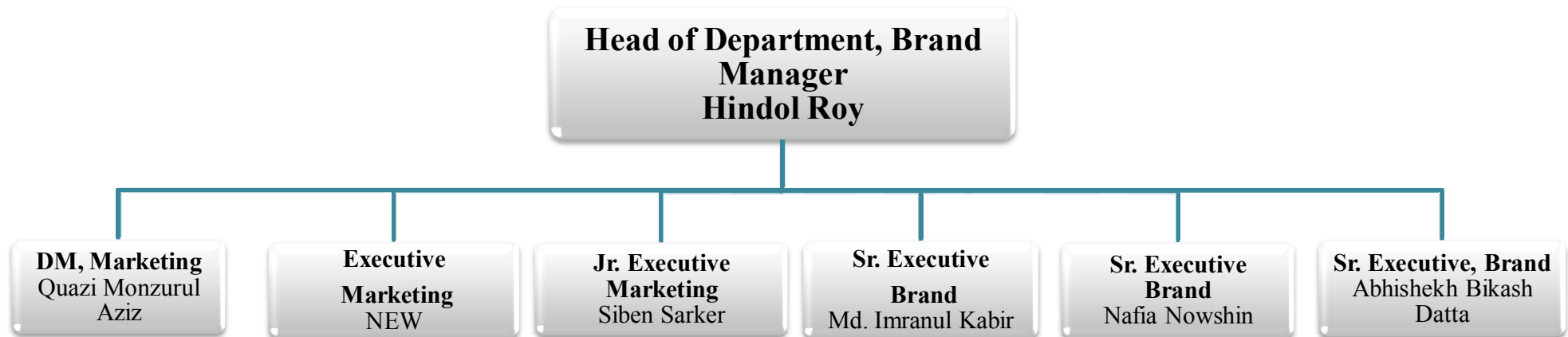
## Finance & Accounts



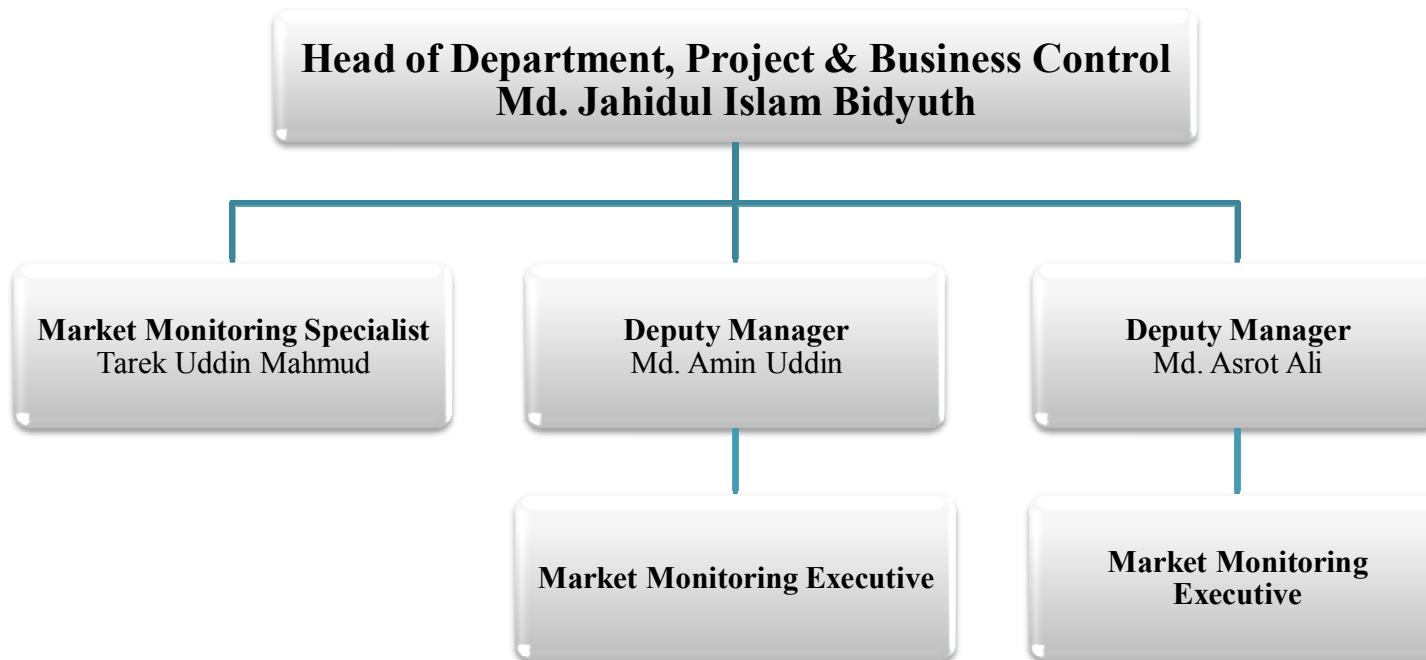
## HR & Admin



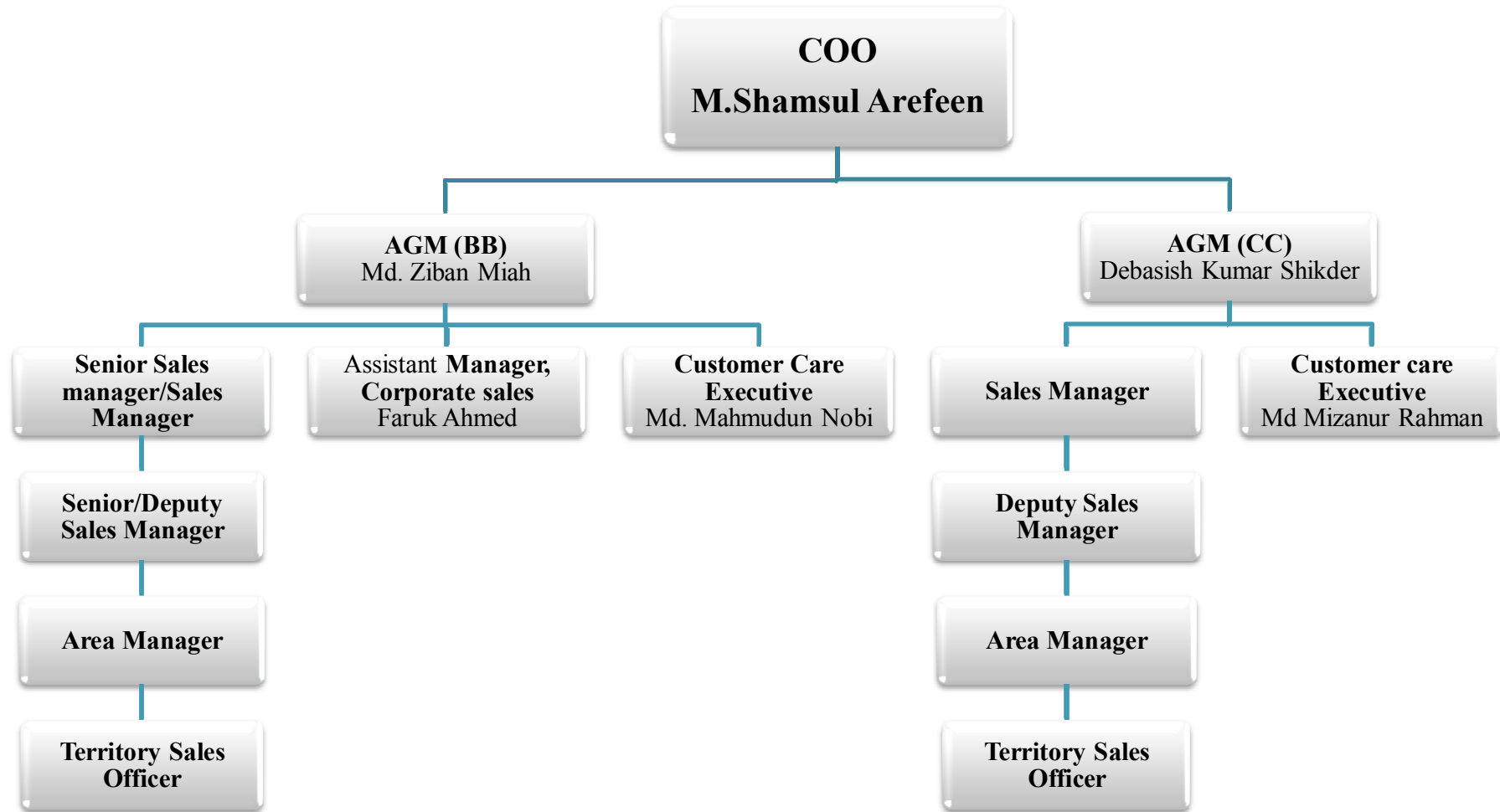
## Marketing & Branding



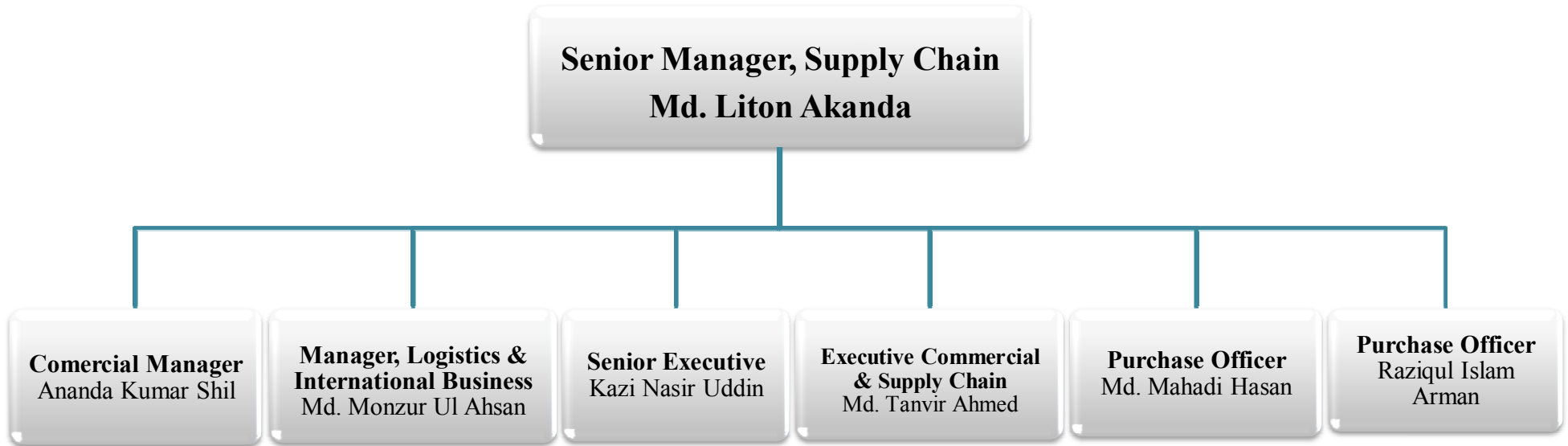
## Project & MMT



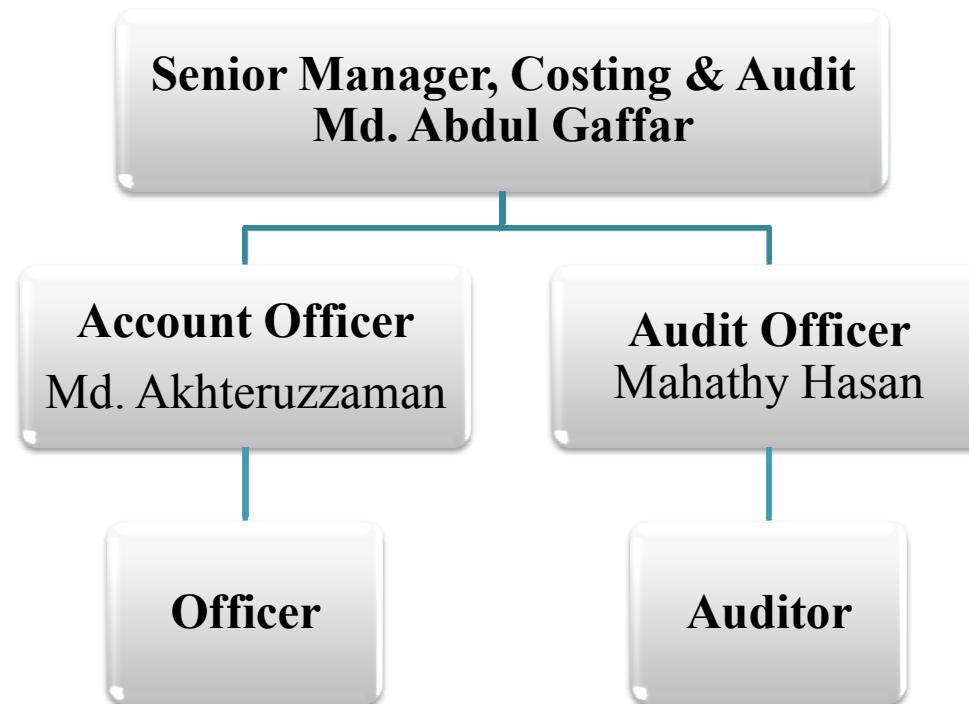
# Sales



## Commercial & SCM



## Costing & Audit



## Information Technology (IT)





# **Chapter 2**

## **Internship Experience**

## Job Description

Working in Haque Group of Industries was a great opportunity to experience the corporate world and utilize my theoretical knowledge gained from the courses in the corporate field. It also helps me to learn work place etiquette, maintaining relation with colleague, handling compliance issues. I worked with the HR department as an intern. I have listed some of my responsibilities that I was assigned with given below:

- ✚ I was assigned with three of their projects. Details of the projects are given below:
- ✓ First project was **Designing Training Calendar for the Year 2016**, assigned by M.M.Shamsul Arefeen, COO. This project was to conduct a Training Need Assessment (TNA) for each department and take interviews of the department heads. To conduct the interview department wise, an employee list along with their designation and TNA form was prepared. Data collected from interviewing the department heads was compiled in one Excel sheet and arranged according to the required training. To prepare the budget for external training, I searched different training centers for quotation and also conducted a meeting with Pinnacle BD. The training calendar was submitted to COO. The project duration was 1 month.
- ✓ Second project was **Performance Management System** assigned by Mohammad Mahbub Alam, Group HR Head. As they were planning to introduce performance management, I was asked to propose a Performance Management from trainer's perspective. I have studied about performance management system and researched on different companies' performance management system. Based on my findings and according to the culture of the organization, I have prepared a Power Point Presentation on **Performance Management System for Haque Group of Industries**. Later on, I was given feedback on my work.

- ✓ The third project was **Propose Modern HR for HR Department** assigned by Mohammad Mahbub Alam, Group HR Head. For this project, I have found out the major lacking of the organization. I have suggested modern HR solution to cover up the lacking. This was presented in Power Point Slides.

These three were the projects I was assigned with during my internship.

Besides the projects I supported the HR executives in their daily tasks which are given below:

- ✚ Prepared department wise organogram for the organization.
- ✚ Recruitment plan and Conducting Recruitment & Interview Process
- ✚ Preparing question paper set for written test.
- ✚ Preparing Job Offer Letter & Promotion Letter.
- ✚ Conducting & Analyzing Exit Interview.
- ✚ Assist HR Head in administrating Performance Management System.
- ✚ Preparing Budget for Training and other programs.
- ✚ Arranging birthdays of the employees as an activity of HR department.
- ✚ Handling leave management of staff and permanent worker of the factory (Posting in Excel sheet for leave calculation and keeping the leave form in the employee's personal file for record).
- ✚ Posting attendance in Excel sheet of sales people (Area Manager, Territory Sales Officer).
- ✚ Confirming salaries of the sales people with Deputy Sales Manager over phone.
- ✚ Scanning salary sheets of the sales field.
- ✚ Preparing personal file for employees.
- ✚ Short listing candidate for interview according to the given criteria.
- ✚ Preparing interview schedule contacting with the candidates.
- ✚ Processing joining of new employee.

# **Chapter 3**

# **Training & Development**

## Summary

To complete the BBA Program, internship in any organization is essential. Being a part of a company as an intern gives a student the opportunity to apply the theoretical knowledge in practical field. It helps the interns to understand the norms of corporate field and gain practical knowledge.

An internship is a short period of work experience offered by an employer to give students exposure to the working environment which relates to their field of study. As a part of my internship, I joined Haque Group of Industries as HR Intern. During my internship I came across different activities of Human Resources Managements that we learnt theoretically. Among three projects, **Designing Training Calendar** was one which exposed me to their training process.

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training increases the productivity of the employees of the organization and helps the organization and person to grow. All organizations employing people need to train and develop their staff. Investment in training and development demands obtaining and maintaining space and equipment and regarded as good management practice to maintain appropriate expertise now and in the future.



## Origin of the Report

As a part of my BBA Program, I have joined Haque Group of Industries as an HR Intern and prepared a internship report. During my tenure I have worked on a project which was preparing Training Calendar. While working on the projects I had to do research on their previous training analysis. As I have observed the training process closely, with the recommendation of my academic Supervisor Asheka Mahboob, I have decided to write my report on **Training and Development in Haque Group of industries.**

## Description of the Project

### Main Objective

The main objective of the report is to analyze how a successful training and development process helps employees to contribute in the organization. The report will help us to demonstrate the coordination of acquired theoretical knowledge and practical knowledge.

The general objective of the report is to fulfill the internship program which contains four credits.

### Specific Objective

- To relate theoretical learning with the practical field.
- To learn how FMCG organization conduct training and development process for the employees.
- To know the types of training Haque Group of Industries give to their employees.
- To know the training needs assessment process of Haque Group of Industries.
- To know the effectiveness of the trainings given.
- To identify the shortcomings of training process of Haque Group of Industries.
- To provide recommendations to improve the shortcomings.

## Methodology

### Primary Source

- Data have been collected through discussion with M.Shamsul Arefeen, COO and Md. Abdul Malek, HR Manager of the company.
- Other information (e.g. information about individual employee) has been collected from the department heads and employees while doing the Training Need Assessment.

### Secondary Source

- Secondary data was collected from previous year's training document while preparing the training calendar.
- Pinnacle Training Book which is followed in the company.
- Different websites on training.
- Telephone interview (Ummay Par Zakia Dil, Sr. HR Executive; H.M. Nasrun Hassan, Sr. HR Executive).

### Limitations

- Some information regarding training process and training budgets was not provided because of confidentiality clause.
- Concentrating on the training project was difficult as I had to support the executives in their regular tasks.
- Productivity was hampered because of huge paper works.
- Giving time for preparing the report was difficult because of office timing and pressure of work.



## Training and Development

Training and development also referred as "learning and development" now a days. It refers to the process to obtain or transfer knowledge, skills and abilities needed to carry out a specific activity or task. Training helps employees learn specific knowledge or skills to improve performance in their current roles. Development is more expansive and focuses on employee growth and future performance, rather than an immediate job role. Training is done for two reasons: 1. To make employees meet current job requirements; 2. To prepare them for future job requirements.

Effective training and development programs help in keeping the right people and grow profit. As the battle for top talent becomes more competitive, employee training and development programs are more important than ever. Hiring top talent takes time and money, and engaging and developing that talent impacts retention and business growth.

According to China Gorman, CEO at Great Places to Work, "As companies grow and the war for talent intensifies, it is increasingly important that training and development programs are not only competitive, but are supporting the organization on its defined strategic path."

## Training Program in Haque Group of Industries

### On the Job Training

On the job training is acquiring knowledge from colleagues, supervisor and the work environment to improve their skills. In this method people share their knowledge with each other and thus fill out their lacking.

Types of OJT:

- Apprenticeship Training
- Coaching
- Mentoring

### **Apprenticeship Training:**

In Haque Group of Industries apprenticeship training is mostly followed. Here each employee is assigned with specific work according to their abilities. Once in a month in presence of department heads each employee presents their works, how the work is done in which methods etc. For example in my department, one HR Executive maintained the sales peoples' attendance, salaries and another HR Executive maintain the TA & DA (for sales), in presence of HR Head and HR Manager the HR Executives presents their tasks and discuss the methods how the works are done.

## Off the Job Training

### In-house Training

Most of the off-job training, are given in-house by the higher management (e.g- COO of the company / department heads)

### Classroom Training /Workshop:

Classroom training is organized when the training is designed for all the employees of the company. This training is mainly given by COO of the company and the higher management team. Trainees are given handouts, videos and power point is prepared to make the training more effective. A list of in-house training is given below.

Training	Trainer
12 secrets of Success	M. Shamsul Arefeen (COO)
Performance Management System	Mohammad Mahbub Alam (Group HR Head)
Fire Drill & Hazardous Handling	M. Shamsul Arefeen (COO)
Supervisor's Skill Development	M. Shamsul Arefeen (COO)
5S Training	Md. Azizul Rahman (Sr. Executive, Supply Chain)



### **Lecture/ Conference:**

Lectures and conferences are the traditional and direct method of instruction. This kind of setting is arranged when training is given to specific department. This training helps for departmental growth and it helps to attain the department goals. The training is mainly given by the department heads. A list of training is given below:

<b>Training</b>	<b>Department</b>	<b>Trainer</b>
Good Manufacturing Process	Sales Department	Sumon Kallan Shaha (DGM)
HR for HR	HR Department	M. Shamsul Arefeen (COO)
Quality & Food Safety management	QMT Department	DGM (QMT)

### **External:**

For some specialized training which cannot be arranged at centre, selected employees are sent to different training centre where professional trainers give training. Though this kind of training is more expensive, it is effective as participants are not distracted by office crisis. The cost of training is given by the company. The following trainings of Haque Group's were given by third party:

<b>Training</b>	<b>Third Party</b>
Leadership Training- Inspire, Aspire & Perspire	Mind Mapper Bangladesh
Beginners to Advance Excel Training	bdjobs Training
Labour Law Training	Employee Federation
HACCP & Good Manufacturing Process Awareness	Bureau Veritas



## Overseas Training

Employees are sent to abroad for training to acquire specialized technical knowledge and skills that are not available within the country. In Haque this kind of training is mainly given to Top Management (COO, Department Heads, GM). The COO was given overseas HR training in Singapore arranged by Sensie International in 2014.

## Training Process in Haque Group of Industries



## 1. Conducting Training Need Analysis

Training needs analysis is the process of identifies the gap between employee training and needs of training. TNA is the first stage in training process and involves a procedure to determine whether training will indeed address the problem, which has been identified.

This stage requires time to be completed. The employee who is in charge of Training & Development project, conduct this stage via consulting with each department head. Two forms are prepared to conduct this stage; 1) TNA Form (for each Department); (2) Employee List (Department wise with designation). Supervisors assess the employee performance by their performance and the output of their work. They do not rate the employees, but give written statement about the employees based on their performance.

### **Framework of TNA Form:**

**1.Department Objectives:** The department heads state their targets or departmental goals for the year to achieve the organizational goal. They suggest steps how effectively the goals can be achieved.

**2.Expected Results from the employee:** The expectations of the supervisor from the employees after the training are expressed in this section. For example, for sales department, X percentage sales volume should be increased after the training.

**3.Mention Performance Gap:** Current year's and previous year's performance is measured to identify the gap. For example, in sales department previous year's sales and current year's sales are measured to identify if there is any gap in performance. Most of the department heads ignore this section as the gap is not measured most of the time accurately.

**4. Suggested Training:**Analyzing performance of the department, department heads suggest training for their respected department.



## Training Need Assessment Form

✓ Department Objectives

✓ Expected Results from the employee

✓ Mention performance gap (if any)

✓ Suggested Training (if any)



**Employee List:** Department wise employee list is kept for reference, so that if training is suggested for individual employees it can be written beside their name. Though COO assesses the department heads' performances, sometimes the department heads suggest training for themselves as well for their personal growth.

## **2. Preparing Training Calendar and Training Budget**

### **2.1. Preparing Training Calendar**

Once TNA is completed, all the suggested training is listed. According to the performance discrepancy, training is set for department or individual employees. Analyzing the training nature, some training is set for in-house training. Trainer for in-house training is selected by the top management. For external training, different training centers(e.g- bdjobs Training, Mind Mapper Bangladesh) are contacted and discussed about the different training, duration of the training and budget. Analyzing the quotation, external training is arranged for specific employees in the training center.

After the assessment, a training calendar is prepared which shows different training programs in different months with date based on precedence during the year. Training Calendar of 2016 is attached with the report.

### **2.2. Preparing Budget:**

For budget preparation previous year's budget is analyzed. The budget depends on the number of training arranged for the year and also how much value added in the company revenue.

### **3. Designing Training Program**

#### **In-House Training**

In-house trainings are given in the office's conference room. General training which are given to all employees, are informed via e-mail (1 week before the training) and a reminder text message is sent day before the training. The in-house training mainly arranged in working days but 2hr before the office hour.

On the whole, the time duration for in-house training is maximum of 2hr and minimum of 1hr.

#### **External Training**

For external training, third party arranged the whole program. Organization provides transportation. Mostly in weekends this trainings are arranged.

### **4. Conducting Training**

Once the all the preparations are done, assigned trainer conduct the training session. Trainers prepare Power Point and videos for better understanding. Employees are given handouts of the slides. After the training session, the Power Point Slides and Videos are sent to the employees via mail for future reference. Refreshment is given after the training session.

## 5. Training Evaluation

Evaluation is a process designed to assess the values and the worthiness of the training Programs to employees and organizations.

In Haque they follow Kirkpatrick's Four level Evaluation Model.

1. **Reaction:** This level measures how the trainees reacted to the training. It helps to understand how well the training was received by the employees. It also helps to improve the training for future trainees, including identifying important areas or topics that are missing from training.

In Haque, after each training session all employees are given a training evaluation form where the effectiveness is rated on a following scale:

**1 = Not Effective**

**2 = Mildly Effective**

**3 = Moderately Effective**

**4 = Effective**

**5 = Very effective**

2. **Learning:** In this level what trainees have learned is measured. This is measured with direct supervision of supervisor.
3. **Behavior:** At this level, it is measured if the trainees' behavior has changed. The supervisors observe if the employees are using what they have learnt.
4. **Result:** in this level individual employees' performance is measured. Supervisors measure each employee performance compare it with previous performance. Thus, they identify positive gap or negative gap.

## Findings

Internship at Haque Group of Industries was a great opportunity for me to gain firsthand experience of HR activities. Working on the project **Training Calendar**, gave me an opportunity to relate my knowledge of training which I have gained while doing a course on Training & Development (MGT423) and other courses of Management. As it was three months internship, it was relatively a very short time span to observe all the stages of Training & Development. While preparing the calendar, I have conducted the TNA Analysis with the department heads. According to TNA result the suggested training and some other related training was arranged in a calendar format according to the precedence in different month for the year. For external training, the training centre and budget was prepared by web searching. I had conducted a meeting with a staff member of Pinnacle BD about the trainings they provide and also the budget. While designing the Training Calendar, I got firsthand information by interviewing and observing the employees and top management of Haque and also interviewing the staff member of Pinnacle. Data for other stages was collected by analyzing previous year's data and interviewing the employees over phone. Based on my analysis the following findings are given:

- The TNA analysis shows that, the supervisors and top management consider the training for the development of the employees and organization growth.
- They design the training in such a way which ultimately helps the employee to attain the departmental and the organizational goal.
- Since the company is expanding, new things (technology, way of working, new employees) are introducing which required training to be adapted.



- Moreover it's a very old company since 1947, the employees who have been working here for 10-25 years do not appreciate the new technology and thus the training. They are more comfortable with traditional HR practices. They do not consider the training program as their development but as a threat for their position. Whereas the scenario is completely different for new employees.
- As I have stated that most of the external training is arranged in weekends which almost all the employees (who are selected for external training) do not appreciate.
- They still lack in technological side.
- Though they invest a lot in training, post training evaluation is not conducted properly which makes the investment a loss project.
- Recently, they are giving more importance to post training evaluation employee performance along with the training evaluation.
- Most of the trainings are in-house training and the COO handles most of the training which might bring boredom in the training.
- Supervisors focus on the lacking of the employees in selection of employee training.
- In Haque the main purpose of giving training is to increase sales rather than increasing the technological sides.
- They lack providing training to motivate employees which hampers their productivity.

## SWOT Analysis

### STRENGTH

- ✦ Great scope for personal growth since the organization is evolving.
- ✦ Properly conduct TNA.
- ✦ Introduce performance management system.
- ✦ A specific executive is assigned only for Training & Development.
- ✦ Provide external and overseas training.
- ✦ Expert in-house trainer.
- ✦ Availability of training material among employees.
- ✦ Affiliation with external training centers.
- ✦ Higher training budget.

### WEAKNESS

- ✦ All the training needs are not fulfilled in the given year.
- ✦ Training effectiveness is not measured.
- ✦ Less external training compare.
- ✦ No control over external training center.
- ✦ Do not hire external trainer for in-house training.
- ✦ Work is not allocated equally among employees in same position.
- ✦ No training for sales people.
- ✦ Hostile/Rigid relationship/communication among top management and employees.

## **OPPORTUNITY**

- ✦ Since the company is expanding, opportunity of career and personal growth for employees is also increasing.
- ✦ Training budget is increasing so as the training, which is a great opportunity for employees to work on their lacking.
- ✦ Employee retention will increase.

## **THREATS**

- ✦ If a good performer is not valued and rewarded there is a high chance of losing best employees.
- ✦ If employees fail to show improvement repeatedly, promotion or increment will halt.

## Recommendation

It requires more experience to give recommendation to such big company. Three months of internship is not enough to draw any recommendation. I would prefer to express my opinion based on my observation for more improvements.

- # Training should be arranged for sales people (Sales Manager, Deputy Sales Manager, and Area Manager) who would give training to Territory Sales Officer (TSO).
- # More focus should be given on post training employee performance and rewarded accordingly.
- # Performance management system should be conducted properly which will help in TNA.
- # Training effectiveness should be measured properly.
- # Modern HR practice should be introduced.
- # Monthly meetings or any type informal arrangements with top management will help to ease the relationship among top management and employees.
- # Should encourage people for paperless work.
- # All operations (attendance, leave management, salary preparation, recruitment & selection process etc) should be software based.
- # The company should motivate employees for training.
- # More external training should be arranged and bring external trainer for in-house training.
- # More communication should be increased between the corporate staffs and factory staffs.
- # Autonomy culture should be changed by introducing vertical hierarchy.
- # There should be more transparency and understanding among the corporate employees, factory employees and top management.





## Conclusion

Haque Group of Industries, also known as Haque Group, is one of the oldest and leading enterprises manufacturing and distributing biscuit, confectionery, soap, battery. It is now expanding its product line by introducing the new products in the market. They are also bringing in new bloods which requires training at the first position so that the employees can make their contribution in the company's growth. Training and Development has its strategic positioning and it directly contributes towards organizational business goals and objectives and also helps the growth of the business. It improves the efficiency and productivity of employees which could be a competitive advantage for a company and lead the organization towards success. Since Haque group is expanding and also incorporating new employees in the organization, nurturing the human potentials through training and development is very significant for them. Haque is now stepping towards modern HR activities from the traditional HR. It has been possible through adopting continuous training and development program.

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