

Report On
**Effectiveness of Training and Development at Columbia
Apparels LTD.**

By

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An internship report submitted to the BBS department in partial fulfillment of the
requirements for the degree of
MBA

MBA
BRAC University
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Declaration:

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

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Columbia Apparels Limited

Supervisor Full Name

Designation, Department

Institution

Letter of Transmittal

Dr. Ekramul Islam
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66 Mohakhali, Dhaka-1212

Subject: Submission of assignment on “Effectiveness of Training and Development at Columbia Apparels LTD.”

Dear Sir,

Here is the assignment that I assigned on the topic as per your request. The assignment has been completed by the knowledge that I have gathered from my Internship.

I have tried my label best to complete this assignment meaningfully and correctly, as much as possible. I do believe that my tiresome effort will help you to get ahead with this sort of venture. In this case it will be meaningful to me. However, if you need any assistance in interpreting this assignment please contact me without any kind of hesitation.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Chanda Deb Nath
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Date: November 16, 2024

Acknowledgement

At the very beginning, I would like to express my deepest gratitude to almighty God for giving me the strength and the composure to complete my MBA courses and prepare this report within the scheduled time. During the period of my internship work, I have received generous help from many quarters, which I like to put on record here with deep gratitude and great pleasure. First and foremost, I am grateful to my supervisor, Dr. Ekramul Islam, faculty of Business Administration. He allowed me to encroach upon his precious time freely right from the very beginning of this research work till the completion of my internship. I have no hesitation to say that, without his constant support and valuable advice from time-to-time, I would probably fail to complete the work in an appropriate manner. My special gratitude goes to Md. Rasel Ahmed, Senior HR Manager (HR, Admin & compliance) at Columbia Apparels, for his modern outlook and meticulous supervision to carry out the internship perfectly. I am grateful especially to Anis Ahmed, Assistant Manager and Md. Ahad, Sr. Executive for their special supervision and support.

Executive Summary

The internship report on **Effectiveness of Training and Development at Columbia Apparels LTD**: A Look from Columbia Apparels Limited as required by the Supervisor Dr. Ekramul Islam, Lecturer, Department of Business Administration, BRAC University. The objectives of the study are to study & to analyze the training and development of Columbia Apparels. Both primary & secondary data are used to prepare this report. In Training wing, I have mainly assisted the training team in updating the personal files of regular employees with the number of trainings that they have done in 2024. I have assisted the compliance and welfare team of Columbia Apparels.

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Objectives of the study

The general objective of preparing this report is to fulfill the requirement of Internship Program as well as completion the MBA Program through gaining the practical job experience and view the application of theoretical knowledge in the real life. The report focuses on two parts. They are:

➤ **Primary Objective**

The broad project objective is to analyze the garments sector of Bangladesh and relate the knowledge with the practical experience.

➤ **Secondary Objective**

In order to reach the broad objective, some specific objectives are identified.

1. To know the different aspect of garments industry, its prospects and problems.
2. To show some statistics of RMG industry.
3. To know the effectiveness of training and development programs for worker and employee in our RMG sectors as well as Columbia Apparels Ltd.

Methodology

Sources of data

Data regarding the completion of this report are collected from both primary and secondary sources.

Primary source:

Direct conversation with the respective officers of the company.

Secondary sources:

1. Various data source like Bangladesh bank, Export Promotion Bureau
2. Internet Browsing
3. Annual report of the company
4. Different published material. Such as books and articles.

SWOT Analysis:

➤ Strength

Columbia Apparels Ltd. is a rapidly expanding Company. After starting its journey in 1989 it has already doubled the net turnover by the year of 1998. All the units of the factory enjoy higher use of machinery that is imported from Germany, Switzerland, Italy & Japan. As a result it can maintain a smooth rate of production. Well trained human resources are strengths of the company. They train up their key personal within the country and in abroad. In this way the company can get some competitive advantages over the competitions. The HRM practice is also remarkable in Columbia Apparels Ltd.

- Considerable Qualified/keen to learn workforce available at low labor charges. Energy at low price
- Easily accessible infrastructure like railroad, river and air communication. Moderately open Economy, particularly in the Export Promotion Zones.
- Looking forward to Duty Free Excess to US, talks are on, and appear to be on hopeful track.
- Excellent Tele-communications network of E-mail, Internet, ISD, NWD & Cellular services.
- Convenience of duty free custom bonded w/house
- Readiness of new units to enhance systems and create infrastructure accordant with product growth and fast reactions to circumstances

➤ **Weakness**

Columbia Apparels Ltd. is highly dependent on Cotton. And raw materials of cotton are becoming expensive. Sometimes transaction time at Ports and transportation time create many problems there. And the higher taxes, power and interest rates are also included in weaknesses of this textile company.

The machinery required to assess add on a garment or increase competence are missing in most industries.

Lack of enough training organizations for industrial workers, supervisors and managers.
Autocratic approach of nearly all the investors Subject to natural calamities

➤ **Opportunity**

There are bright opportunities for the Company in the overseas market. If it can communicate well and capture a significant market portion in the Europe and USA market, it can be the leader in composite fields. Growth rate of Domestic composite & Textile Industry is increasing. Besides this, Product development and Diversification are also happening to cater global needs.

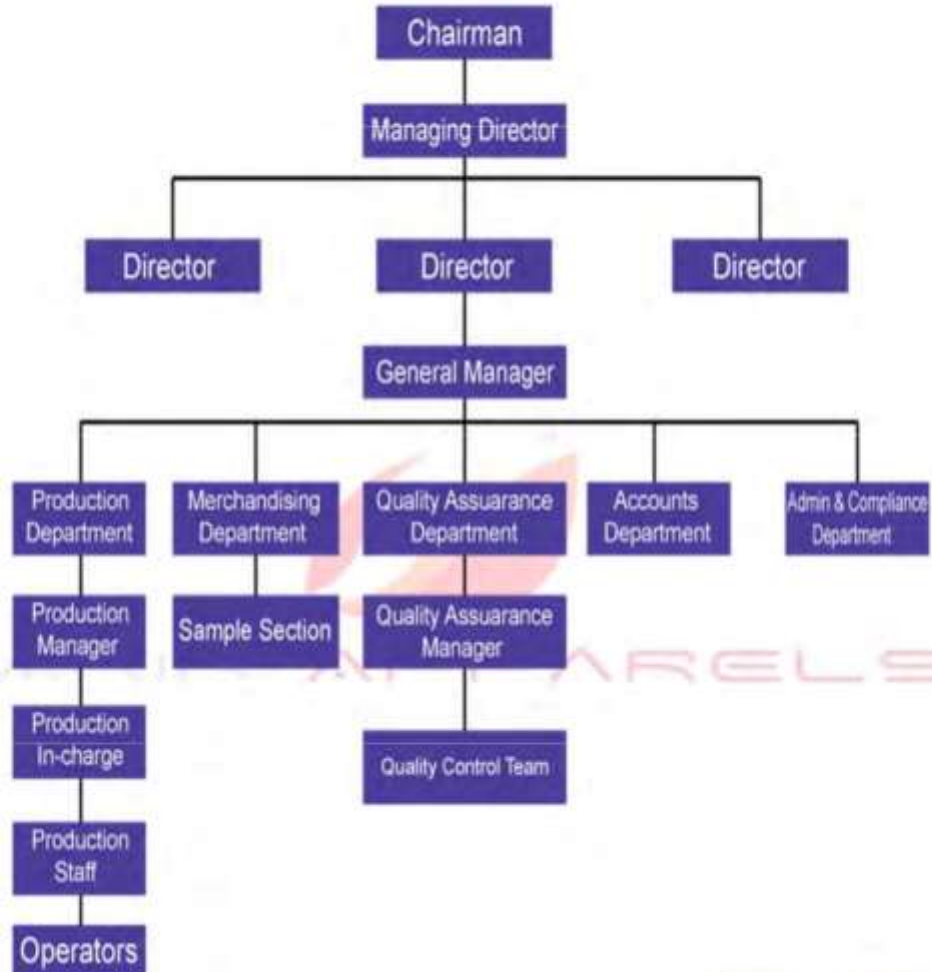
Bangladesh is included in the Least Developed Countries with which US is committed to enhance export trade. Sweaters are very economical even with china and is the prospect for Bangladesh. If skilled technicians are available to instruct, prearranged garment is an option because labor and energy cost are inexpensive.

➤ **Threat**

The competition will be stiffer among the other foreign competitors like Srilanka, China, Pakistan and India are prominent. To balance between demand & supply and price & quality are also included in threats this company.

Company Organogram:

Organogram



Mission

Our purpose is to generate shareholder's value by delivering quality products at the right time in the most cost-effective ways. We will realize this mission by setting the highest standards in individual and organization performances in the industry and continuously rewarding achievements.

Vision

Our vision is to be a world class manufacturer in the apparel industry. We will achieve this position through innovations in products and business methods that add value to our customers and by meeting global standards in quality, customer service and human resource management. To sustain in the long run we want to forge long lasting relationship with our employees, customers, suppliers and engage in sustainable business practices.

Facilities at Columbia Apparels Ltd:

Facilities:

Facilities	Capabilities	Capacity/day	Machine
Knitting	All types of Knit Fabrics	20,000 <u>kgs</u>	Mayer & Cie (Germany), FUKAHARA, Jung Lung with 100% Lycra attachment.
Dyeing	Dyeing	30,000 KGs	ATYC, THIES, SCLAVOS
Cutting	Cutting	190,000 pcs	CAM, Spreader-Gerber
Sewing	117 Sewing line	150,000 pcs	JUKI (Japan), Brother, Pegasus cervical machine
Embroidery	6 machines	30 mill Stitches	Tajima-Japan
Washing	All wash effects	30,000 pcs	OMI-Italy
Printing	All types of Printing	150,000 pcs	ALPHA 8 [M&R], Schenk-Spider Auto & Manual

HR Structure at Columbia Apparels Ltd:

- **Head of the HR:** He observes all of activities of the HR division. He plans for recruitment, training program, salary structure, employee transfer etc. Head of the HR also share that information with manager.
- **Manager:** All the tasks of executive are execute in their professional life that's learn from the manger. Manager is train to the executive how to execute their task, and also try to give the update information. Some task of Manager is given below:
 - Execute the orientation program
 - Relation build up between employees

Senior Executive of Computer Operator: Senior Executive of Computer Operator completes his task with his subordinate. His task include in:

- Maintain the attendance system
- Maintain the leave system
- Maintain the time schedule of entry and exit procedure

Executive Training & Development: Train all of executive and also train labor and securities. Tasks are given below:

- Preparing training plan and trained the workers.
- Implement and maintain labor law
- Implement of training process

Senior Executive Compensation & Benefits: Their activities are given below:

- Calculate the salary and benefits Bonus and wages of labor
- Calculate the movement system and late system of employees

Senior Executive of Compliance: Depend on complains, try to solve the problem and take an action as follows the organizations rules.

Training and Development program of Columbia Apparels Ltd:

- Human Resource Department works for attracting, developing and maintaining a talented and energetic workforce to support mission, objectives and strategies of Columbia Apparels Ltd. Recently the name of HR department turned into Human Capital Managements (HCM) Department is managing employees to contribute significantly in the overall productivity of Columbia Apparels Ltd. HCM perceives people as assets (human capital) whose current value trying to be measured and whose future value can be enhanced through investment.
- The purpose of training & development activities of employees in Columbia Apparels Limited is to meet organizational objectives by providing various training & learning programs for the employees to enhance participant's competence (Knowledge, skill, and attitude) and career development. It supports implementation of CAL's Talent Management Strategy.

- Some training and development programs benefits and details are given below –

HERessentials Training:

Columbia Apparels Limited established the Skill Development Center to formulate and implement program aimed at providing necessary knowledge & skill inputs to all level of sewing machine operators with the object to upgrade their competency level according to provide Her essential training.

BRAC Fire Safety Training:

BRAC Fire Safety training is a deliberate and systematic effort by Columbia Apparels Limited to ensure leadership continuity in key positions, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

Women Empowerment Training:

- The Female Supervisor Development Program (FSDP) is to be used by the internal certified trainers of multi-skill female operator, Quality Inspectors, or newly promoted trainee supervisors. The program will guide the trainer and participant supervisor through an on-the-job training experience in the skills, knowledge and attitudes required of supervisors performing specific assignments.

TOT in Different levels:

- In order to create in-house facilitators in different cross-functional areas, and operation effectively of Management Trainee (MT), Internship, Production Staff Development Training (PSDT) and Cross-functional Programme Columbia Apparel Limited organized 2 batches of Training for Trainers Programme on 30-31 July & 01 August 2016 and 20-22 August 2016. At last 26 participants became certified out of 32.

Typical Reasons for Employee Training and Development

Training and development can be initiated for a variety of reasons for an employee or group of employees, when a performance appraisal indicates performance improvement is needed to "benchmark" the status of improvement so far in a performance improvement effort As part of an overall professional development program. As part of succession planning to help an employee be eligible for a planned change in role in the organization. To "pilot", or test, the operation of a new performance management system to train about a specific topic.

General Benefits from Employee Training and Development

There are numerous sources of online information about training and development. Several of these sites (they're listed later on in this library) suggest 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, conducting ethics training not a good reason for ethics training
- ✓ Risk management, training about sexual harassment, diversity training

- ✓ Employee training not only provides benefits to the individual, but also to the business, helping your company to continue running effectively. Training, and especially ongoing training, is a key area for debate in many boardrooms. However, there are a number of reasons to suggest that initial training should only be the first step of a longer-term process. Regular training is well worth the investment because building up the skills within the business will effectively improve your company's bottom line.

- ✓ A business should never stand still and so nor should the development of your staff, who are the key asset in driving your business forward. Regular staff training is essential in helping this ongoing skill development. This can often be a worry to business managers though, due to its ongoing cost to the business. Take a look below at 10 top benefits of ongoing staff development:

Keep up with industry changes:

Industries are constantly changing and so it is important for a business to develop to avoid being left behind. It's also important to make sure your business is complying with any industry regulations, which can be achieved through ongoing training, making sure your staff's skills and knowledge are up-to-date.

Be in touch with all the latest technology developments

New technology is being developed all the time and so it is not sufficient to run a one-off training session. Regular training needs to take place to ensure that staff are using all the latest technology comfortably and to its full potential. This can be achieved through implementing a customised staff IT training program, and by integrating employee training with IT support.

Stay ahead of competitors:

Standing still can kill your business, so by making sure your staff are constantly advancing, you will continue to move forward and remain competitive within the marketplace.

Be able to see weaknesses and skill gaps:

With regular training, a business can more easily identify any gaps in the market and skill gaps within the existing workforce. By identifying these gaps early, there is time to train staff in these required areas so they can fulfil the role effectively.

Maintain knowledge and skill:

Although one off training may be provided to new starters, or other employees, it's important that training schemes are put in place to help develop skills throughout their job. To retain knowledge, skills need to be practiced and refreshed on a regular basis so elements aren't forgotten.

Advance employee skills:

Once a business has spent money on providing basic level skills, these can easily be built upon and improved to provide much more benefit to the business. Staff that know more can bring more to the table, and your business will reap the rewards.

Provide an incentive to learn:

If training is provided as part of a longer development pathway, employees will have much more incentive to learn, participate in the session and put their new skills into practice.

Increase job satisfaction levels:

Through continued investment from the business, staff can have a much higher sense of job satisfaction, which can improve their motivation towards their work. This reduces employee turnover and increases productivity, which directly improves the profitability. It also prevents competitors from taking away your best employees by offering training incentives.

Provide internal promotion opportunities:

Employing new staff involves high recruitment costs and hiring fees. However, with ongoing training, your existing staff can become more eligible for internal promotions. Unlike new staff, you can guarantee they have a complete knowledge of your business, the correct skill set and are people that you know and trust.

Attract new talent:

All businesses want to have the best employees and so with ongoing training, this will not only mean better staff retention, but the business may also attract better talent from the start, as this gives the business a good image and is a key feature many people look for within their job search.

- As we can see, ongoing training is important not just to employee development, but it also affects the success of our business.
- Many industry are now starting to see the importance of training and investing in their staff, with Forbes reporting company spending is on the rise, with \$130 Billion USD spent worldwide in 2013. However, training should not be seen as a one-off exception, but as a regular necessity, to help fill skill gaps and keep the business moving forward successfully.
- In today's world, the ability to successfully DO something absolutely trumps the ability to pass a test. With the rapidly growing need to get employees educated and running at peak performance, organizations need to focus on other ways to measure learning is taking place. This will allow them to focus their time, energy and resources on training initiatives that move the needle.

3 ways to measure training effectiveness:

1. Visual Confirmation

In traditional trainings, learners demonstrate their knowledge by performing a role-play. Technology allows us to take role-plays a step further. Instead of demonstrating knowledge that may or may not be true to the learner's job, learners now have the ability to share visual confirmation they've completed a task in real life. Imagine employees uploading a video or audio recording and/or submitting other visual proof of a task completed (for example a screen shot or video via smartphone). Now, imagine a training manager having access to those videos (and other visual proof) of employees using knowledge from a workshop in real life. Visual confirmation doesn't only change HOW learning is measured, it can also impact the way we train by honing in on the most effective training initiatives and taking the closer look at those initiatives that aren't "measuring up."

2. Social Ownership

The ability to teach others is one of the highest forms of mastery of a subject. Social Ownership puts learners in the position to teach others by showing how they apply concepts in their real world. This concept not only engages employees to teach and learn from each other, it also gives training managers the ability to measure how well concepts are being implemented within the organization. These peer-teaching moments can be captured via video or by having peer-peer workshops. Ultimately providing a new way to get employees involved and engaged to increase training effectiveness.

3. Skill Assessments

Creating a visual assessment of an employee's skill set and performance before and after a training moment. These snapshots, or skylines, of a learner's abilities can give a clear picture of performance and skill improvements you can directly tie to training. A simple example would be, testing a sales person's current sales skills prior to training, then retesting the individual after the event to see the delta. There are so many improvements going on in this area right now because of data analytics, it's a good one to jump on ahead of the curve.

My Experience:

- 1) Columbia Apprals has a quality environment to work
- 2) They trained their interns in a proper and friendly way like, fire safety training
- 3) Their quality support training was very effective
- 4) They provide best transport and lunch facilities
- 5) Columbia apparels provide free medical to all employees.

Findings

- The major *strength* for the garments sector of Bangladesh is the low labor charge, free economy, infrastructural support, improved GSP, low energy price and so on. Major *weakness* of this sector is lack of marketing tactics, small number of manufacturing method, low acquiescence, fewer process units for textile and garments, risky working environment etc. There are also some opportunities associated with threat that can be captured by the sector to acquire more profit.
- The major importer of RMG products are USA and Europe. But there is other country that has a contribution to the total RMG export. The other countries are Belgium, Canada, France, Germany, Netherlands and more.
- The country has no dedicated research institute related to the apparel sector. RMG is highly fashion oriented and constant market research is necessary to become successful in the business

Recommendation

Bangladesh economy at present is more globally integrated than at any time in the past. The MFA phase-out will lead to more efficient global realignments of the Garments and Clothing industry. The phase out was expected to have negative impact on the economy of Bangladesh. Recent data reveals that Bangladesh absorbed the shock successfully and indeed RMG exports grew significantly both in FY06 and (especially) in FY07. Due to a number of steps taken by the industry, Bangladesh still remains competitive in RMG exports even in this post phase-out period.

Our Garments Industries can improve their position in the world map by reducing the overall problems. Such as management labor conflict, proper management policy, efficiency of the manager, maintainable time schedule for the product, proper strategic plan etc.

Government also have some responsibility to improve the situation by providing- proper policy to protect the garments industries, solve the license problem, quickly loading facility in the port, providing proper environment for the work, keep the industry free

Conclusion:

The Ready-Made Garments (RMG) industry occupies a unique position in the Bangladesh economy. In this vital sector Columbia Apparels playing another vital role. their some qualities help them to achieve the top position in RMG sector. Listening to and respecting each other while working together to achieve mutually beneficial results. Employees are expected to take responsibility for their own actions and decisions. They should think and act like owners. Columbia apparels recognize and reward each other's contributions and achievements.

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