

Report On

**Training and Developments Process of Anwar Group of
Industries During Pandemic Time.**

By

Rukaiya Afroz Tora
ID:16104156

An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration (BBA)

Brac Business School
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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Rukaiya Afroz Tora

Student Full Name

Student ID: 16104156

Supervisor's Full Name & Signature:

Mr. Mohammad Atiqul Basher

Supervisor Full Name

Lecturer, BBS Department

BRAC University

Letter of Transmittal

October 4, 2021

To

Mr. Mohammad Atiqul Basher

Lecturer, BBS

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

I would like to convey to you my heartiest thanks for your precious guidance and support for me to prepare my internship report. With immense pleasure, I am submitting my internship report on “Anwar Group of Industries” which had assigned me as a part of my BBA Program. I have tried my level best to complete this report with the necessary information and suggested proposals that you have provided me with.

I hope that the report will meet your expectations and would really appreciate it if you would enlighten me with your thoughts and views regarding the report. I will be always available for answering any query related to this paper

Sincerely yours,

Rukaiya Afroz Tora

ID:16104156

BRAC Business School

BRAC University

Date: October 4, 2021

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Anwar Group of Industries and the undersigned student at Brac University.....

Acknowledgement

The successful accomplishment of this project work is the outcome of the contribution of number of people, especially those who have given the time and effort to share their thoughts and suggestions to improve the report. At the very beginning I would express my deepest gratitude to Almighty Allah for giving me the strength and the composure to finish the task within the scheduled time.

I would like to express my deepest gratitude to my respected internship supervisor Mr. Mohammad Atiqul Basher, Lecturer of BBS in BRAC University, for giving me the proper guidelines to prepare this Internship Report. Without your help, this report would not have been possible to complete properly. Your support and guidance gave me the courage to make this report.

I would like to thank my reporting boss Mr. Md. Kamrul Islam Sojal-Deputy Manager-Training and Development (Group HR) for giving me the opportunity to perform my internship program under his supervision in Anwar Group of Industries. I would also like to express my humble gratitude to all the colleagues of my team who not only helped me to prepare this report but also helped me with their guidance and by sharing their valuable knowledge. During my preparation, I did not face any major difficulty rather I enjoyed my each & every moment.

Finally, my sincere gratitude goes to my family and friends for supporting me, sharing their thoughts, and giving me the moral support during the preparation of this report.

Executive Summary

This Internship Report is made to fulfill the requirement of complete the BBA programs from BRAC university. This report is the study and analysis of the training and development procedure of Anwar Group of Industries during pandemic situation as I have done my internship in human resources department, and I was assigned to look after the work of training and development process of Anwar group. This report is prepared with my on-job experience in training sector in Anwar Group and based on the practical knowledge that I have acquired working as intern in Group HR training and development sector. This report includes the how Anwar Group of Industries arrange their training in pandemic situation as well as in the physical situation also the design process, The arrangement of TNA, the different techniques they used for training, the evaluation process they used to enhance and boost up their employees existing competencies also future performance so that they can achieve their organizational objectives efficiently and effectively. Anwar Group of Industries is one of the largest group of companies in Bangladesh. They invest money for the training and development program so that their employees improve their current working knowledge, skills and capabilities also makes them prepare for future challenges. As pandemic situation is going on the shift their training program to online and they started to embrace new technologies like Zoom, Microsoft office etc. They are currently using Zoom for conducting their online training session. The training and development process helps them to increase the retention rate and decrease the turnover rate as employees feel valued and motivated that organization thinking about their professional development, and they feel more focused and motivated towards their work. As I have assigned in training and development sector of Group HR department, I got opportunity to closely see how Anwar Group of Industries arrange and design their training program for their employees and how they do their evaluation of training in how they take feedbacks from the participants. I also observed how they do their trainer's evaluation from the participants. I have acquired knowledge of how pretest and post and post have been taken by them. My entire report is established on all the training activities and this report also exhibit the significance of training and development during the pandemic situation of Anwar Group. In closing, I have made an effort to provide few convenient suggestions as well as recommendations which can be helpful for them to improve their training and development process in future and make it more effective.

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List of Acronyms

HRM	Human Resource Management
HOD	Head of Department
T&D Team	Training and Development Team
PMS	Performance Management System
KPI	Key Performance Indicators
GM	General Manager
AGI	Anwar Group of Industries

Chapter 1

1. Introduction

This report is made to accomplish BBA Program from BRAC University. Every student from Brac business School must do Internship or Project to finish their graduation. I have completed my internship of 4 months in Anwar Group Started from June 5, 2021, to September 4, 2021. My topic is “Training and Development process of Anwar Group of Industries during Covid Time” and based on the topic I have prepared this report and I have gathered knowledge regarding training and development process during this pandemic time from Anwar group of industries

The report is the analysis of Anwar Group’s training and development process, their leadership style, their working environment and their management style and my prime focus is on Training and development process which is one the essential part of HR practice in the organization.

The study portrays how Anwar Group set up their training development to develop their employees as well achieve their organization goal during this pandemic time. The study will provide knowledge about the training and development issues as well as its importance, how to cope with modern technologies like zoom, google meet to conduct training program. Not only that the report will learn more regarding effective training models and evaluation techniques and outcomes of the training by a leading group of companies.

1.1 Research Topic: Training and Development process of Anwar Group of Industries during Covid Time.

1.2 Aim and Objective of the Report:

The main objective of the report is to study about the process and effectiveness of training and development that take place in Anwar group of Industries during pandemic.

Specific Objective:

To study the impact of training and development on employee’s performance.

- ✓ To access how online training benefiting the employee’s performance.

- ✓ To determine how HR prepare themselves before conducting the training both in online and offline
- ✓ To gather the knowledge regarding pretest and posttest of participants.
- ✓ To Study How the TNA has been Done before Training program

1.3 Literature Review:

To improve and enhance the employee's skills and capability for working better and achieve the organizational goal, training and development is vital prospect or any organization. Without proper training to the workforce, it will be difficult for them to cope with different technological innovation as well as market change and achieve the organizations objectives. According to (Mozael,2015), Training and development is one the essential function of the organization as it not only helps to achieve the high-level performance in the same field but also it is a vital part of human resource department of the organization (Stone,2020) stated that, to achieve the overall objectives of any organization as well as to retain the interest of employees for work training is important. There are many studies have been conducted on the importance of training and development by many scholars. (Mahbuba, 2013) told that employees considered human resources activities as a gift and training is one of them as it helps to enhance their skills as well as productivity. According to Iftikhar and Sirajud (2009), training and development plays a significance role to boost up the effectiveness of the performance level of the employees in the organization. On the other hand, Rajasekar and Khan (2013) stated that employee training & development is a necessary function of human resource management, and it can be given after analyzing organizations present and future need, technique, and procedure at different industrial perspectives and for developing human resource training is the crucial learning process of any organization. According to Abbas Z. (2014), training can enhance the lack of knowledge, skills and competencies of those employees who are failed to do their task on time because of lack of knowledge, skills, and competencies. Besides, (Cole, 2002) stated that training is the learning process to acquire of knowledge as well as skills for the accomplishing job. effectively. The focal point of the training to prepare workforce to do their task efficiently like to increase the sales volume salesperson needs to excel in their sales skills. According to Saleem et al (2011), Training assists the workforce in the organization how to develop their skills for job so that they can execute their work with perfection. To add more, training provides motivation to the employees and helps them to be more organized and well behaved which can influence their performance positively in the organization. However, Laing (2009)

stated that training is the effective tool to increase the knowledge, skills, and capabilities in a higher level as an outcome employee's performance level improved and they can do their work in effective way. Besides he also includes that, training expands the organization's productivity. Singh and Mohanty, 2012) stated that, training is necessary function to polish up both performance and efficiency of the organization. According to Nunvi (2006), Training is arranged to sustain and upgrade the present job performance as well as prepare the employees to enhance their competencies for future. According to Keenan McBride (2021), Organizations are adopting latest technologies such as zoom, Google meet, Microsoft Team, Skype for their arranging training and development because of pandemic situation. According to UNESCO (2020), Different organizations and enterprises started their training and development in more creative way to minimize the challenges they face due to corona virus pandemic.

1.4 Methodology:

The report is prepared based on primary and secondary data resources. Primary data will be collected by observing organization's training and development process, interviewing employees while working as intern in Human Resource Division at Anwar Group of Industries. Secondary data was collected using the organizations' website, and relevant documents and journals and websites

The primary collection:

- i. Face to face contact with line managers and other staff
- ii. Face to face conversation with participants
- iii. Practical desk work

Respondents:

- i. HRBP (3) (From Group HR)
- ii. General Manager (Head Of HR) (1)
- iii. Participants of different departments from executive to manager of head office such as marketing, administration, accounts& finance, and HR (15-20)

Secondary data collection:

- I. Documents regarding Training and development of AGI
- II. Official websites
- III. Research journals

1.5 Scope of the Study:

This study is about the training and development process of Group HR of Anwar group of industries. However, there are plenty of existing study on Group HR of AGI, they study did not analyze different issues of the organization. This study will provide more knowledge about most recent HR practices in the company as well as it will assist future researcher to study more regarding training and developments process of the company.

1.6 Learning Statement:

Internship is very essential part of learning as it helps to get me through the real-life scenario of the professional life. It gives me the opportunity to learn and experience practically how HR works in the one of the leading companies in Bangladesh.

I have acquired knowledge of about various activities of HR during my internship period. In the below I have given what I learned throughout my internship period in AGI

1. It assists me to understand the HRM better then bookish knowledge
2. I have gathered knowledge about how training is being taken and how to coordinate it.
3. I have learned the training and development process in details
4. I have learned various things related to training
5. I have learned how confidentiality has been maintained
6. I have learned to make training summery report.
7. It provides me the opportunity to learn from personals
8. It helps me to understand the work-life balance
9. It taught me to be time management
10. It taught me the code of conduct the workplace
11. It taught me how to deal with challenging works
12. I have learned how to work in pressure
13. I have gathered knowledge about using Excel to prepare summery report.

1.7 Limitation:

The major difficulties that I faced during my internship period and preparation of this report are as follows:

1. Employees are not allowed to give confidential information regarding their financial statements and salary structure of their employees,
2. The main constraint of the study was insufficient access to information which has significantly disturbed the scope of the analysis that is required for the study.
3. As the employees were busy with their own duty, they could give me little time for consultation.
4. Time restriction is another important for limitation of study.
5. Some published information is not up to date.

1.8 Overview of the Internship:

1.8.1 Internship information:

Company name: Anwar Group of Industries

Period: 5th June ,2021 to 4th September,2021 (4 months)

Department: Group HR

Address: 27, Dilkusha C/A, Dhaka-1000

1.8.2 Supervisor Information:

Name: Kamrul Islam Sojal

Designation: Deputy Manager and Lead HRBP- Group HR

1.8.3 Job Scope:

Job Responsibilities

- To assist talent acquisition team by Calling Candidate and follow up calls
- To coordinate Interview session
- To assigning day to day operations of HR Functions
- To Coordinating In different functions, events or occasions related to employee engagement
- To coordinate pre & post Assessment test and prepare summery report of training
- To coordinating employee joining process, paperwork, initial checking of employees personal file and other supporting works
- To update training data base and day to day activities, reporting to the concern person and follow up with training attendees
- To Conduct recruitment related activities like CV sorting, screening etc.
- To Coordinate orientation for newly joined employees
- To design training program for employees both online and offline.
- To Assist in preparing the Job Description for different positions.
- To Assist in Preparing different drafts, reports, letter as directed by the supervisors.
- To Assist in Office Stationery & Snacks requisition, Maintain and distribution

Chapter 2

Organization Part



Figure 1: Business Units of Anwar Group of Industries

2.1 Overview of The Company:

Anwar Group of Industries (AGI) has an outstanding business heritage with a amazing present and a bright future. Late Lakku Mia established this during the year 1834, when he started his business career with the trade of 'Hides & Skins', it stays as a family-owned business. The company has clear goal and ambition of reaching to the top position by ensuring best products and services to the consumer while maintaining the business ethics

the management responsibility is passing to generation to generation. It has managed to provide wisdom and experience achieved during its own era. The new generation was able to use their business knowledge accurately to make the company more successful. Overtime it grew to become an industrial giant of the country and succeeded in creating a national & international network that comprises of many subsidiaries and affiliates. The group is consisted of more than 20000 skillful and talented employees whom they consider the pillar of their glorious success.

Presently, the newly elected the Group chairman is Mr. Manwar Hossain who is the elder son of late chairman Anwar Hossain, and he had a very high reputation in the society and has also served the nation as a legislator. The management of Anwar Group maintains strong ties with members of political parties, civil administration, and defense.

The Group takes pride in the success of its associating companies that includes composite textile, jute, financial service like banks & insurance, building materials, real estate, home décor, engineering, trading, and automobiles.

2.2 Mission statements of AGI:

- ❖ To remain as the most diversified group in Bangladesh, to be able to respond to customer need
- ❖ Continuously presenting the country with new products, services, and export markets
- ❖ Be environment friendly and meet social responsibilities
- ❖ Remaining as the quality leaders in every industry it takes interest in
- ❖ Continuously investing in HR, processes, and technology
- ❖ Developing people
- ❖ Providing the work force a professional & enabling work environment

2.3 Vision of AGI:

- Continuing the heritage of being the pioneer in industries and leaders in development.

2.4 Corporate Achievements:

- ✓ First Privately Owned Silk Mill in Bangladesh
- ✓ First Cable & Wire Manufacturing Company of Bangladesh
- ✓ Second Cutlery Manufacturer of the country
- ✓ First Jute Goods Exporter
- ✓ First Kitchen Towel Exporter
- ✓ First Electronics assembly in Bangladesh
- ✓ First Rayon Yarn processing unit
- ✓ Numerous awards & honors for outstanding performance in Sales
- ✓ First Real Estate company to achieve ISO certification in Bangladesh
- ✓ Jute ISO Certificate
- ✓ Fabric Oeko-Tex Certification

2.5 Values of AGI:

- Faith In Allah
- Respect for Parents, elders & people
- Honesty, Integrity & Hard work
- High ethics and morals
- Trust in employees
- Family values and value family

2.6 Products of AGI:

Building Material Division:

- Anwar Cement Ltd
- Anwar Ispat Ltd
- Anwar Galvanizing Ltd
- A-One Polymer Ltd
- Anwar Cement Sheet Ltd

Textiles Division:

- Anwar Silk Mills Ltd
- Anwar Yarn Dyeing Ltd
- Hossain Dyeing and Printing Ltd
- Mehmud Industries (Pvt.) Ltd

Jute Division:

- Anwar Jute Spinning Mills Ltd
- Anwar Specialized Jute Goods Ltd

Automobiles Division:

- AG Automobiles Ltd. (FORD)

Finance Division:

- The City Bank Ltd
- The City General Insurance Co. Ltd
- Bangladesh Finance & Investment Co. Ltd
- Bangladesh Commerce Bank Ltd

Real Estate Division:

- Anwar Landmark Ltd.

Furniture & Home decor Division:

- Athena's Furniture & Home Decor

Software Division:

- Anwar Enterprise Systems Ltd.

2.7 Departments of AGI:

- Human resource department (Group HR)
- Product Development
- Production
- Quality Control
- Commercial
- Engineering
- Technical Service
- Branding and communication
- Sales and Marketing
- Accounts and finance
- Production planning and Inventory Control
- Corporate affairs
- CRM

2.8 Management practices

The leadership style of AGI is very outstanding and they are more focus into democratic leadership style, The General manager tends to hear and listen everyone's opinion before making any decision. The newly elected chairman who was previously group managing director called every HOD and listen their opinions before taking and decision not only that he also provide feedbacks and make sure all issues are solved technically as well as in cost effective manner and it makes employees feel valuable and motivated, they work more efficiently hence allows to achieve the organizational goal.

2.8.1 Human Resource Department of Anwar Group of Industries:

Anwar Group of Industries considers that success depends on the collective effort of entire work force. Human resource division of Anwar Group of Industries has comprehensive policy and procedure that practices best approaches with legal and ethical consideration. The major purpose of human resource division is to introduce organizational policy and related to employees of Anwar Group of Industries. It gives specific guidelines of operation of human resource division with a vision to maintain the expected standards that are maintained.

It also provides specific direction regarding the assessment, evaluation, reward system and long-term benefits of employees of Anwar Group of Industries. It sends a clear picture about expected standards. The employees get idea of their present status, growth, and value addition process in the organization.

The human resource division is a central reference of employee relations and policies. Each policy is a guideline to be used with discretion, understanding and management in the spirit in which the policy is written.

Main Human Resource Management Functions Performed by Anwar Group of Industries:

Anwar Group of Industries performs all the required human resource management functions for the welfare of the company. But these functions can be categorized into 6 different tasks. All these tasks are described below:

I. Recruitment:

Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization, either permanent or temporary. The success of recruiters and employment specialists generally is measured by the number of positions they fill and the time it takes to fill those positions. Human resource department of Anwar Group of Industries, who work in-house -- as opposed to companies that provide recruiting and staffing services -- play a key role in developing the employer's workforce. They advertise job postings, source candidates, screen applicants, conduct preliminary interviews and coordinate hiring efforts with managers responsible for making the final selection of candidates.

II. Safety:

Workplace safety is an important factor. Under the Occupational Safety and Health Act of 1970, employers have an obligation to provide a safe working environment for employees. One of the main functions of HR is to support workplace safety training and maintain federally mandated logs for workplace injury and fatality reporting. In addition, HR safety and risk specialists often work closely with HR benefits specialists to manage the company's workers compensation issues. As a part of this HR function, the HR department of the company works very closely with the Health and Safety Department of the company. All the first aid kits are directly provided by the HR department to the injured/needed person.

III. Employee Relations:

In a unionized work environment, the employee and labor relations functions of HR may be combined and handled by one specialist or be entirely separate functions managed by two HR specialists with specific expertise in each area. Employee relationship is the HR discipline concerned with strengthening the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict. Labor relations functions may include developing management response to union organizing campaigns, negotiating collective bargaining agreements and rendering interpretations of labor union contract issues. The HR department of the company has very strong employee relationship with others, and they very carefully monitor the relationship among employees. In need they warn or punish those employees who violate rules regarding this.

IV. Compensation and Benefits:

Like employee and labor relations, the compensation and benefits functions of HR is handled by one HR specialist with dual expertise. On the compensation side, the HR functions include setting compensation structures and evaluating competitive pay practices. A compensation and benefits specialist also negotiate group health coverage rates with insurers and coordinate activities with the retirement savings fund administrator. Payroll is a component of the compensation and benefits section of HR.

V. Compliance:

Compliance with labor and employment laws is a critical HR function. Noncompliance can result in workplace complaints based on unfair employment practices, unsafe working conditions and general dissatisfaction with working conditions that can affect productivity and ultimately, profitability. HR staff of Anwar Group of Industries is aware of federal and state

employment laws such as the Civil Rights Act, the Fair Labor Standards Act, the National Labor Relations Act and many other rules and regulations. They strictly follow the updated Labor Laws of Bangladesh in all possible cases.

VI. Training and Development:

HR Department of Anwar Group of Industries provide employees with the tools necessary for their success which, in many cases, means giving new employees extensive orientation training to help them transition into the organizational culture. All the newly hired employees especially the “Sales Executives” are trained with very much care.

VII. Performance appraisal system:

The AGI follows performance appraisal with confidentiality and make sure that every employee appraisal is evaluated correctly. The dedicated HR team Collect the evaluation from every HOD and line managers and evaluated with their standard. The employees have need to achieve their KPI and those who do not able to achieve their KPI on time necessary steps like job rotation, transfer, or arranging training for them so that they can be able to improve their performance.

2.9 Marketing Practices:

2.9.1 Marketing strategy:

Anwar group is very focused on their marketing strategy to achieve the top position in the market. They regularly send gifts to their dealers and retailers and give discounts them on time basis so that they can be their loyal customers.

They make sure that all the products delivery on time with maintaining the product quality. They also receive customers feedbacks very actively and try to solve those issues accordingly.

2.9.2 Target Customer:

As it is a group of companies' different sector has different target customers, one the main target customer is government projects and all the infrastructure companies, dealers, carpenters etc.

2.9.3 Branding and advertising:

AGI branding team regularly post on social medias with attractive products benefits post so that target customer can know the products benefits. Not only that, for the urban areas or village Ares they regularly give posters and billboards attract potential customers. They also give discounts and gifts to their dealers; carpenters and they also arrange monthly based seminar to every district to give knowledge about their products to the consumers they also give TV advertising with a creative concept Customers can also place an order from their website

2.10 Industry Analysis

2.10.1 Porter 5 forces analysis



Figure 2: Porter's Five Forces

1. Rivalry in the industry:

As the AGI is one of the largest groups of companies in Bangladesh. Their competitors are AKIJ, PRAN, BOSUDHORA, PREMIUM CEMENT ABUL KHEYER GROUP, MEGHNA GROUP and the intensity of rivalry is high. According to Bongo note (2021) Anwar Cement Sheet is the market leader in the cement sheet industry so other companies can try to grab the

market share but they are continuous hiring sales force and arranging training session for cement sheet sales force so that their market leader position remain the same. Not only that for the rest of the they are trying to grab the market leader position. So, rivalry among the industry is high.

2.Power of suppliers:

AGI ha very distinguish supplier team of their own. They have their own supplier channel to distribute their products in the market however as they export high quality raw materials from the suppliers in that case power of suppliers is moderate to high

3.Power of customers:

We can see that there are many leading companies are the competitors of AGI. So the price war is to be seen the industry therefore, we can say that power od customers is high cause customers ca switch their choice if the price level are not in their expectation level.

4.Threat of new entrants:

As AGI is the group of companies for a new entrant it need quite big amount of capital to enter in the industry and managing supply chain and other organization unit will not be easy for a new entrants and also gaining profit will be tough so threat of new entrants is low for them

5.Threat of substitutes goods:

It is hard to find substitutes good for the products like manufacturing division. For making infrastructure it is hard to use substitutes products rather than cement is pat and others. Though for the textile unit customers can substitute it with different product so the threat of substitute is low to moderate.

2.10.2 SWOT Analysis:



Figure 3: SWOT Analysis

Strength:

- Largest group of company
- Market leader of cement sheet
- Good amount market share
- Dedicated employees
- Good quality raw materials
- Good will
- Brand value

Weakness:

- Price range is higher than some competitors
- Lack of promotional activities
- Lack of product advertisement than competitors
- Lack of social media activities

Opportunity:

- Establishing more advance machine for the production which can increase productivity and decreases the production cost
- Using their own ERP software which is customizable and can-do work more officially

Threats

- Rivalry among the competitors regarding price
- Competitors often giving discounts to the dealers, retailers, and customers
- Ensuring quality standards

CHAPTER 3

Training and Developments Process of Anwar Group of Industries During Pandemic Time.

3.1 Key Functions of Training and Development Team:

Training and development are very essential part of any organization. This chapter includes the explanation of Training and Development of Human Resource Department. Here it is also discussed how AGI conducts their Training and Development programs to their employees and how effective it is for them.

Anwar Group of Industries place high priority on the training and development of its employees and seek to provide to improve their skill and potential to achieve organizational and individual goals.

- ✓ This process involves testing training participants and evaluating training
- ✓ The process of understanding and identifying learner's needs as related to the overall business objectives

The learning and development team is formally responsible for heightening employee's work standards as well as making employees capable as future leaders. After recruiting an employee by the Recruitment team, the real work of the T&D team begins. T&D team organizes plenty of orientation and training programs for the recruit, to make their journey easier with AGI. No matter which department a new employee joins in, the T&D team keeps every record of each employee's training plan and after assessing the compilation of different training programs, T&D team sets future training programs accordingly.

During this pandemic AGI T&D team manages to conduct their training in online via Zoom and they make sure that all selected employees attend the trainings session

3.2 Training Process Framework and Types of Training in AGI:

The process of understanding and identifying learner's needs as related to the overall business objectives. Model that defines associated with managing a training program of AGI. This process involves testing training participants and evaluating training needs for the employees of AGI.

3.2.1 Training Needs Analysis (TNA): For conducting any training session AGI performs the TNA measures the actual skills the employees have and skills they required to achieve for performing their job more efficiently and effectively and achieve the organizational goal. So to analysis the gap in their skills they need TNA is crucial step to perform. AGI considers the following things to conduct their TNA.



Figure 4: TNA process of Anwar Group

- i. **Organization performance:** AGI makes sure that their employees do their work effectively as well as efficiently so organization performance is a vital indicator for their TNA. Based on their monthly performance appraisals report, the T&D team conducts their TNA. If any employee failed to achieve their KPI, it shows in the report and after talking with their line manager, it is evaluated.
- ii. **Employee's skills:** Another vital indicator for their TNA process is employee's skills. As it is a large group of companies, it is quite difficult for them to measure every

employee's skill So every Head of the Department of their assigned team evaluate their sub-ordinates based on work knowledge, target achievement, functional knowledge, technical knowledge and give feedback in which area they must work on.

- iii. **Employees Knowledge:** Work knowledge is very necessary for performing the work. If some employees transfer or job rotation take place from their HOD approval gap is analysis by T&D team.
- iv. **Employees' Attitude:** To improve employees' attitude towards workplace as well as their job or other factors. To access attitude self-assessment m peer assessment are take place through mail and T&D team critically assess those and design the required training for them.
- v. **Employee's Education:** Some of the TNA was set according to education level. For example. Educations also refers to work knowledge or basic knowledge of the work.
- vi. **Employee's Experience:** Experience is the crucial factors to analysis the TNA. Every employee has various level of experience regarding their job as well as their skill. T&D team critically analysis those with the help of HOD and the line managers feedbacks and assessment form
- vii. **Employee's Training:** Some employees are expert or trained in some skills on the other hand some employees lack of that training. So HOD and T&D team carefully analyze those and make TNA for them

Types of Training process in AGI:



Figure 5: Training types Of Anwar Group

In House Training: Anwar group's own employees conducted this training program. The T&D team head often takes the in-house training of the employees. Furthermore, some upper-level managers also take the training. They do not give any extra payment to their own trainers besides it add to their performance matrix. For the upper-level managers and employees they have KPI to train their subordinates and based on that promotion and salary increment are taken place. The training programs are arranged with selected employees each batch consists of 40 employees and the training usually takes place in weekdays. They also hired outside resource and best trainers so that employees improve their performance, and which lead to the improvement of the organization's productivity.

Induction program: Induction basically is the orientation program for the new joiners, it is a daylong training program arranged for the new joiners so that they can acquire knowledge of the overall Anwar Group and its policies, their job role and responsibilities, attendance policies etc. In this program they also fulfill the joining formalities and at the end they also arrange a motivational session so that new joiners feel motivated toward their new role and helps to achieve the organizational goal.

Online Training: We all know that pandemic situation is going on and every organization try to cope up with it with uses of new technologies and made their appearance in virtual world. Anwar Group also arranged their training session in online during the pandemic situation with the help of zoom. they preferred to use Zoom for conducting their online training. They invite 90 participants to join their online session, during the session they also ask participants questions to measure how engaging the participants are in the online session. They preferred video on them during the training unless the participants have some emergencies.

3.2.2 Strategy analysis of employees of AGI:

AGI performs their strategic analysis of employees by using following criteria and questions given in the below

1) Identify the performance:

- What are the expected organization's performance in the future?
- . Existing performance/Future performance

2) Identify the challenges

- What are the challenges today?

- What are the challenges we will face in future?
- Existing challenges/future challenges

3) Employee's performance:

- How should the employees start performing differently to help company meet the challenges and reach the goal
- Existing performance/future performance

4) Employee's competences:

- In order to help the employees, perform differently, what kind of skills, knowledge and attitudes they should have
- Existing competences/required competences

5) The training needs

- How can we bridge the GAP?
- Existing competency/future competency

3.3 AGI's Training Overview:

AGI wants to Teach employees skills needed for current job based on the following criteria

- Globalization
- Need for leadership
- Increased value of human capital
- Link to business strategy
- Attracting and retaining talent
- Customer service and quality
- Demographics and workforce diversity
- New technology/New plan
- Personal and Professional Development

3.4 AGI Major Objective of the Training:

- ✓ To enhance technical/functional skills and productivity
- ✓ To enhance employee's growth
- ✓ To improve the quality of workforce/versatile workforce
- ✓ To prevent obsolescence functional/technical skills and competence
- ✓ To improve health, hygiene, and safety

✓ Efficient utilization of resources

✓ Growth of organization

3.5 Need for Training

AGI follows 4 types of Need for training which are explained in the below:

- **Training New Joiner:**

Familiarize them with the organizational mission, vision, rules & regulations, and the working condition

- **Training existing workforce:**

To refresh, update and enhance the knowledge and skills

- **Training on New technology/process:**

All the employees are trained about use of equipment's and work methods

- **Training for individual and organizational growth**

Training is given so that employees are prepared to share the responsibilities of the higher-level job

3.6 Training Process Of AGI:

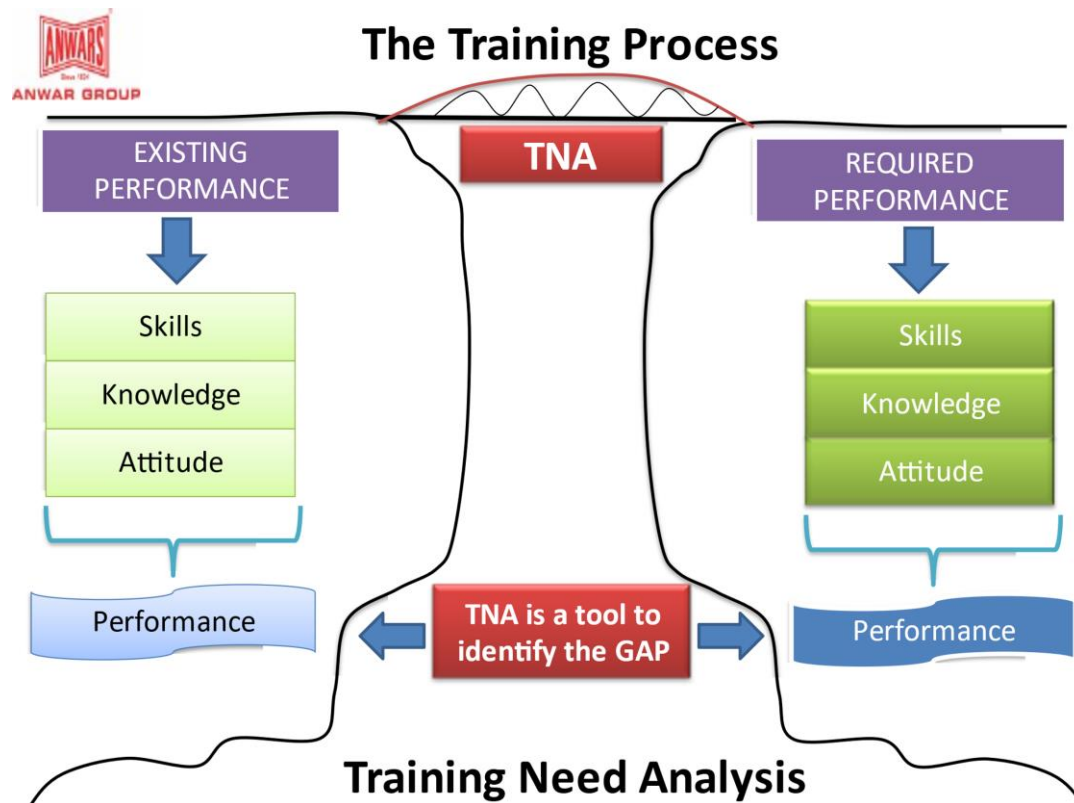


Figure 6: Training Process of Anwar Group

AGI above training process to identify the Gap. Existing performance is measured by their knowledge skills and attitude and then the required performance both are analyzed by the performance report, feedbacks report from Hod as well as the line manager then the gap is analysis. They also follow the 7 steps of training process

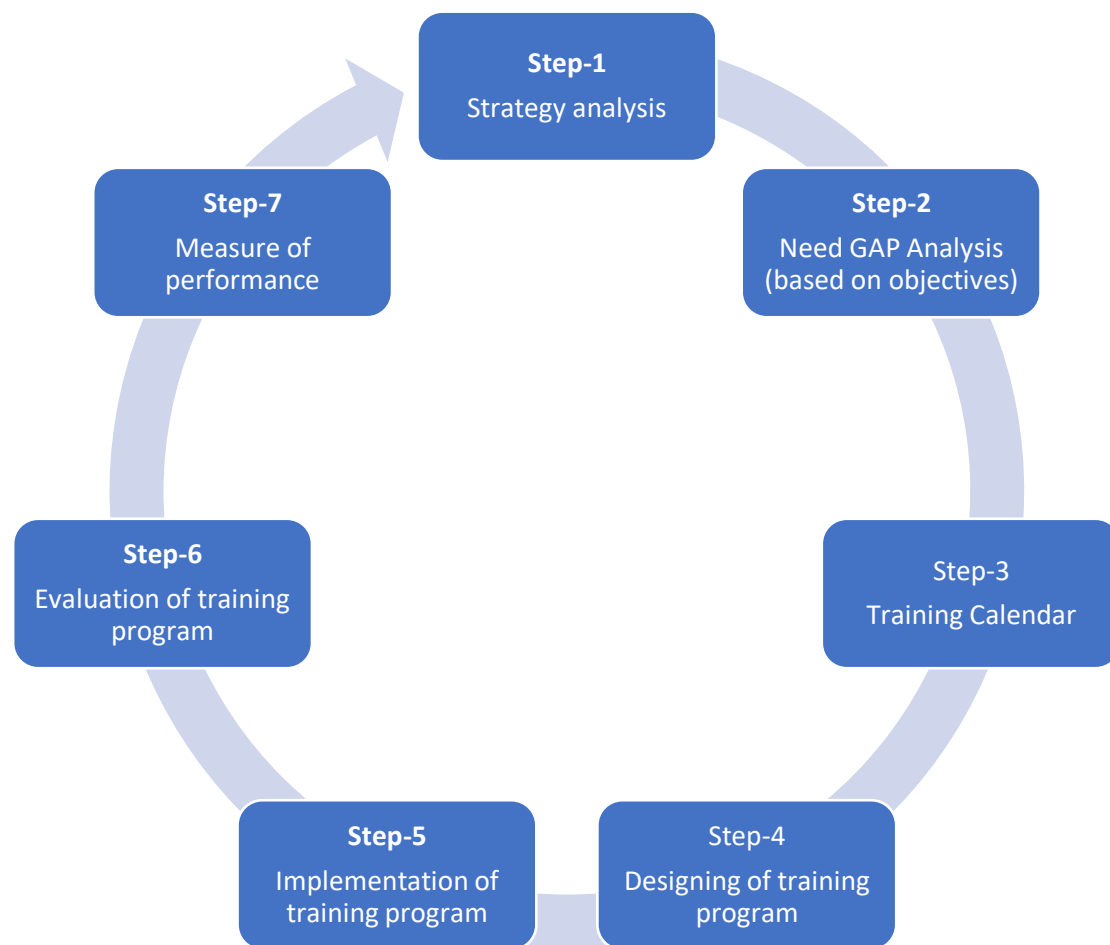


Figure 7: Seven Steps Training Process of Anwar Group

3.6.1 AGI's Techniques to determine the training needs:

AGI use following techniques to determine their training needs such as

- ✓ Observation/Interview both online and offline
- ✓ Questionnaire was sent through mail
- ✓ Document review
- ✓ PMS/KPI
- ✓ TNI Form

Based on the techniques T&D team evaluates employees' capacity of self-leading, team leading and job and business leading. Required performance and actual performance is thoroughly analyzed then then they set possible training needs of the employees

3.6.2 Analysis the Need:

T&D team collects all the TNA from their selected the departments .As it is a large group of company the department is selected quarterly bases like 3 or 4 department was selected for

TNA purpose .Then they prepare a summary of it and make a list of required training they need based the TNA form and by giving the employees pretest via mail s the pandemic is going on they try to limit the participants numbers and make it as a batch system training .After that T&D team prepare the training budget like refreshments cost, utility cost, cost of resources, cost of training materials and make a road map for it then the team make calendar of the required training with possible dates and months then its revised by HR head and HOD and finally approved by Chairman,

3.6.3 Set the objectives:

T&D team after analysis the need they selected the types of training such functional, soft, or technical based on the TNA report. They critically review the report and gives points which types of training got most response and based on that priority of training type is set. Furthermore, the team also selected the method of the training like as due to pandemic they preferred to arrange the training via online and offline. If the training type is soft skills, they preferred to set it up in online due to pandemic and also location of the training is selected if the training is for factory the location is set for factory due to Covid 19 they also try to give technical training via Zoom. To add more, after selecting the venue they selected the trainer which can be internal or external. As the Covid 19 pandemic is still going on, so they preferred the trainer is internal for the safety issues but for the more critical training they hired trainer from outside as well with ensuring proper hygiene and they also check if the trainer is vaccinated or not and this also revised and checked by Head of HR and HOD and then they give approve.

3.6.4 Designing the training program:

T&D team then starts to design the training program which includes preparation of training contents like which area of the topic they most focus on based on the general managers advise the module is designed and training schedule is set up. They sent invitation two days before the training and called the selected participants t as a reminder for the training it goes for both online and offline training.

Training Topic	“Training Topic Name”		
For	Manager & above Level	Facilitator	
Time and Date			Venue
Day and Date	Duration	Sub-topics	Comments
1st day			
2nd day			

Figure 8: Training schedule Form of Anwar Group

3.6.5 Implementation of the training program:

After completing all the necessary steps, the implementation of the training program is made like arranging the training program as per schedule and coordinate the training with both participants and trainer

3.6.6 Evaluation of the training:

After conducting the training, the training session T&D team start circulating the post the after finishing the training so that they can compare the pretest and post teste to know if there any change is occur in their existing skills knowledge after the training session. As the COVID 19 is still going they circulate the google doc questions as form of post-test to the participants n the zoom. About 10 to 15 questions are set and with a limited time, sometimes the trainer direct ask question to the participants to know their after-training knowledge which can be online and

offline training and to mark them a dedicated T&D team member is there, and he/she writes down the name give points.

Training Evaluation Level: Kirkpatrick's model of Evaluation:

AGI's Training and development team follows Kirkpatrick's model of training evaluation to measure their after-training outcome. It is very useful as well as effective means of tool to evaluate the training outcome more effectively. This model provides the knowledge to the training and development team of AGI how effective the training program is and how participants skills, knowledge and performance have improved to achieve their organizational goal. In the below it is discussed more in details.

1. Reaction (after training feedback):

It is process of measuring the participants actual reaction for the training. Whether they feel the training helps them or not, how effective the training program is participants express their opinions here. It is also helping to get knowledge about how engaging the training program is for the participants, AGI T&D teams provides after training evaluation form to the participants to get their feedback and reaction for training as well as for the trainer. Then they prepare report on excel after analyzing the result they make average of it. They also analyze the feedbacks for trainers from the participants and based on that they decide whether they should change the trainer or not for the next session. As due to covid they give the evaluation form to the participants outlook mail, and they fill it out and send it back to the T&D team if the training is arranged in online via zoom.

2. Learning (What was learned):

This level of evaluation measures what is the latest things the participants learn from the training. the training programs increases their knowledge or not. AGI's T&D team prepares a posttest with ten to twenty questions based on the topic covered in the training. After the end of the training posttest is given to the participants and with given time, they must finish it and submit it to T&D team. If the training is arranged in online as pandemic is going on they provide google form to the participants with time limit and participants enter in google form and give answers to the question and it is mandatory for the participants to give posttest otherwise they need to give show cause to the management. After taking the post-test T&D team checks the results and give rewards to the top three performers.

3. Behavior (what was applied in practice):

It is a process to evaluate transfer in to learning which means what is the participants learned from the training it helps to change their skills or certain behavior or not. AGI's T&D team monthly gets reports from the line manager of the participants to see whether participants behavior or skill improved or not if the performance still not improved then, T&D team makes another list for the, so that they can arrange another training for them.

4. Impact (performance results achieved, effectiveness):

It is the process of measuring the goal of the training which means whether the training actually helps to improve the organization growth and achieve the goal or not. AGI determines it by analyzing their monthly PMS which performance matrix score of the employee and they have special segmentation for before training and after training achievement which is also cross checked by the HOD and the line managers.

3.6.7 Feedback of the training

After the training T&D team give the training evaluation form to the participants to know if the training is effective or not. It helps them to make training summery report and shared with Head of HR and HOD and also if training evaluation average point is was below 5 and 6 the training programs is marked for redesigned Top 3 performers are rewarded, and they also give mail appreciation as well small reward like Books. Mug as a token of appreciation with the presents of Head of HR and HOD.

ANWAR GROUP OF INDUSTRIES

Training Evaluation Form

Name :

Date:

Staff ID :

Designation:

Name of Training :

Overall, I was pleased with the training	Low				
	1	2	3	4	5
	☐	☐	☐	☐	☐

Instructions: Please indicate your level of satisfaction with the statement listed below in #1-

11

Particulars	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The objective of the training was clearly defined	☐	☐	☐	☐
2. Participation and interaction were encouraged	☐	☐	☐	☐
3. The topics covered were relevant to me	☐	☐	☐	☐
4. The content was organized and easy to follow	☐	☐	☐	☐
5. The materials distributed were helped	☐	☐	☐	☐
6. This training experience will be useful in my work	☐	☐	☐	☐
7. The trainer was knowledgeable about the training	☐	☐	☐	☐
8. The trainer was well prepared	☐	☐	☐	☐
9. The training objective was met	☐	☐	☐	☐
10. The time allotted for the training was sufficient	☐	☐	☐	☐
11. The meeting room and facilities were adequate and comfortable	☐	☐	☐	☐

How likely are you to recommend this program to a friend or colleague who is looking for similar services / solutions'? Please <u>circle</u> the appropriate rating below									
1	2	3	4	5	6	7	8	9	10
Not at all likely				Neutral				Extremely likely	

Any other comments:

Signature & Date

Thank you for your feedback!

Figure 9: Training Evaluation Form of Anwar Group

3.7 Training flow chart of AGI:

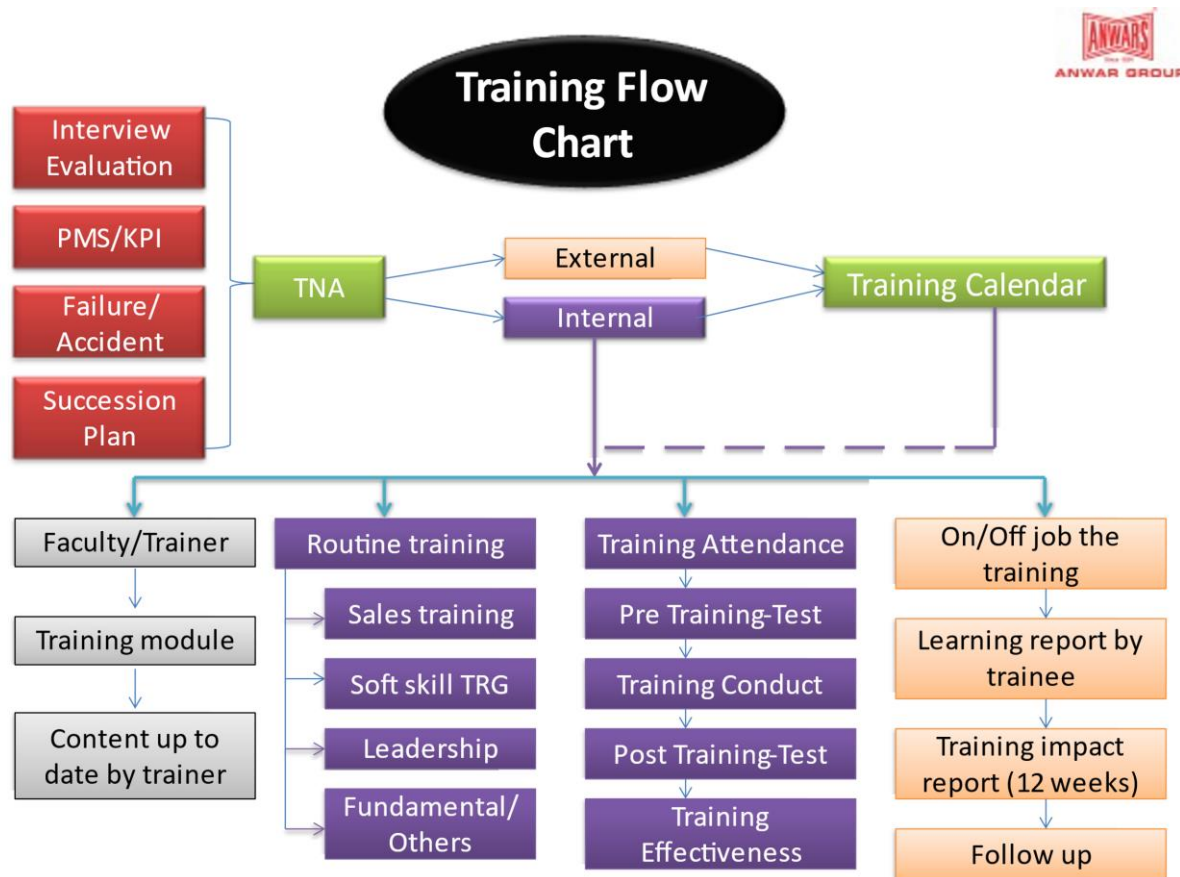


Figure 10: Training Flow Chart of Anwar Group

3.8 Types of training report prepared by T&D Team:

- ✓ Training monthly report
- ✓ Training summary report
- ✓ Training conducted report
- ✓ Training evaluation form
- ✓ Training induction report
- ✓ Training effective report
- ✓ Training impact report

3.9 Finding and Analysis:

After conducting the interview and analysis of training in Anwar Group of industries, I have observed various things such as

- i. I have asked the lead of training and development manager “why they are not designed their training based on designation” as I have observed that their training participants designation level is junior executive to manager as a result I have seen that the managers knowledge and participation level is better than junior executive The lead of training replied that TNA mostly based on performance appraisal and pretest assessments, they are trying to narrow it down like only for junior executives from different department for the common training like Business communication in English will be designed in future, it will be there new initiative
- ii. I have also notice some of the largest group of company like PRAN, AKIJ, BENGAL, SQUARE sends their employees to different institution for the training, why AGI don't practice this time of training process Lead of HR -training said that due to the COVID19t pandemic they are not following this practice however they have a plan to send their upper-level managers to the training institutes so that they can be more prepare for their professional life.
- iii. I have also observed that AGI gives less focus on department wise training the training participants are mixed match after reviewing the TNA .The department based training should be dome as it will allow them to identify how much their skills has improved and how much their productivity is increased as largest group of companies in Bangladesh practice this training method , The HR manager said that Their new initiative will be taken in 2022 where they will do department wise training for example he said some advance level Excel course will be designed just for accounts and finance team
- iv. I have also observed that they often put their online training due to pandemic after the office time as a result most employees feel demotivated as after long day of work in office joining online training will be tough for them. sometimes they also do their training in weekend whereas companies like PRAN, BENGAL group always scheduled their training during office time , the lead of HR- training answer that before making the after office training schedule they ask for the permission of the participants if majority of the participants agreed then they designed the training after office time in online otherwise training scheduled is revised accordingly and only some emergency basis training is conducted after office time via online or else their main focus on job training
- v. As the Covid 19 shifting our professional life more into digital world. Many largest companies are now focus on increasing the employee's technological knowledge like

using ZOOM, TEAM or Digital marketing and adapting the new normal whereas AGI mainly focus on functional and soft skill training. The Head of HR replied that they have already given training on using of zoom., google meet or using of outlook using and they already prepare budget for digital marketing and using other cloud-based technology training.

- vi. As a largest group of company in Bangladesh AGI's training facilities of Square. is not up to the standard. Although we have found modern training tools in HRD but that those are not sufficient.
- vii. In corporate as well as in field/ factory level there are different training programs and in most of the cases these training programs are conducted by the in-house trainer, but we have not found any training of the trainer which is very much important for the successful implementation of training program at AGI
- viii. Seminars with external faculty members are not arranged in house whereas other group of companies arranges seminars for their employees

Recommendations:

- Training budget. Should be increased by AGI authority
- T&D team should collect the training need analysis report time to time. Other departments should be coordinated more and HR should give them a time limit
- Department and designation wise training should be arranged
- Using more inhouse recourse as trainers it will help to polish up their existing knowledge
- There is a need for another training floor. HR should work for it immediately.
- The time of training session should be increased
- Rotation based training should be given like after 6 months same training with same batch it will help to brush up their knowledge again special training like Excel or finance for non-finance
- Training material should be provided immediately
- More technological training should be given
- At the beginning of the training, Training and development organizer should be distinctly announce about the necessity of training program so that they can accomplish the organization mission and vision.
- During the training some prompt questions or activities should be done like role playing because it will make the learning process more interactive.
- Technical training should be increased as pandemic is going on some of the employees basically who are related to sales and lives outside of Dhaka have lack knowledge about using apps like zoom, google meet so more training should be focused on them.

Conclusion:

Training and development are very important sector of any organization to achieve the organizational objectives and goal. Training helps the employees to revamp and polish up their existing knowledge skills and competencies and improve their performance which ultimately increase their productivity and organization able to accomplish their goal and target. Not only that, training and development also helps them to motivate the employees to do their job more effectively and effately Anwar Group is also concerns for their employees professional and future development as pandemic situation is going every organization changes their traditional training ways and shift it to online, Anwar group also try to embrace this new normal of training in more convenient way. During my internship I have acquire knowledge of human resource management process in more practical way and I also face some challenges while making this report as some information of the human resource department are confidential and I was not allowed to look for it. However, I have prepared this report based on the work knowledge that I have gather and learn during my four months of internship. I believe that the work knowledge, code of conduct, the real-life experience of work pressure, the rules and regulation, the policies that I have learned during this four month of internship program will help me to fulfill my responsibilities in my professional life in future.

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