

Report on

An evaluation of training and development policies and processes of a textile enterprise:
A case study on Beximco Limited (Textiles and Apparel Division)

By

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Student ID: 17204094

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BRAC Business School
BRAC University
April, 2020

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing Bachelo of Business Administration 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:

Kazi Moudud Ahmed
Student ID : 17204094

Supervisor's Full Name & Signature:

Mr. Riyashad Ahmed
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Mr. Riyashad Ahmed
Assistant Professor,
BRAC Business School,
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

With great pleasure, here I submit my internship report on “An evaluation of training and development policies and processes of a textile enterprise: A case study on Beximco Limited (Textiles and Apparel Division)” that you have approved & assigned as a compulsory requirement of BUS-400 course. I have tried my level best to bring out the original scenario of Beximco Limited (Textiles and Apparel Division) with full of effectiveness & efficiency.

I hope that this project paper has been to your expectation, if you come across any question or queries regarding these cases, it will be my pleasure to clarify your questions.

Sincerely yours,

Kazi Moudud Ahmed
Student ID: 17204094
BRAC Business School
BRAC University
Date: April 21, 2020

Non-Disclosure Agreement

This agreement is made and entered into by and between Beximco Limited (Textiles and Apparel Division) and the undersigned student at BRAC University

Acknowledgement

No one can obtain a noble objective alone. This internship report is an accumulation of many people's endeavor. At the very beginning, I would like to convey my sincere appreciation to the almighty Allah for giving me the strength and the ability to complete the task within the planned time. Then I would like to extend my sincere gratitude to everyone who contributed towards preparing this report successfully.

I would like to express my sincere gratitude to my internship supervisor, Mr. Riyashad ahmed, Assistant Professor, BRAC Business School, BRAC University. I am deeply grateful to him for providing me this great opportunity to work on this report concerning Training and Development of a company. His valuable suggestions and guideline helped me a lot to prepare the report in a well-organized manner.

I am really thankful to Human Resource Department, Beximco Limited (Textiles and Apparel Division), for kindly allowing me to undertake this internship in Beximco. I am also thankful to my organizational supervisor of the Human Resource Department, Beximco Limited (Textiles and Apparel Division), Mr. Khalid Shahrir for giving me his priceless time to support and guide with knowledge and resources and for his outstanding mentorship.

Executive Summary

This internship report discusses the processes and procedures along with the need and importance of training and development in a textile company in Bangladesh. I was fortunate to work in the leading company in the industry: Beximco Limited (Textiles and Apparel Division), based on which this report is made. The primary research conducted for this report goes in favor of the company in terms of a structured training and development system that the company has implemented. The secondary data strongly supports this as well. To add to this, the company is performing extremely well in all the major business areas thanks to the skilled workforce it maintains whom it regularly trains and develops. However, the report tries to shed light on some weaknesses in the training and development process which can easily be improved. Lastly, the report recommends certain improvements which will help the company to grow side by side with its workforce.

Keywords: Training; Development; Industry; Primary Research; Secondary Data; Workforce.

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Chapter 1

Overview of Internship

Chapter 1: Overview of Internship

Student Information

Name: Kazi Moudud Ahmed

ID: 17204094

Program: Bachelor of Business Administration

Major/Specialization:

- Human Resource Management and
- Finance, Banking and Insurance

This report is prepared as a requirement for graduation from BRAC Business School. According to BRAC Business School policies, a student in the undergraduate study has to complete his or her internship before graduating from BRAC University. It is also dictated in those policies that a student must prepare an internship report subject to evaluation and subsequent grading by his or her assigned advisor.

Thus, I, Kazi Moudud Ahmed bearing ID number 17204094, have prepared this report after completing my internship at Beximco Limited (textile and Apparel Division).

Internship Information

Period, Company Name, Department/Division, Address

- **Period:** Twelve Weeks
- **Company Name:** Beximco Limited (textile and Apparel Division)
- **Department/Division:** Human Resources Department
- **Address:** The company's operational Headquarters is situated at Beximco Industrial Park ,Sarabo, Kashimpur, Gazipur , Bangladesh

Internship Company Supervisor's Information: Name and Position

Supervisor's Name: Mr. Khalid Shahrir

Position: Senior General Manager, Human Resources and Compliance, Beximco Limited (textile and Apparel Division)

Job Scope – Job Description/Duties/Responsibilities

According to the Cambridge English Dictionary, Internship is defined as

“A period of time during which a student works for a company or organization in order to get experience of a particular type of work”

Just like the definition above, internship at Beximco Limited (textile and Apparel Division) was an exciting opportunity for me to gather a real-life experience of how the corporate world works, and specifically how a Human resources department works in a vast and dynamic organization such as Beximco Limited (textile and Apparel Division). It helped me understand the nuts and bolts of the work in corporate HR where I intend to build my career in the future. I learnt a lot, not all by observing but also by doing. I was indeed fortunate to have Mr. Khalid Shahrir as my supervisor who despite his rigorous work schedule took time to show me the ropes. I am also thankful to the staff there who were nothing but friendly and helpful to me.

I started my internship on 16th of February, 2020. That day I was given a general overview of what is expected of me in terms of duties, attitude and behavior. I was instructed to be in office sharp at 9 o'clock. My supervisor was very strict about being punctual. I would leave at 5 o'clock but sometimes I was let go before that. My job responsibilities was broad spanning over anything from preparing employee profiles to sort out files and put them in the store room systematically. The duties and responsibilities I carried out, in other words my job description is given below:

Job Description

Department	<i>Human Resources Management</i>
Job Title	<i>Intern, Human Resources Department</i>
Name of the Job Holder	<i>Kazi Moudud Ahmed</i>
Reporting To	<i>Senior General Manager, Human Resources and Compliance, Beximco Limited (textile and Apparel Division)</i>
Working Hour	<i>9.00 am to 5.00 pm</i>
Primary Duties	<i>Preparing employee profile</i> <i>Updating old profiles</i> <i>Arranging files</i> <i>Checking errors in documents such as new and old employee profiles, expatriates' documents, and various applications</i> <i>Finding out resumes of applicants for various departments that fit job specification</i> <i>E-mailing short listed applicants</i> <i>Following up on the matters such as e-mailing interview dates</i>
Secondary or complementary Duties	<i>Visiting other departments on occasion to receive or send important documents and files</i> <i>Helping employees by doing chores such as completing part of a task</i> <i>Accompanying the employees to other departments</i> <i>Reporting to senior executives on a particular task's progress</i>

Nature & Scope of the Job	<i>Intern, HRD is responsible for assisting day to day Human Resources Management of all domestic and expatriate employees of Beximco Textiles Division in line with division's existing policies and procedures to maintain a consistent and uniform practice throughout the division and ensure conformity with the division's objective.</i>
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Internship Outcomes

Contribution to the company

It is quite obvious that as an intern, my contribution to the company was limited. I was not given any major duties. Rather most of the time, I was kept busy assisting the employees and doing less important tasks. This can be justified by the fact that interns are not regular employees and do not possess the experience or required knowledge, skills and attitude that would enable them to complete a complicated task efficiently.

However, I was always willing and sometimes able to contribute in any way possible to give my full effort to the organization. Some of the ways I tried to contribute to the company are:

- a) I acted as an extra or additional resource for the company to utilize by assigning duties and responsibilities fit for my position of an intern
- b) As the student of a prestigious institute like BRAC Business School, I elevated the profile of the company's internship program. Before I joined Beximco Limited (Textiles and Apparel Division) as an intern, they did not regularly take interns in the Human Resource Department. However, I was pleased to know that satisfied with my performance, the company will regularly take interns from institutes respected like mine.
- c) As I already mentioned that Beximco Limited (Textiles and Apparel Division) has not taken an intern for a while. Thus, taking me as an intern, gave them an idea of what should be delegated to an intern and how he or she should assist employees and management carry out their work.

Benefits (Knowledge and Skills) acquired

Organizational Learning

Experiential learning can only be gathered from directly working in an Organization. Universities provide a student with the theoretical aspects of the corporate world, but if a student really want to learn how a corporation works in reality, he or she have to learn by observation or by doing. Thus, the experiential learning was the key thing that I looked for in my internship. Initially I was skeptical about how much I can learn from my internship as most companies in our country don't assign their intern with important tasks. BEX is not one of those organizations. They delegated important tasks to me and made sure that I learn how the nuts and bolts work in the organization. The followings are the knowledge and skills I gathered by working in Beximco Limited (Textiles and Apparel Division):

- **Technical Skills Acquired:** During the whole time I was at Beximco Limited (Textiles and Apparel Division) as an intern, my primary job responsibility was to prepare and update employee profiles. There were two ways I could have done his:
 1. Manually going through the files physically
 2. Using the HRIS software called HRD

The first method took a lot of time, as I experienced it in the first few weeks. Then, I was given a PC and I was familiarized with HRD reducing the time and effort by more than half. I had knowledge and practical working experience of using software such as Microsoft Word and Excel. What I lacked was to use them efficiently. Before I would have never used keyboard shortcuts or formulas to ease my effort. But due to everyday use of these software I now have sufficient knowledge and expertise.

- **Analytical Skills Acquired:** while updating old employee profiles or preparing new ones, sometimes I would come after some problems such as lack of information or documents and pictures employees were asked to submit. The first few weeks I confronted hundreds of such problems and had to consult senior employees and my supervisor for help. I carefully listened to the solutions they provided and applied them. After that, I got used to these type of problems and was analytically competent to solve new problems without further consultation.
- **People Skills Acquired:** I have always been an introvert. Working with Beximco Limited (Textiles and Apparel Division) changed that. There I had to deal with employees and

candidates of an open position almost every day. They had thousands of queries and some of them were disgruntled and sometimes even angry. Earlier I would not have successfully handled these people but due to my constant interaction and confrontation, I have grown in me the interpersonal skills required at any job giving me a huge advantage over others.

- **Personal Development:** I truly believe that my internship at Beximco Limited (Textiles and Apparel Division) has helped me a lot developing personally. I have learnt what is appropriate and what is not in a corporate setting. Now I know how to act like a professional. I have come to know my strengths and weaknesses. I have also learnt to push my limits and advance without hesitation. While working with employee and workers from many different demographic backgrounds, I have learnt that sometimes I have to be cordial and sometimes confrontational and professional. I have learnt how to solve problems, how to work in groups and teams, how to multitask and how to go at an issue alone. I got to identify my limits and since I have been doing better at them. All these things would not have happened if I had not worked as an intern at Beximco Limited (Textiles and Apparel Division).

Problems/Difficulties (faced during the internship period)

There is no doubt in my mind that Beximco Limited (Textiles and Apparel Division) is a great place to work. People are friendly and the environment is superb. However, these are the few problems I faced during my time as an intern there:

- The main problem I faced was the long distance I had to travel to arrive at office every day. Beximco Limited's (textile and Apparel Division) is situated at the Beximco Industrial Park, Gazipur which is over 40 kilometers and three hours away from my home.
- Second problem I faced was that I was only provided with lunch but no breakfast or afternoon snacks. I had to get out of home very early at 6 o'clock and most of the days without having breakfast. So, I had to grab something on the way to eat while on the bus.
- Thirdly, I had no work experience since I never worked anywhere before. As a result, it was a bit challenging in the beginning. Working in an office, or having a desk of my own with huge heap of files did not initially help. Everything seemed alien to me. But as time passed on I got familiar with the work environment.
- Furthermore, while updating and preparing profiles I would come across a lot of mistakes and did not know who to consult with.
- I was not given a desk for the first three weeks. So, I had to share space with an employee for that time period.

Recommendations (for and suggestions to the company on future internships)

Beximco Limited (Textiles and Apparel Division) did not have an internship program for its Human Resources Department for a while before me joining there. as a result, there were some hesitation and complexities as to what to give me to do initially. As time passed, things got smooth. These are the few things I would like to recommend for and suggest to the company on future internships:

1. First of all, prepare a clear and to the point job analysis for the post of an intern. Put there all the tasks and chores the intern would have to do.
2. Since the place is outside Dhaka, most students would hesitate joining there. Give them some remunerations as incentives.
3. Provide breakfast, lunch and afternoon snacks.
4. Reserve some desks with PC exclusively for the interns.
5. Give them proper and formal orientation. Give them a handbook for the queries they may have.

Chapter 2

Organizational Overview

Chapter 2: Beximco Limited (textile and Apparel Division): Overview, Operations and Strategic Audit

Introduction

(Objective, Methodology, Scope, Limitation and Significance)

Objective

The objective behind this part of the report is to give an general introduction of the company, Beximco Limited (Textile and Apparel Division) where it is situated, as observed and understood during my time of internship with them.

Methodology

Data has been collected both equally from Raw and sorted data. The source of information for this part of the report is twofold:

1. Primary Sources &
2. Secondary Sources

As for primary sources, it contributed significantly to the report. I had the opportunity to talk with the management staff and collect data from them. Furthermore, when it came to collecting secondary data, they assisted me by giving publicly available data. Moreover, since, it is such a big company, many departments and divisions are scattered away all over the industrial park. I was fortunate to get proper direction in order to find out specific divisions at specific, sometimes even remote locations.

As I have already mentioned, I received wholehearted help from the unit when it came to finding the precise secondary data from within the company. But, apart from that, I also had to do my own research to get further data so that I can enrich my report. I went through many websites (some academic and some business related), newspaper reports, previously done internship reports related to the subject and books etc. all of which is mentioned in the references.

Scope

1. General purpose: I throughout this section will give my best to give a correct overview of the company operations by doing a general strategic audit covering their management, marketing and financial, operations management and information system practices. I will after that, conduct an industrial and competitive analysis of the company by using business tools such as SWOT, PESTEL and Porter's five forces.

2. Population or sample: I had to work within the jurisdiction of my assigned unit, so it was not possible to work with a population. Rather a sample of fifty workers and employees was selected.

3. The duration of the study: Twelve weeks

4. Topics or theories discussed: All the topics specified in the internship guideline, namely

- Management Practices
- Marketing Practices
- Financial Performance & Accounting Practices
- Operations Management and Information System Practices
- Industry and Competitive Analysis

5. The geographical location covered in the report: The report has been prepared by working and researching within the Beximco Industrial Park at the human resources department of Beximco Limited (textile and Apparel Division), which is located At Sarabo, Kashimpur, Gazipur , Bangladesh.

Limitations

Preparing an internship report after completing a sum of forty one academic courses and put all the lesson learnt in a single report, is not only a daunting task but also a test of its own. Limitations thus, are evident, but these are the major ones I have faced:

1. **Time constraints:** I had to prepare this section of the report and the whole report in general, while working eight to ten hours regularly which gave me a very little time to work on the internship report.
2. **Difficulty faced in arranging meetings:** The officials were almost always busy. They could not give me some time to discuss my report even if they wanted to.
3. **Confidentiality:** To write a proper report, I needed a lot of information. But to my disadvantage, some of important data I required to complete the report properly were not disclosed to public. It is mainly because the management of the company thought of these information as trade secrets and were not interested to disclose to me.

Significance

This report is the result of two months of intensive hard work and persistence in pursuit of a thorough, detailed and extensive research on how Beximco Limited (textile and Apparel Division) trains and develops its workforce (employees and workers), which is in fact a complex feat because of the vast scope of its operations. The reader/s of this section of the report will be able to comprehend how the company (which is Beximco Limited (textile and Apparel Division)) from a central unit oversees the training and development of its employees and workers for this vast enterprise. Moreover, this section clearly provides information of the company's management, marketing and financial, operations management and information system practices. Furthermore, this section provides its readers with an industrial and competitive analysis of the company.

Overview of the Company

Introduction

Beximco group is one of the largest private sector business conglomerates in Bangladesh. Its products and services influence and affect almost every aspect of our daily lives. From consumer retail goods provided by its clothing brand, Yellow and Ceramic manufacturer, Shinepukur, to its financial service providers such as Beximco Securities and IFIC Bank, to its energy sector services and ICT and media services such as Independent Television and Newspaper and Akash DTH, to Beximco Pharmaceuticals, Beximco has undoubtedly reached our daily lives like no other. The formula behind its success is plain and simple: Utilize the country's available resources and be effective in tapping the market needs and be efficient and productive throughout the process of acquiring raw materials, manufacturing and ultimately serving the end user through reaching likeminded wholesalers and distributors.

Furthermore, Beximco group is one of the largest job creators in Bangladesh. From the time of its inception, it has tapped into the large workforce in the country, employing the unemployed and developing necessary skills and abilities in its workers and employees. By doing this, Beximco is persistently contributing to the economic advancement of the country and ever-increasing standard of living of the citizens of the country.

Beximco's businesses fall into two categories or sectors:

1. Industrial
2. Non-industrial

Industrial sector businesses include jute, textiles, basic chemicals and pharmaceuticals and marine foods whereas non-industrial sector businesses consist of real estate and construction, engineering, media, information technology, trading and financial services.

It should also be included that Beximco Limited is the largest publicly traded conglomerate in Bangladesh in terms of market capital. Out of the twenty one companies it owns, four of them are publicly traded which are:

1. Bangladesh Export Import Company Limited
2. Beximco Pharmaceuticals Limited
3. Shinepukur Ceramics Limited
4. Beximco Synthetics Limited

Moreover, Beximco Pharma, the group's pharmaceutical producer is the first of the Bangladeshi companies to enlist in the prestigious London Stock Exchange.

Historical Background of Beximco Limited (Textiles and Apparel Division)

Beximco Limited (Textiles and Apparel Division) is a strategic business unit of Bangladesh Export Import Company Limited, sometimes also referred simply to as BEXIMCO or the Company with operations and investments in various industries, one of which is the Textiles and Apparels Division. BEXIMCO is a Public Limited Company with limited liability. It was incorporated in 1994, and started its operations one year later in 1995. The Company trades in both Dhaka and Chittagong Stock Exchanges with a market capital of BDT. 11,392.145 Million as of March 25, 2020 in Dhaka Stock Exchange and authorized Capital in BDT. 10,000 Million in both Dhaka and Chittagong Stock Exchange. It mainly issues shares but also issued debentures to fund their initial operations in their earlier days.

Beximco Limited (Textiles and Apparel Division) has the most modern composite mill in the Sub-continent. It has an installed capacity of 288 high-speed air-jet looms in its weaving section and a high-tech dyeing and finishing section with a capacity of 100,000 yards of finished fabric every day.

In addition, it has a state of the art composite knit fabric production mill, which serves the growing needs of high-quality knit garments exporters in Bangladesh. The project was set up as a state of the art knit fabric knitting, dyeing and finishing facility. During the year the Company produced and sold high quality of knit fabrics and bringing forth all the latest in hard and soft technologies in knitting, dyeing and finishing of knit fabric.

Moreover, Beximco Limited (Textiles and Apparel Division) also has a cotton and polyester blended yarn-spinning mill, with 122,000 spindles is one of the largest spinning mills of the country. The mill was set up to feed the country's export oriented industries.

To add to these, Beximco Limited (Textiles and Apparel Division) produces specialized finishes of denim clothe for export in finished as well as clothe only form.

Organogram of Beximco Limited (Textiles and Apparel Division)



Vision, mission and commitment the Environment of Beximco Limited (Textiles and Apparel Division)

Vision

- Gain market leadership in high value added apparel in USA and Europe.
- Use “Innovation” & “Speed” as prime drivers rather than cotton and cheap labor.
- Dominate this market in high quality:
 - ✓ Men’s, Women’s and Children
 - ✓ Shirts (formal & casual)
 - ✓ Blouses (formal & casual), Skirts, Jackets
 - ✓ Jeans & Casual non-denim bottoms
 - ✓ Knitted tops & bottoms

Mission

Beximco Textile Ltd is a full services vendor with strong vertically integrated production facilities as well as creative and analytical capabilities which clearly sets us apart from most other South Asian vendors.

Commitment to the Environment

Beximco is very committed to preserve a healthy and pollution-free environment. It has a very efficient waste collection and disposal system. In order to reduce air pollution by exhaust of gas from engine-generators, it maintains a costly plant that uses the exhaust gas to generate steam for chilling unit. Above measures not only help keep the water & air free from pollution but also help save cost of water treatment & air conditioning. The company uses only AZO-free dyes and is dedicated to ensure a healthy and eco-friendly environment.

Beximco Partners with Major Retailers & International Brands



Management Practices

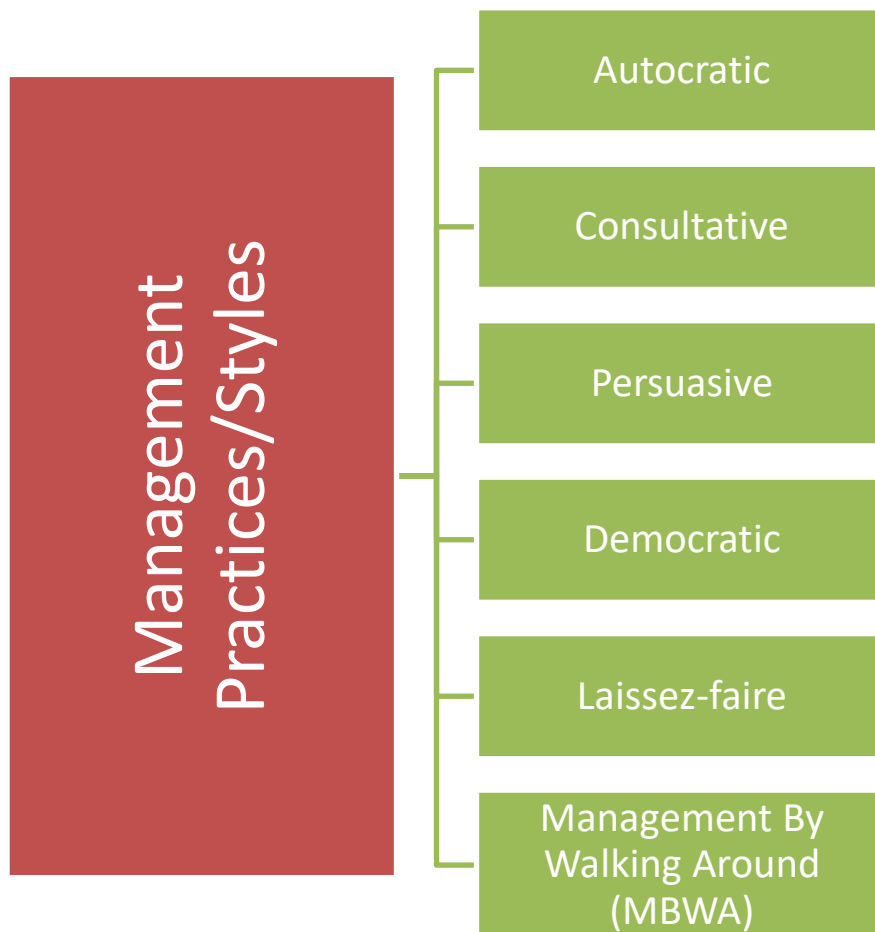
What is Management?

Management is the process of planning, organizing, leading and controlling an organization's (1) Human resources, (2) financial resources, (3) physical resources, and (4) information resources in an attempt to attain the goals and objectives of the organization.

Types of Management practices/styles

A management style refers to how managers of an organization achieve the organization's goals and objectives. A particular management style is the combination of how decisions are made, plans are formulated, resources are organized and controlled, and power and authority are exercised.

There can be six broad styles/practices of management:



1. Autocratic: Managers take decisions by themselves without any input from subordinates.

2. Consultative: Managers may ask for opinions from subordinates but ultimate decision is made by the managers.
3. Persuasive: In some cases, managers may need input from subordinates to make a good decision. In such instances, the decisions are made based on the persuasion of subordinates. Employees persuade the manager of the merit or demerit of the decision and are enthusiastic about giving their opinions. However, the end decision is made by the manager himself regardless what the subordinates' view of the decision is.
4. Democratic: In this particular management style, opportunities are given to employees to engage in the decision making process. Decisions are made based on the opinions of the majority regardless of the rank of the personnel, which means whether they are managers or employees.
5. Laissez-faire: It is the exact opposite of the autocratic management style. Managers do not participate in the decision making process in this style. Decisions are made based on inputs from the subordinates and managers are only there if the employees need any guidance.
6. Management By Walking Around (MBWA): It is a classic approach when it comes to choosing how to manage employees. Here, the managers communicate with the employees directly and gather information on a particular issue so that any problem can be quashed at the source. Most importantly, managers should not be perceived by the employees as someone who is forcing his or her decision on them, rather managers should listen and thus, find out the best way to deal with the issue.

Management practices followed by Beximco Limited (Textiles and Apparel Division)

Managers at Beximco Limited (Textiles and Apparel Division), uses a mix of the above mentioned management styles, a combination for the above Junior Executive level employees and another for the workers in the factories.

For the employees working the desks, consultative and persuasive styles of management is followed. On the other hand, for factory workers, autocratic and a variant of MBWA (the manager dictates what workers should do by walking around the factories consulting with workers about problems faced and getting at a solution) style are followed by the line supervisors.

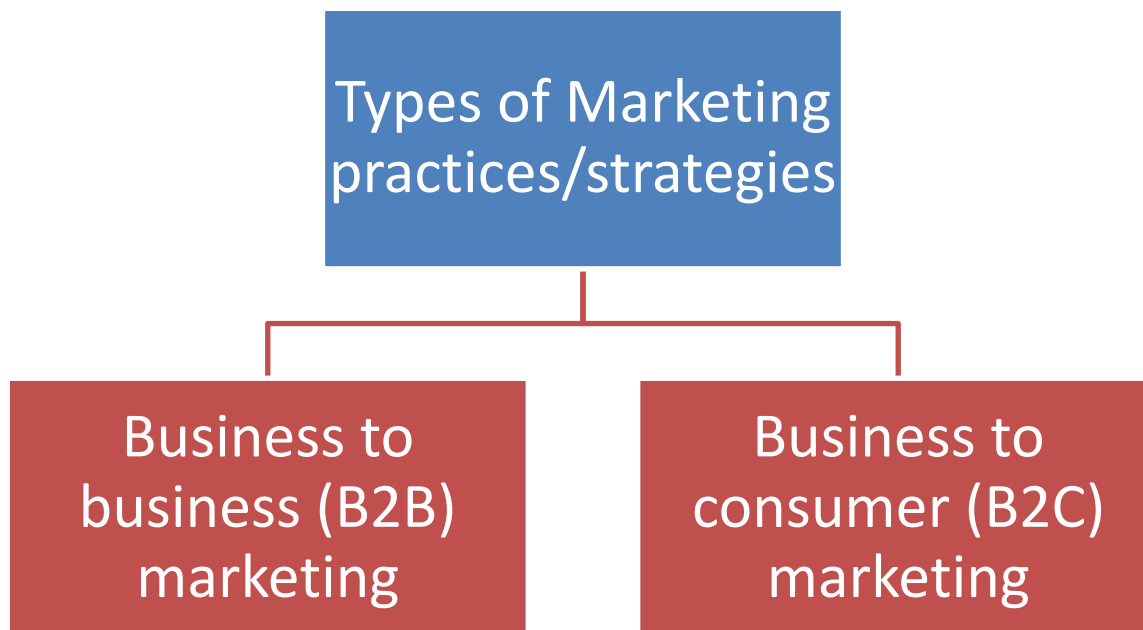
Marketing Practices

What is Marketing?

According to the American Marketing Association (AMA) Board of Directors, Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Dr. Philip Kotler defines marketing as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.”

Types of Marketing practices/strategies



There are two main types of marketing strategies:

- 1. Business to business (B2B) marketing
- 2. Business to consumer (B2C) marketing

Beximco Limited (Textiles and Apparel Division) deals in both B2B and B2C marketing. Most of the products are sold to foreign institutional buyers as per their instruction about fabric quantity

and quality. Key clients of the company include American Eagle, Arcadia Group, Calvin Klein, H&M, JC Penny, Macy's, Tommy Hilfiger and Zara.

Apart from that, "Yellow", a youthful clothing brand sells products directly to end-customers through BEXIMCO owned outlets.

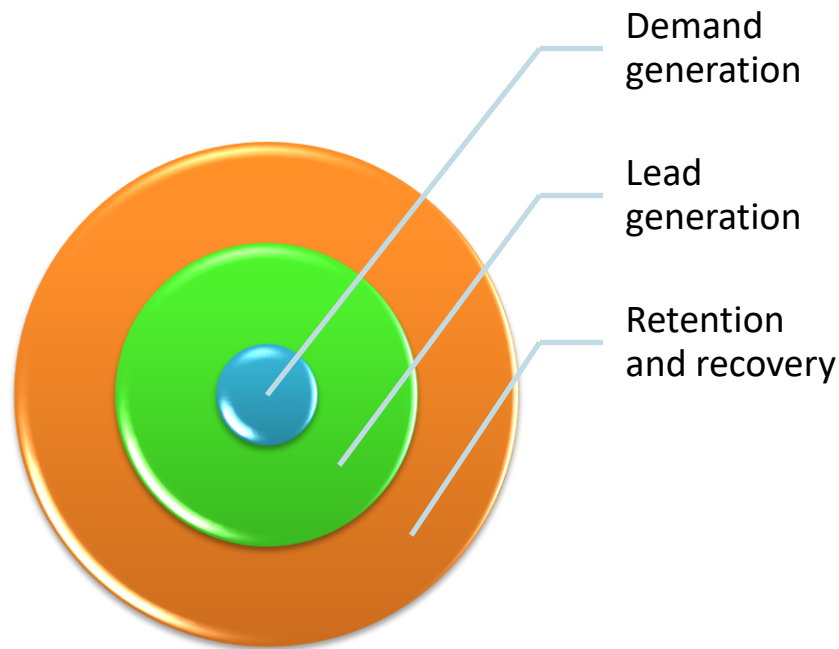
Business to business (B2B) marketing strategies

There are six tasks that all B2B customers must complete throughout any B2B purchase:



1. Problem identification
2. Solution exploration
3. Requirements building
4. Supplier selection
5. Validation
6. Consensus creation

To satisfy the above mentioned buyer purchase stages, any well-formulated B2B marketing plan should have three components:



1. Demand generation: This creates awareness of and interest in a company's offerings by touching every touch point in the buyer's journey from an anonymous visitor to delighted customer. It deals with the first three of the B2B purchase process that are problem identification, solution exploration and requirements building.
2. Lead generation: This transforms a buyer's interest into action. This component tries to solve the last three tasks buyers need to do: Supplier selection, validation, and consensus creation.
3. Retention and recovery: Here the marketer tries to make a once-in-a-while customer into a regular customer. This component is all about loyalty and trust building. When the company introduces a new product or service, customer loyalty and trust are tested and the whole process begins once again.

In order to implement these three components, marketers generally use the following B2B strategies:

1. Branding
2. Dealer and Distributor Marketing
3. Referral Marketing
4. Trade Show Marketing
5. A great website
6. Content Marketing
7. B2B Email Marketing
8. B2B Organic & Paid Search Marketing
9. Social Media Marketing

10. Display/Banner Advertising and Retargeting
11. Pop-Up Product Demo Event
12. After Party
13. Conference or Symposium
14. Company Tour
15. Internal Communication and Brand Alignment

Of the above fifteen, Beximco Limited (Textiles and Apparel Division) uses a combination of these strategies.

For example, branding. It has gained the reputation for being one of South Asia's largest vertically integrated textile and garment companies with in-house analytical and creative abilities. As a result, Beximco has become more than a company, but also a brand that reassures its clients with excellent quality and trust.

Secondly, Beximco Limited (Textiles and Apparel Division) gives a lot of attention to its dealer or distributor networks who also represents the company. Apart from the fact that if they fail, Beximco will certainly fail too, is the issue of reputation. Clients or buyers from abroad do not usually do business with just anybody. They search for the best company to do business with and in those searches the reputation and dependability of the company's dealer or distributor networks is given much emphasis.

Thirdly, personal and business referrals are considered the most effective kind of marketing there is. According to Edelman Trust Barometer, 84% of B2B decision-makers begin the buying process based on a referral. Beximco Limited (Textiles and Apparel Division) is not unaware of the importance of referrals too. It has built a huge network of happy clients all over the world and in doing so has achieved the spontaneous referrals from them.

Fourthly, Beximco Limited's (Textiles and Apparel Division) website is well organized and professional which gives the potential buyers a sense of the company's openness in providing key information to them. The way to provide useful information to clients and potential clients is called content marketing which as mentioned is something that Beximco gives a lot of attention to.

Moving on, 92% of internet-searching customers start with Google. So it makes sense to be there, and not only through automatic search results. Paid search advertising can be an effective and relatively low cost way to get on a customer's radar during the earliest phases of their research. This is something Beximco does as well.

Furthermore, Beximco Limited (Textiles and Apparel Division) uses display/banner advertising to be on the buyers' radar at all times, be it for promoting existing or new products.

Finally, Beximco Limited (Textiles and Apparel Division) believes that communicating its brand internally is as important as doing it externally. That is why, Beximco keeps its employees on board in believing the promises it offers to its customers.



Figure: B2B marketing strategies followed by Beximco Limited (Textiles and Apparel Division)

Marketing mix

The marketing mix is probably the most famous phrase in the study of marketing. It talks about 4 Ps essential to the marketing of a product or service. They are:

- i. Product

- ii. Price
- iii. Place
- iv. Promotion



Product: there are 6 types of product that Beximco Limited (Textiles and Apparel Division) offers in the market: yarn products, fabric products, knit products, denim products, special yarn products and unique wrinkle-free products

Price: Textile industry in Bangladesh is very competitive. Beximco Limited (Textiles and Apparel Division) mainly produces fabrics that is used to produce export quality RMG. That is why the emphasis is on quality. Maintaining good quality signals toward high cost. Usually price of shirts starts from \$3-35, pants from \$7-40, ladies dress from \$2-30, children items from \$2-25.

Promotion: Textile companies usually do not go for TV advertisement or radio advertisement. They offer their products to the clients through referrals or via E-mail. They also directly communicate with the clients through their web sites. Such is the case for Beximco Limited (Textiles and Apparel Division) as well its web address is bextex.net. Beximco Limited (Textiles and Apparel Division) most of the time goes for personal promotion. Top management is charged with the duty of such promotional activities. Beximco Limited (Textiles and Apparel Division) participates in BTMA's various programs as a indirect means of promotion. It also gives advertisement in textile directory.

Place: Beximco Limited (Textiles and Apparel Division) sells its products to different international clients like Walmart etc. Beximco Limited (Textiles and Apparel Division) conducts its selling activities from its head office in Dhaka.

Financial performance & accounting practices

Financial performance

Statement of comprehensive income (un-audited) for the 2nd Quarter ended 31 December 2019 states that during this period the company's Net Income after Tax was BDT. 476,231,000 and Revenue generated was BDT. 9,319,890,000.

As a result,

$$\text{Net Profit Margin for this period} = \frac{\text{Net Profit}}{\text{Sales}} * 100 = \frac{476,231,000}{9,319,890,000} * 100 = 5.11\%$$

Statement of financial positions (un-audited) as at 31 December 2019 states that at this particular date the company's Shareholders' Equity was BDT. 60,811,856,000.

$$\text{So, Return on Equity} = \frac{\text{Net Profit}}{\text{Total Shareholders' Equity}} * 100 = \frac{476,231,000}{60,811,856,000} * 100 = 0.78\%$$

Accounting practices

The Companies Act of 1994 provides basic requirements for financial reporting by all companies in Bangladesh including Beximco Limited (Textiles and Apparel Division). However, it does not say much about either Bangladesh Financial Reporting Standards (BFRS/BAS) or International Financial Reporting Standards (IASs/IFRSs).

The Securities and Exchange Commission of Bangladesh regulates financial reporting by Beximco Limited (Textiles and Apparel Division) because it is a listed company. SER 1987 requires compliance with IASs/IFRSs which is also adopted by Beximco Limited (Textiles and Apparel Division).

Beximco Limited (Textiles and Apparel Division) also follows Generally Accepted Accounting Principles (GAAP). However, GAAP in Bangladesh is based upon standards set by the ICAB, which has stated its intention to adopt International Financial Reporting Standards as well.

For inventory valuation, Beximco Limited (Textiles and Apparel Division) uses FIFO (First-In, First-Out) method. Under FIFO or LIFO (Last-In, First-Out), there can be three types of inventory:

1. Raw materials
2. Work-in-process inventories
3. Finished goods

Beximco Limited (Textiles and Apparel Division) uses the First-In, First-Out (FIFO) method, because it assumes that the first batch going into inventories is to be used, processed, made and ultimately sold first. FIFO is a better way to calculate the value of the ending inventories, because here the first batch of inventories are used first so that prices of remaining ending inventories reflect the right market prices. However, FIFO can sometimes increase net income because old inventories that were bought at a lower cost is used to calculate Cost of Goods Sold (COGS). To top that, higher net income means the company has to pay higher taxes. However, the government of Bangladesh from time to time gives tax exemption or charges lower tax rate to let businesses flourish, Beximco being one of whom takes the advantage.

Operations Management and Information System Practices

Operations Management Practices

According to Investopedia.com,

'Operations management is the administration of business practices to create the highest level of efficiency possible within an organization. It is concerned with converting materials and labor into goods and services as efficiently as possible to maximize the profit of an organization. Operations management teams attempt to balance costs with revenue to achieve the highest net operating profit possible.'

From the above definition, it is certain that Operations management is concerned with the following issues:

- Achieve highest level of efficiency
- Productivity
- effectiveness
- Maximum revenue
- Minimum cost
- Highest possible net operating income

Beximco Limited (Textiles and Apparel Division) attempts to achieve the above mentioned by adopting a different kind of methods, processes and technological support. ERP or Enterprise Resource Planning is one of them. To enhance its operations and performance, Beximco Limited (Textiles and Apparel Division) implements ERP. An ERP system automates all the business processes in a company by standardizing a unified format. The software that it uses is the Oracle E-Business suite. Apart from that, a number of software's in their premises. Software's are involved in managing back-end (Warehouses, Depots) work processes, Order placement, and procurement to sales and so on.

Furthermore, to manage inventory, EOQ method is applied by Beximco Limited (Textiles and Apparel Division). The EOQ is defined by Dervitsiotis (1981), Monks (1996), Lucey (1992), and Schroeder (2000) as the ordering quantity which minimizes the balance of cost between inventory holding cost and reorder costs. Lucey (1992) stressed further that to be able to calculate a basic EOQ, certain assumptions are necessary:

The basic model makes the following assumptions:

- Demand is uniform, constant and continuous over time;
- The lead time is constant;
- There is no limit on order size due either to stores capacity;
- The cost of placing an order is independent of size of order;
- The cost of holding a unit of stock does not depend on the quantity in stock

Formula of Economic Order Quantity (EOQ)

The formula for EOQ is: $Q = \sqrt{\frac{2DS}{H}}$

Where,

Q = EOQ units

D = Demand in units (generally on an annual basis)

S = Order cost (per purchase order)

H = Holding cost (per unit, per year)

Information System Practices

It is already mentioned that Beximco Limited (Textiles and Apparel Division) uses Oracle E-Business suite to standardize its operations. However, Beximco Limited (Textiles and Apparel Division) also uses internal servers or Intranet to run activities at a low cost and with ease. The Intranet system used in the Human Resource Department is called HRD and it can only be accessed on a computer within the office premise.

Industry and Competitive Analysis

What is Industry Analysis?

According to corporatefinanceinstitute.com

“Industry analysis is a market assessment tool used by businesses and analysts to understand the competitive dynamics of an industry.”

Industry analysis is done to get a clear picture of what is going on in an industry, and what factors are at play when it comes to build a sustainable and profitable enterprise, namely the followings:

1. Demand-supply statistics,
2. Degree of competition within the industry,
3. State of competition of the industry with other emerging industries,
4. Future prospects of the industry taking into account technological changes,
5. Credit system within the industry, and
6. The influence of external factors on the industry.

Industry analysis is a method that assists an organization to comprehend its position in comparison with other competitors and stakeholders in an industry. Furthermore, industry analysis helps to envision or forecast future opportunities and threats as well as what the company's strength and weaknesses are relative to other players in the industry it belongs to. The key to surviving in today's dynamic business environment is to find out the differences between a company and its competitors in a particular industry and leveraging it to full advantage. Moreover, managers in a particular organization must have an insight into the external factors impacting their organization.

What is Competitive Analysis?

A competitive analysis is done by a company to identify its main competitors and to find out their products, sales, and marketing strategies. By doing this, a company can create better strategies and outcompete its industry rivals.

One of the best ways to conduct a competitive analysis is to adopt the Porter's five forces model. Michael Porter in his 1980 book “Competitive Strategy: Techniques for Analyzing Industries and Competitors” first introduced the model of five interactive forces, which is widely known as Porter's five forces model, which measures an organization's competitive environment.

Types of industry and competitive analysis

There are three distinct but interactive methods or tools to conduct an industry analysis as well as a competitive analysis. They are:

1. Competitive Forces Model (Porter's 5 Forces)
2. Broad Factors Analysis (PEST Analysis)
3. SWOT Analysis

All the above three tools will be applied in this paper to analyze Beximco Limited's (Textiles and Apparel Division) industry and competitive environment starting with Competitive Forces Model (Porter's 5 Forces):

Competitive Forces Model (Porter's 5 Forces)

Porter's Five Forces Model includes five forces:

1. Intensity of rivalry among existing firms
2. Threat of new entrants
3. Bargaining power of buyers
4. Bargaining power of suppliers
5. Threat of substitutes

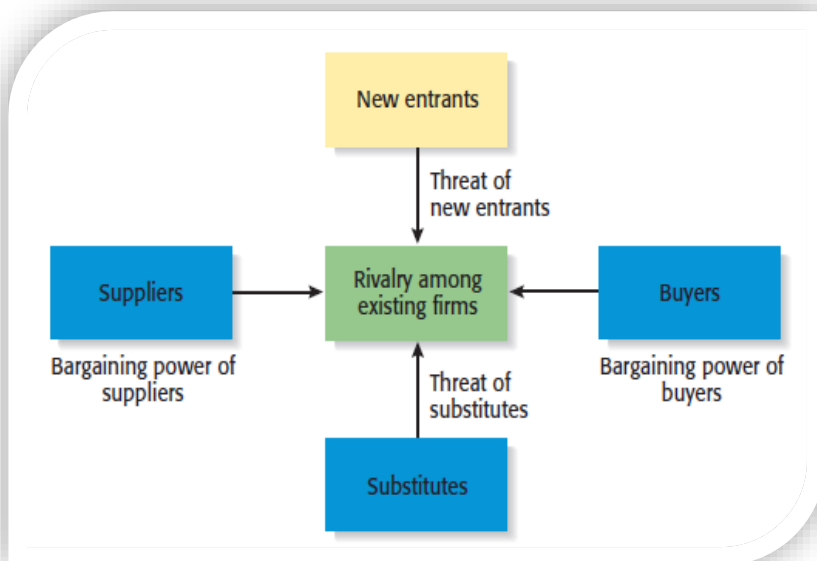


Figure: Porter's Five Forces Model

Intensity of rivalry among existing firms

There are a number of factors which can influence the intensity of rivalry among existing companies within an industry.

- Concentration of rivals – The more the competitors in an industry, the more is the intensity of rivalry among the companies. There are fifty six textile companies listed in Dhaka Stock Exchange alone. This indicates Beximco Limited (Textiles and Apparel Division) operates in such an industry where concentration of rivals is very high.
- Product homogeneity – When industries sell very similar products, they are likely to be more competitive. For example, textile companies in Bangladesh produces more or less the same product items which are:
 - Yarn Products
 - Fabric Products
 - Knit Products
 - Denim Products
 - Special Yarn Products and
 - Unique Wrinkle-Free product.

As a result, it can be said that Beximco Limited (Textiles and Apparel Division) faces high intensity of rivalry because of high homogenous product offerings.

- Consumer switching costs – Usually, buyers place a significant amount of order in a textile company. As a result, if they order regularly they receive discounts and other facilities. Despite that if a buyer or client wants to switch to another textile company, it has to give up those facilities. Beximco Limited (Textiles and Apparel Division) thus, faces less competition because of high switching cost on part of the customer.
- Excess production capacity – if an industry benefits from excess production capacity, it would naturally motivate companies to expand, creating competitive pressure on the other companies. However, such is not quite the case for Beximco Limited (Textiles and Apparel Division). Beximco Limited (Textiles and Apparel Division) is a huge undertaking which controls a large share of the market of the textile industry. So, although textile and apparel industry in Bangladesh has excess production capacity, the company do not face much competitive pressure in this regard.

- Brand loyalty – more than often companies in an industry faces higher competitive pressure when they have low brand recognition in the market or low customer loyalty as a result. Beximco Limited (Textiles and Apparel Division) is the most reputed company in the textile and apparel industry in Bangladesh which gives it the advantage of high customer loyalty and higher brand recognition. As a result, it faces low competitive pressure.
- Network effects – it means that when a product has multiple end users, the product's brand value increases as a positive effect. Beximco Limited (Textiles and Apparel Division) sells raw materials and work in progress inventories to some customers occasionally (mainly because of fear of wastage), who then by processing it sells to additional users. This helps Beximco Limited (Textiles and Apparel Division) to reach more customers indirectly who makes the brand more recognized which gives the company positive exposure and higher competitive advantage and less competitive pressure.

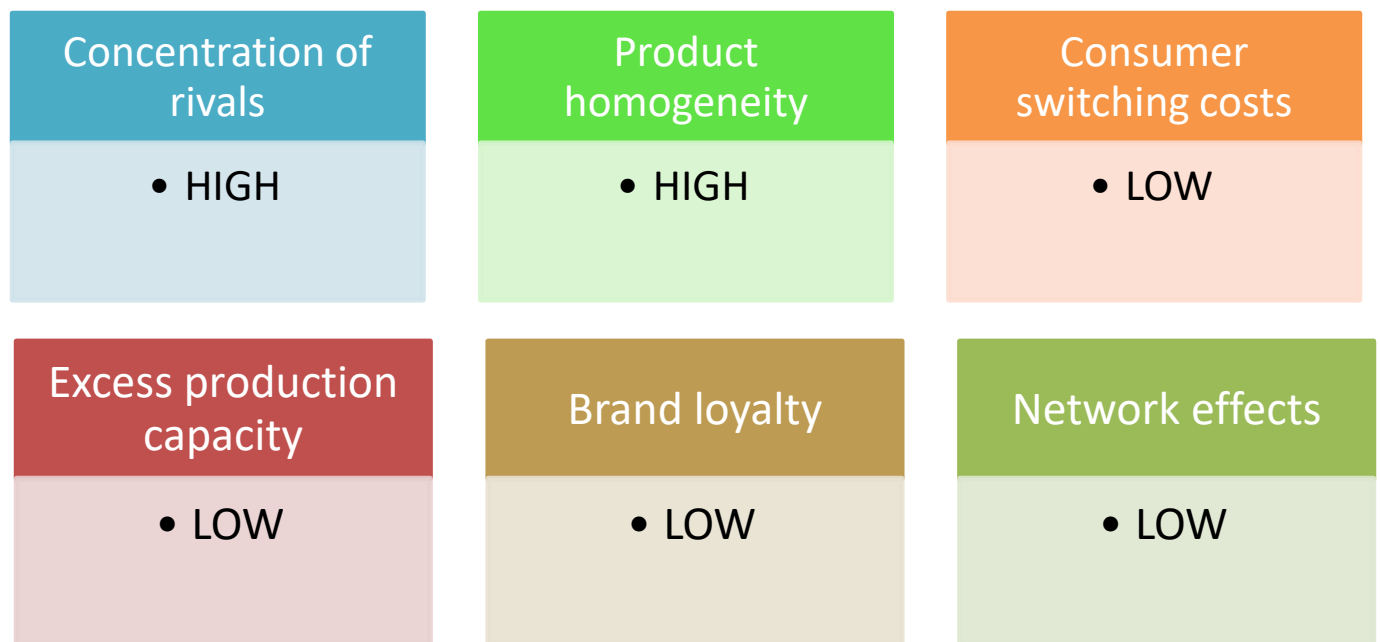


Figure: Intensity of rivalry among existing firms

Threat of new entrants

If the firms in an industry are highly profitable, the industry becomes a magnet to new entrants.

Threat of new entrants is impacted by the followings:

- Economies of Scale: Large economies of scale means difficulty to enter. When companies can achieve economies of scale by mass production, threat of new companies to enter the industry will be lower. As for Beximco, it goes for mass production just as other companies in the textile industry. So, it is always probable that new companies will face difficulty to join the competition.
- Product Differentiation: High differentiation means difficulty to enter. Beximco Limited (Textiles and Apparel Division) always tries to include something unique in its product portfolio such as Special Yarn Products and Unique Wrinkle-Free products. Thus, new entrants or companies aspiring to be in the industry will face enormous competition from existing giants like Beximco Limited (Textiles and Apparel Division). On the other hand because of this Beximco Limited (Textiles and Apparel Division) will confront low threat from potential entrants.
- Capital Requirements: High capital requirements means difficulty to enter. Building a textile company as big as Beximco Limited (Textiles and Apparel Division) requires a lot of capital and investment which for a new company hard to do in such large scale. Thus, threat of new entrant in this regard is low for Beximco Limited (Textiles and Apparel Division).
- Cost advantages independent of size: Higher cost advantage means difficulty to enter. Beximco Limited (Textiles and Apparel Division) enjoys a significant cost advantage independent of size because of its being in the industry for a long time acquiring loyal suppliers, vendors and buyers. This is almost impossible for a new company to achieve. Thus, threat of new entrants is low for the company.
- Access to distribution channels: Harder access, higher difficulty to enter. As mentioned above, Beximco Limited (Textiles and Apparel Division) has a loyal base of supply chain players such as its suppliers, dealers, distributors, vendors and domestic and foreign clients. This gives Beximco Limited (Textiles and Apparel Division) a major advantage in having the access to distribution channels. For a company aspiring to enter the industry, it is very hard to achieve. Threat of new entrants in this regard is low for Beximco Limited (Textiles and Apparel Division).
- Government and legal barriers: More barriers, higher difficulty. Government of Bangladesh has always been encouraging when it comes to entrepreneurship. Government and legal

barriers thus is not that significant for new entrants. As a result, threat of new entrants will be high for Beximco Limited (Textiles and Apparel Division).

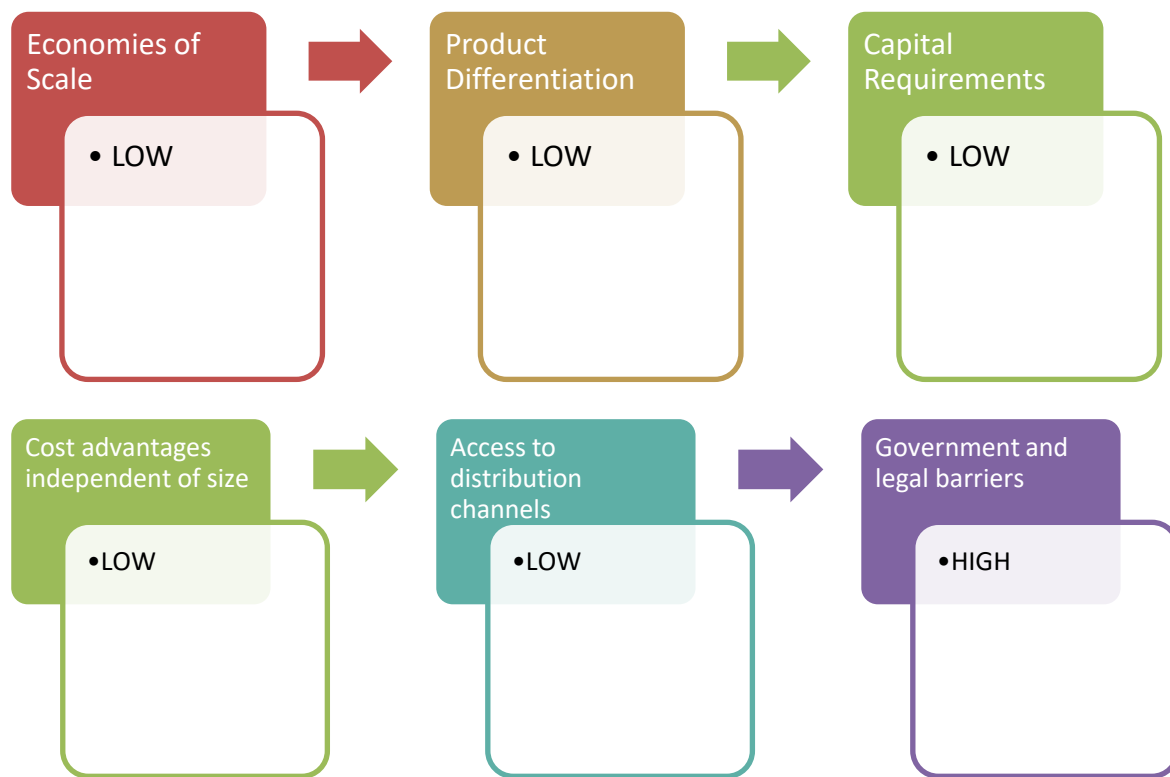


Figure: Threat of new entrants

Bargaining power of buyers

Buyers can suppress the profitability of an industry from which they purchase by demanding price concessions or increases in quality.

- Buyer group concentration: Fewer the buyers, higher the bargaining power of buyers. Beximco Limited (Textiles and Apparel Division) deals with twenty one reputed foreign buyers who can easily go to any other textile company at any time. So, although there is a lot of clients there, Beximco Limited (Textiles and Apparel Division) cannot exert power over buyers, rather it is the buyers who have more bargaining power over Beximco Limited (Textiles and Apparel Division).
- Buyer's cost: Higher the cost, higher the bargaining power of buyers. As the report already mentioned, clients of Beximco Limited (Textiles and Apparel Division) orders in large quantities. As a result their cost is quite high giving them high bargaining power over the company.
- Degree of standardization of supplier's products: Higher the degree of standardization, higher the bargaining power of buyers. Beximco Limited (Textiles and Apparel Division) do not only rely on standardised products just like other companies in the industry. It can customise according to buyers' specification. As a result, in this regard Beximco Limited (Textiles and Apparel Division) enjoys a little bit of an upper hand when it comes to bargaining power of buyers.
- Threat of backward integration: If there is a chance that buyer will enter the supplier's industry, bargaining power of buyers goes up. Such phenomena have not yet occurred in Bangladesh. As a result, threat of backward integration is low. And consequently, bargaining power of buyers is low as well.

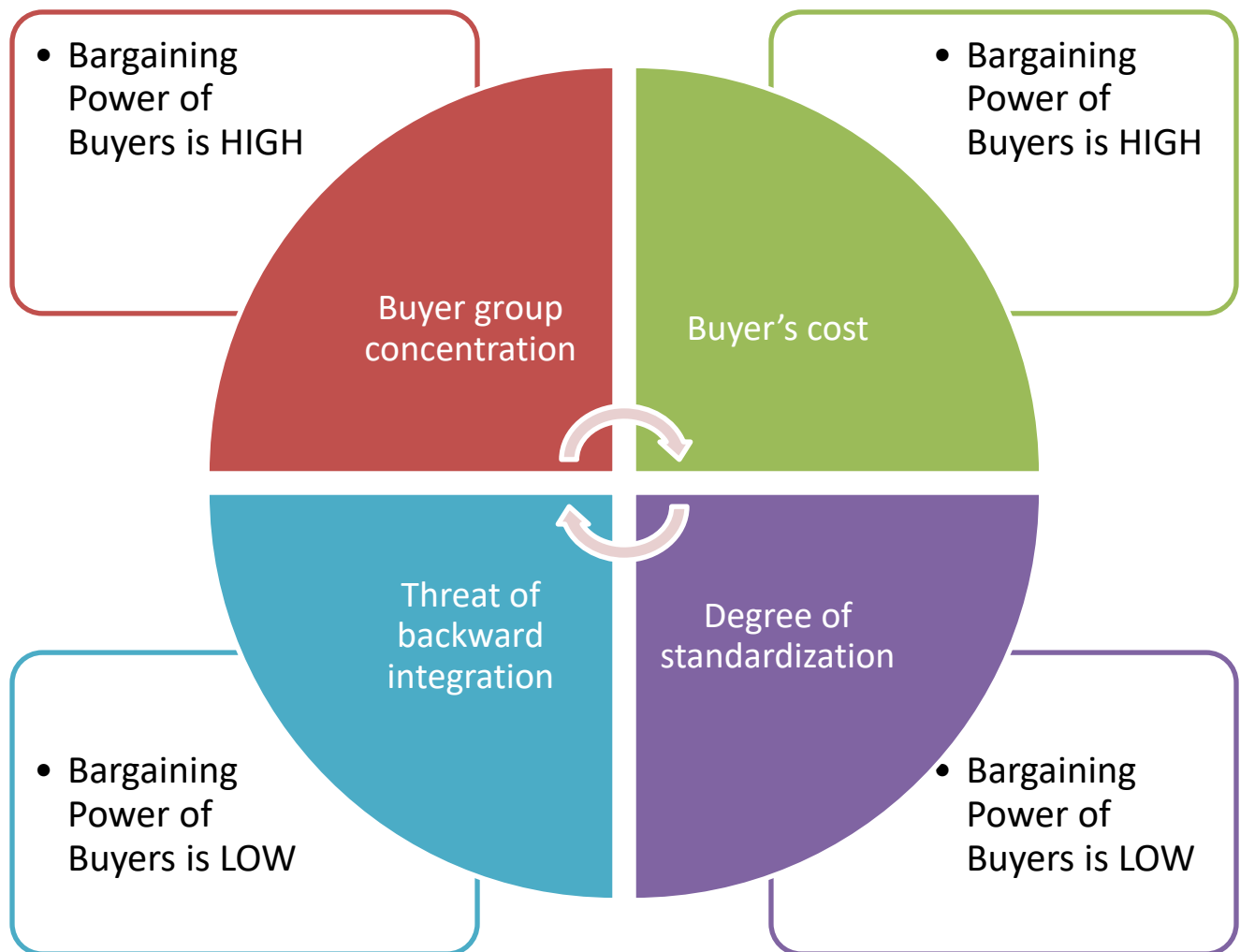


Figure: Bargaining power of buyers

Bargaining power of suppliers

Suppliers can suppress the profitability of the industries to which they sell by raising prices or reducing the quality of the components they provide.

- **Supplier concentration:** Lesser the no of suppliers, higher bargaining power of suppliers. Beximco Limited (Textiles and Apparel Division) is its own supplier in the sense that very few things are acquired from an outside supplier. This means Beximco Limited (Textiles and Apparel Division) enjoys less bargaining power exerted on it.
- **Switching costs:** Lower switching cost for buyers, lower bargaining power of suppliers. It is true that V tries its best to differentiate its products and operation to attract clients or buyers. But it is also the fact that there are over fifty textile and apparel companies in the country giving opportunity to the buyers to switch at any time. However, it does not come in cheap all the time. Buyers (Beximco Limited (Textiles and Apparel Division)) has to suffer from high switching cost for leaving a supplier it has done business with over a long period, which can be seen in the case of Beximco Limited (Textiles and Apparel Division) and its relationship with its suppliers. All this leads to higher switching cost for Beximco Limited (Textiles and Apparel Division) and higher bargaining power for suppliers.
- **Attractiveness of substitutes:** Lower the substitutes, higher bargaining power of suppliers. There is essentially no or very few substitutes for the raw materials in a textile and apparel company like Beximco Limited (Textiles and Apparel Division). As a result, suppliers enjoy higher bargaining power.
- **Threat of forward integration:** If there is a chance that supplier will enter the buyer's industry, bargaining power of suppliers goes up. Since the government of Bangladesh is cordial in giving opportunities to start business in any industry, some suppliers of raw materials for the textile industry may enter the industry. But setting up a company as powerful and resourceful as Beximco Limited (Textiles and Apparel Division) takes huge capital requirement which is likely to discourage a new entrant from supply side. Thus, threat of forward integration is low. And bargaining power of suppliers is also low.

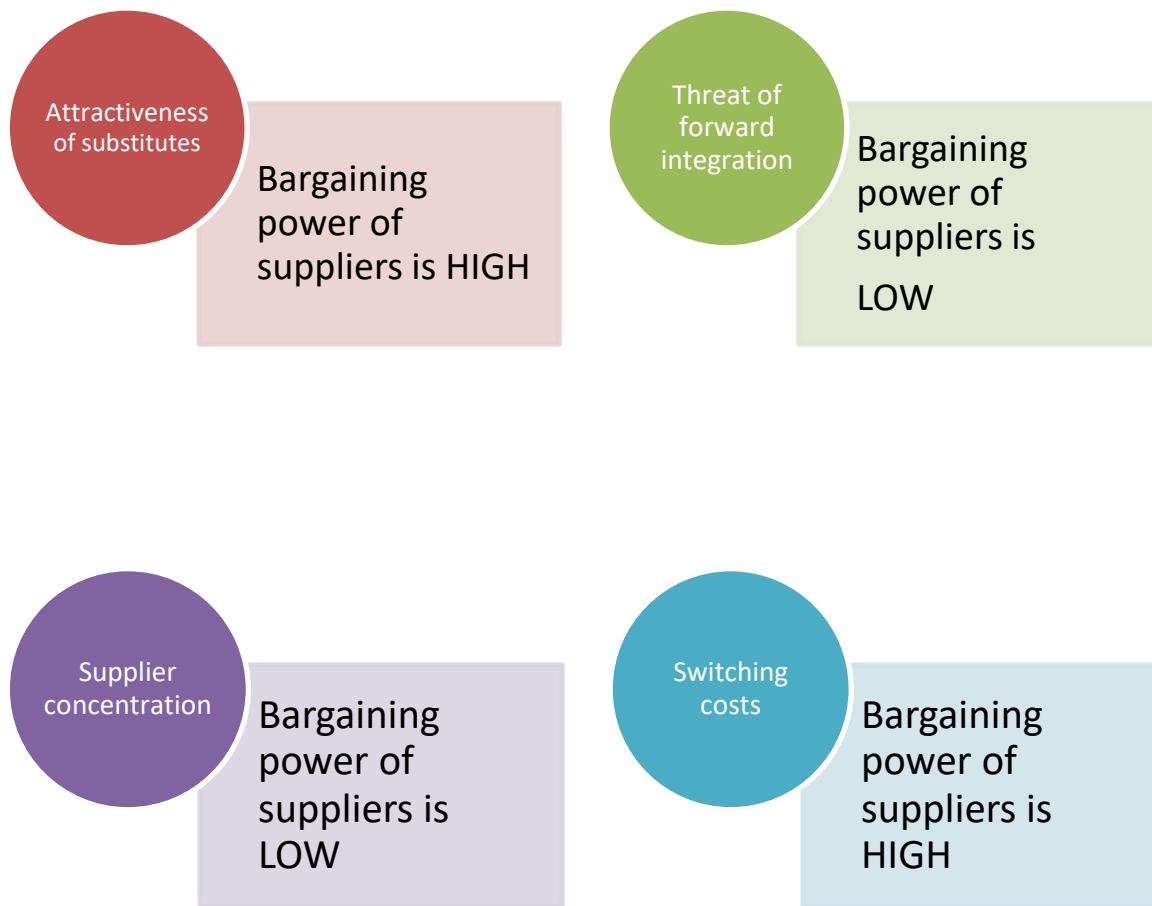


Figure: Bargaining Power of Suppliers

Threat of Substitutes

The price that consumers are willing to pay for a product depends in part on the availability of substitute products.

- Higher the availability of substitutes, higher the threat: People has to dress up. It is one of the fundamental rights of a person. So, there is no substitute to clothes and thus, also no alternative to the fabric a textile company produces. Threat of substitutes is low for Beximco Limited (Textiles and Apparel Division).

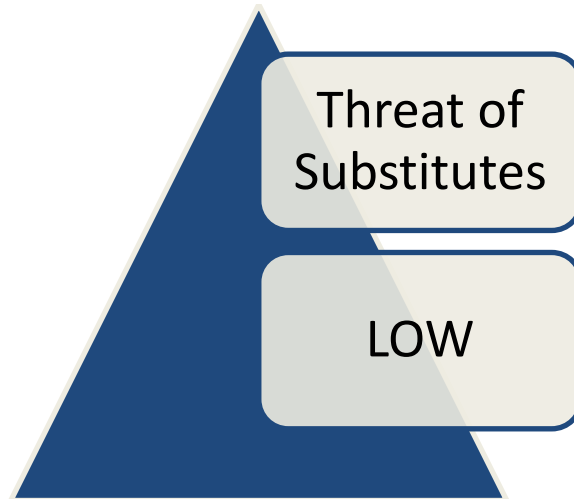


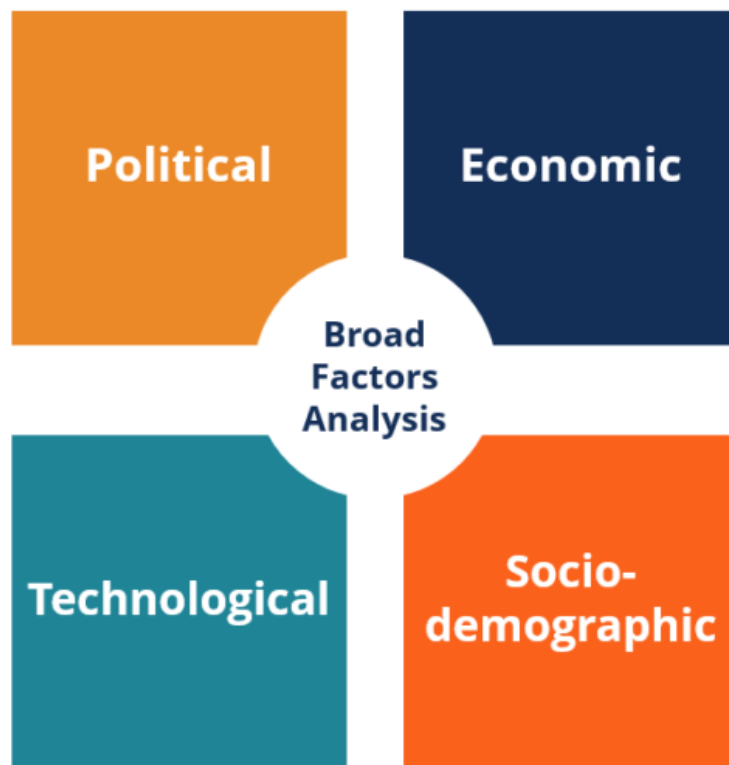
Figure: Threat of Substitutes

In conclusion, it should be said that Beximco Limited (Textiles and Apparel Division) faces moderate competition from its competitors and the rest of the factors contribute in favor of that.

PEST Analysis

PEST Analysis is a tool that assesses the external environmental factors affecting a company, factors such as competitive structure, competitive position, market dynamics, and industry history. On a macro level, external analysis analyzes the macroeconomic factors by conducting a PEST analysis. The elements that a PEST analysis examines are:

1. Political,
2. Economic,
3. Socio-demographic, and
4. Technological



The PEST analysis for Beximco Limited (Textiles and Apparel Division) is done below:

Political Factors

Political factors are factors within the regulatory environment of a particular industry or business.

Examples of political factors include:

- Barriers to international trade: the government of Bangladesh has signed several international trade agreements beneficial to the textile industry which removes barriers to export textile fabrics and apparel in the international market. Some of these agreements beneficial to companies like Beximco Limited (Textiles and Apparel Division) are:
 1. WTO Agreement on Textiles and Clothing (ATC)
 2. South Asian Free Trade Association (SAFTA)
 3. US Tariff Relief Assistance for Developing Economies Act
 4. Multi-Fibre Arrangement (MFA)
- Changes in government regulation: the regulatory agency for the promotion, development and regulation of textile industry is the Ministry of Textiles and Jute. The regulations it imposes on the textile industry is so far friendly to the expansion of the companies it is made of, one of which is Beximco Limited (Textiles and Apparel Division). The industry regularly gets stimulus and subsidy packages that elabotes the reach of the domestic companies to the foreign buyers. Although Bangladesh has seen many opposing ideological regimes in power, governments have always been unstinted to the development and expansion of the textile industry. Some of the beneficial regulations are as follows:
 1. Textile law 2018
 2. The Bangladesh Sericulture Board Ordinance ,1977
 3. Bangladesh Industrial Enterprises (Nationalization) Order, 1972
- Tax policy: The current tax rate that Beximco Limited (Textiles and Apparel Division) has to pay is 15 per cent as set by the National Board of Revenue. Corporate tax rate in the country is 25 per cent for publicly listed companies and 35 per cent for non-listed companies. However, in the face of requests from textile companies, the National Board of Revenue has reduced corporate income tax rates by 12 per cent for the textile sector by three years (2019-2022). As a result, it can be said that government tax policy in Banglsadesh is favourable to the textile companies such as Beximco Limited (Textiles and Apparel Division)

- Employment laws: Almost all the laws regulating employment in the textile industry works in favor of the employers in Bangladesh. The most important of these laws is Bangladesh Labour Act 2006. Under this law daily working hour is up to 8 hours per day with intervals of 1-hour break (Shift exceeding 6 hours) or 30 minutes (Shift of 5 hours) or Shift of 8 hours it is i) Two 30 minutes break, or ii) One 1-hour break. Minimum Wages in Bangladesh has increased to 8000 BDT/Month in 2019 from 5300 BDT/Month in 2018 and it is expected to rise to 10000 BDT/Month in 2021, according to the econometric models developed by Trading Economics. Since textile companies such as Beximco Limited (Textiles and Apparel Division) has to pay such low wages and get out of the workers the maximum effort, it is ever becoming a giant of an industry. However, caution should be taken into account about exploiting workers like that, because this business model cannot be sustained for a long time. The wage history of 7 consecutive years is given below:

Actual	Previous	Highest	Lowest	Dates	Unit	Frequency	
8000.00	5300.00	8000.00	5300.00	2014 - 2019	BDT/Month	Yearly	

- Country-specific political risk: democracy in Bangladesh is not only new but also imperfect. Political turmoil and unrest to a large extent hampers trade in the country. Mismanagement of the textile and apparel industry by the government is clear from political suppression of opposing views and bloody skirmishes and riots that are raising the heat ever more. Companies like Beximco Limited (Textiles and Apparel Division) whose primary business is to sell products to foreign buyers by exporting and also importing raw materials valuable for the production process, acutely hampers business.

Economic Factors

Economic factors influencing the macro environment are:

- Interest rates: Interest rates influences the cost of capital for any company including a textile company like Beximco Limited (Textiles and Apparel Division) and its ability to get funds or invest in new ventures. The Term Loan to large & medium scale industry is given by State owned banks and development finance institution at a nine per cent interest rate where private commercial banks lend to corporations within a range of nine to sixteen per cent. Beximco has taken the advantage of low interest rates offered by State owned banks such as the Sonali Bank. According to the Daily Star,

In August 2014, Salman F Rahman, vice-chairman of Beximco Group, informed the central bank governor in a letter that Beximco Ltd, the group's largest company, was in a liquidity crisis -- dire enough to cause it to collapse. With direction from the central bank, and under the large loan restructuring policy, state-owned Sonali Bank had restructured Tk 1,070 crore of Beximco Ltd's loans for 12 years to 2027 at an interest rate of 10 percent, which was much lower than the 13-14 percent interest rate prevailing then. (Friday, April 17, 2020)

- Foreign exchange rates: An exchange rate is the value of a country's currency relative to the currency of another country or economic zone. Low exchange rates reduce threats from foreign competitors and create opportunities to do business outside the country. As of April 17, 2020, 1 Bangladeshi Taka equals 0.012 United States Dollar which indicates Bangladeshi Taka is stronger than US Dollar, which is not a good sign as most of the textile companies including Beximco Limited (Textiles and Apparel Division) exports to the United States. As a result, it can be said that currency exchange rate is not favorable to the economy.
- Inflation: According to investopedia.com,

Inflation is a quantitative measure of the rate at which the average price level of a basket of selected goods and services in an economy increases over some period of time. It is the rise in the general level of prices where a unit of currency effectively buys less than it did in prior periods. Often expressed as a percentage, inflation thus indicates a decrease in the purchasing power of a nation's currency.

Most recently, World Bank predicts a higher inflation and pressure on the current account balance due to expansionary monetary and fiscal policies undertaken by the government of Bangladesh,

and higher food prices with a decline in exports and remittances due to the coronavirus pandemic. This will thus affect all the companies doing business both domestically and with foreign clients. Even a large organization like Beximco Limited (Textiles and Apparel Division) will not be able to escape this inflationary crisis.

- Gross Domestic Product (GDP) growth rates: let's first look at the following data regarding GDP of Bangladesh:

Gross domestic product	274 billion USD (2018)
Population growth rate	1.1% annual change (2018)
GDP per capita	1,698.26 USD (2018)

Currently Bangladesh is enjoying a GDP growth rate of 7.9% annual change (2018). However, the future prospect may get grim for the country affecting businesses small, medium and large. Bangladesh's economic growth may come down between 2.0 and 3.0 per cent in the current fiscal year of 2019-2020 in the aftermath of coronavirus pandemic, according to the World Bank. The bank also predicts that the lower revenue collection and higher spending because of the rehabilitation of coronavirus outbreak are most likely to increase the fiscal deficit to 7.7 per cent of GDP in Fiscal Year 2020. All these will certainly make business not as usual for companies of all size and trade including Beximco Limited (Textiles and Apparel Division).

Socio-Demographic (Social) Factors

Socio-demographic factors is short for social and demographic factors, which assesses the population demographics of a country and the characteristics of target customers of a company. The socio-demographic factors are:

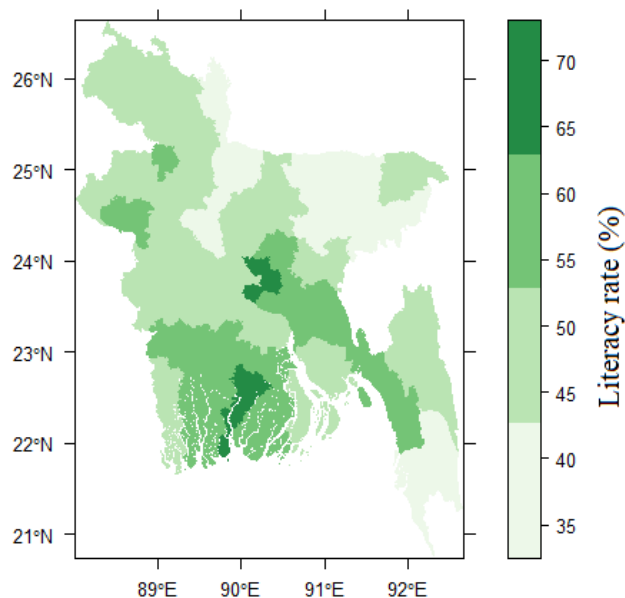
- Population growth: let's look at the following data first.

Population	161.4 million (2018)
Fertility rate	2.06 births per woman (2017)
Life expectancy	72.05 years (2017)

The population growth rate of Bangladesh is 1.1% annual change (2018). This means there is a large domestic market in Bangladesh as well as in the global market as the number of workers will also increase in the future. This is certainly a good news for companies such as Beximco Limited (Textiles and Apparel Division) whose primary business is to produce fabric and apparel for the domestic but mainly for the ever growing international markets.

- Education level:

Literacy rate in Bangladesh



Bangladesh has a literacy rate of 72.9 percent as of 2018 of which 75.7 percent is male and 70.09 percent is female.

Educated generations create educated workforce which is vital for the economic growth of a country. Companies like Beximco Limited (Textiles and Apparel Division) will benefit from this increasing level of education in the populous because in the future of automation and artificial intelligence, companies will not require manual workers but educated operators and employees.

- Health consciousness and trends: average human life expectancy in Bangladesh is 72.7 years of which males are 71.1 years and females are 74.4 years according to UN World Population Prospects, 2016. People of Bangladesh is quite health conscious the example can be the awareness of the people amidst this coronavirus outbreak. The trends show positive attitude towards healthy and hygienic lifestyle. This exerts pressure on Bangladeshi companies who previously did not quite comply with health regulations set by both the government and foreign buyers. This has certainly changed now, and companies like Beximco Limited (Textiles and Apparel Division) are the frontrunners in implementing health standards in its factories and production lines so that customers' health concerns can be met.
- Nature and the environment: people are continuously getting more and more concerned about the nature and environment. Businesses today has to follow through laws and regulations set by governments and international bodies such as the United Nations. Beximco Limited (Textiles and Apparel Division) complies with many such rules and it is doing so by pursuing innovative but comparatively cheap technologies to control poisonous carbon emissions and other hazardous chemicals to spread around. Other concerns that need to be solved as quickly as possible which otherwise will hamper the environment are:
 1. Groundwater contamination
 2. Excess groundwater salinity
 3. Soil erosion
 4. Flooding, storms, droughts

To tackle the environmental problems that the country faces, the Bangladeshi government established the Ministry of Environment and Forests in 1989, which addresses these issues and considers the role of climate change in the country's development and also sets clear standards for industries to follow through.

Technological Factors

Technological factors are vitally important for businesses both at home and abroad in recent times because of the dominance of information technology and mobile devices.

Technological factors include:

- Research & development (R&D) investment: Beximco Limited (Textiles and Apparel Division) invests although not a lot but sufficient in its research and development department. A state-of-the-art research facility has been established with a focus to create unique market opportunities. It has thus, outrun its competitors in this regard. One of the target is to create an improved production process to make combed cotton, CVC, CVS/TC, and Lycra mix. Another is to produce in large scale Yarn which will contain 65% polyester-35% cotton and will be used to make Lyocell, Tencel, Modal, Rayon, Viscose etc.
- Scientific advances: Worldwide new technologies giving their contribution to the textile sector from fabric improvement, tagging and even wearable technology. Beximco Limited (Textiles and Apparel Division) has thus acquired some of these technological and scientific advances such as
 1. Maestley, by Teijin: A new method of producing man-made leathers.
 2. Post-Consumer cotton based jeans, by Levi's and EVRNU: Eco-friendly jeans.
 3. Biofabrication Leather, Modern Meadow: A new product which is completely controlled, from DNA to fabric.
 4. Wood Fiber Yarn Technology, Spinnova: Avoids complex chemical processes.
 5. Tech infused wearables, Emel+Aris: Infrared heat energy warms up the fabric without losing the aesthetic value.

In conclusion, it can be said that external business factors are in favor of the textile companies such as Beximco Limited (Textiles and Apparel Division). Despite the recent coronavirus outbreak which has affected business everywhere, businesses are expected to pick up the pace as soon as it ends.

SWOT Analysis

SWOT is short for Strengths, Weaknesses, Opportunities, and Threats. A SWOT Analysis is one of the most commonly used methods to examine a company's internal and external environments and contributes to a company's strategy formulation. SWOT analysis can be done not only for a product, but also for a place, industry, or a person. It also helps with both strategic planning and decision-making for a company. The elements of SWOT represents the following:



Figure: SWOT Elements

SWOT factors or elements can be divided into two categories:

- i. Internal factors
- ii. External factors.

Internal factors are the strengths and weaknesses of a company. Strengths give the business its competitive advantage; while weaknesses are issues which a company needs to overcome so that the company can improve its performance.

External factors are the opportunities and threats to a company. Opportunities are certain features of the external environment that the company can pursue in the future to create value. Threats are elements in the external environment that could prevent the company from achieving its goals and objectives.

Internal Factors		Eternal Factors	
Strengths	Weaknesses	Opportunities	Threats

SWOT Analysis of Beximco Limited (Textiles and Apparel Division):

Strengths

- The name Beximco itself is synonymous with high quality assurance and timely production and delivery. This has given Beximco Limited (Textiles and Apparel Division) huge brand value and goodwill in the industry and among international buyers.
- Beximco Limited (Textiles and Apparel Division) is a full service vendor with strong vertically integrated production facilities which gives the company the advantage of freedom of work and minimizes the dependency on suppliers and distributors.
- The company has received ISO certification which is an indicator of its quality assurance, giving it a huge advantage over its competitors without such achievement.
- Beximco Limited (Textiles and Apparel Division) employs highly skilled and experienced managers who takes decisions on time and manage the operations of the company systematically. This is one of the company's biggest strengths.
- Another of the company's strength comes from its flexibility to shift employees to different Strategic business units. It helps manage urgent crises and decreases cost and time in the decision making process.
- Beximco Limited (Textiles and Apparel Division) enjoys low taxation on its raw materials which by reducing cost helps the company to outcompete its competitors.

Weaknesses

- Beximco Limited (Textiles and Apparel Division) lacks in a strong IT infrastructure. Digitization system is very important to run a smooth production facility. Without a strong IT infrastructure operation of a firm is suffering from inefficiency from not utilizing its resources.
- All major decision are taken by the top management which should not be the case. The company should delegate some authority in decision making to middle and on occasion to line managers.
- R&D practice in Beximco Limited (Textiles and Apparel Division) is limited and not visionary.
- Its data system is insufficient and unstructured
- Management and stuffs doesn't have adequate transport facility.
- The management does not have any structured system for the interns.
- The HRM department is understaffed.
- The company does not provide sufficient job facilities to its workers and employees.
- High employee turnover rate is also a huge disadvantage because it increases cost and takes time to familiarize the new recruit with his or her work requirements.

Opportunities

- Setting up Enterprise resource planning (ERP) and supply chain management (SCM) system software in Beximco Limited (Textiles and Apparel Division) operations is an opportunity. It will speed up the production process and as a result will reduce cost and save valuable time.
- The market for textile and apparel in Bangladesh is ever expanding. Thus, Beximco Limited (Textiles and Apparel Division) has an opportunity in the domestic market to penetrate it to the full and achieve higher profit.
- Traditionally, it was the women who went after fashion. But now a days men are fashion conscious as well. This creates an opportunity for Beximco Limited (Textiles and Apparel Division) to introduce new product lines specifically for men beside its regular product lines.
- Beximco Limited (Textiles and Apparel Division) is a huge company with a lot of capital and retain earnings so, the company has resources to grab the opportunity to update and install new machinery that will increase company's product quality and production capacity.

- Now a days many fashion education institutes exist in Bangladesh. Searching talents and recruiting them to design new and innovative products can be a great opportunity for Beximco Limited (Textiles and Apparel Division).

Threats

- Textile industry is run through high reliance on machineries that are expensive and costly to replace. In today's technologically dynamic business environment there will be a threat of lagging behind in adaption of these technologies.
- Heavy competition and overcrowded industry makes the textile business highly competitive. Thus, new policies and strategies taken by rivals to outcompete Beximco Limited (Textiles and Apparel Division) can put the company in a difficult situation.
- Beximco Limited (Textiles and Apparel Division) like any other textile companies is unable to offer high job security to its employees. Since, employees and workers directly contribute to a company's performance, it may pose a great threat to have a dissatisfied and understaffed workforce.

Summary and Conclusions

To summarize, Beximco Limited (Textiles and Apparel Division) is in a strong position in both the domestic and international market and it is undoubtedly the leading giant in the textile industry in Bangladesh. The company's management, marketing, accounting, financial, operational, and information system practices go in favor of its growth. It is further solidified by the external factors which gives the company a huge competitive edge over rivals. As the external analysis in this part of the report shows the company is doing extremely well. From Porter's five forces model, it can be observed that the company faces less competitive rivalry in the industry. From PEST Analysis, it is established that Beximco Limited (Textiles and Apparel Division) is doing business in an environment friendly to its progress. From SWOT analysis, it has been shown that the company is internally strong with a few weaknesses. Additionally, it is projected that the company has a lot of opportunities which if actualize would reduce the threats and help the company naturally grow. In conclusion, the future prospect of the company is bright in terms of market expansion, competitive advantage and strategic use of resources.

Recommendations

I would like to recommend the followings based on the organizational overview discussed in this chapter:

- There should be a structured system for recruiting the interns which lacks now.
- Few additional posts should be created to support the current understaffed HRM department.
- More job facilities should be provided to its workers and employees.
- A strong IT infrastructure should be implemented, without which operations of the company will suffer from inefficiency from not utilizing its resources.
- The company should delegate some authority in decision making to middle and on occasion to line managers.
- There should be an active unit working exclusively on research and development.

Chapter 3

An evaluation of training and development policies and processes of a textile enterprise: A case study on Beximco Limited (Textiles and Apparel Division)

Chapter 3: An evaluation of training and development policies and processes of a textile enterprise: A case study on Beximco Limited (Textiles and Apparel Division)

Introduction

(Background, Objectives and Significance)

Background

It is obligatory for every intern to choose a particular topic based on which he or she have to prepare an internship report. Since, I have worked in the Human Recourses Department in Beximco Limited (Textiles and Apparel Division) and adding to that one of my majors was on Human Resource Management, I decided it would be best and justified if I choose a topic from HRM. As a student I took a course on employee ‘Training and Development’. The course was interesting and I found the topics taught there to be comprehensive but easily understandable. Moreover, as a result of my efforts in the course I got the highest grade.

The topic I have thus chosen is: An evaluation of training and development policies and processes of a textile enterprise: A case study on Beximco Limited (Textiles and Apparel Division).

Objectives

The report will concentrate on the elaboration of topic’s subject matters to find out things such as

- What training and development are,
- What the difference between the two are,
- Importance of training and development,
- When it is decided to provide training to workers and development opportunities to employees, how the outcome of the training and development process is measured,
- What criteria decides the programs was successful or a failure,
- How training materials are produced and
- In what settings training and development is given.

Significance

This part of the report will explain to the reader how a giant of a company like Beximco Limited (Textiles and Apparel Division) conducts its training and development programs and also what are the issues at stake or to consider when the company decides to provide them. This report will additionally describe the training and development process of the company using ADDIE Model.

Methodology

Information has been collected both equally from Raw and sorted data. The source of information for this part of the report is twofold:

1. Primary Sources &
2. Secondary Sources

As for primary sources, it contributed significantly to the report. I had the opportunity to talk with the management staff and workers and collect data from them. Furthermore, when it came to collecting secondary data, they assisted me by giving publicly available data. Moreover, since, it is such a big company, many departments and divisions are scattered away all over the industrial park. I was fortunate to get proper direction in order to find out specific divisions at specific, sometimes even remote locations.

As I have already mentioned, I received wholehearted help from the unit when it came to finding the precise secondary data from within the company. But, apart from that, I also had to do my own research to get further data so that I can enrich my report. I went through many websites (some academic and some business related), newspaper reports, previously done internship reports related to the subject and books etc.

Beximco Limited (Textiles and Apparel Division), itself and as part of the whole group of companies owned by Beximco Group has earned the reputation of being fiercely attentive to the growth needs of its workforce. It is a textile company above all and like any textile company it needs skilled workers in the factories supervised by immensely competent section managers. In its executive section, it employs a group of highly talented employees who are charged with the responsibility of running the daily operational and administrative activities of the company effectively. All three faction of the workforce described here, the workers, their direct supervisors and the executive employees need different sort of training and development programs. In this section of the report, an evaluation will be provided of these programs: how they are designed, implemented, evaluated what they contain and what are the performance standards.

First of all, it is very important to provide a theoretical explanation of some key concepts. The concepts to be explained are:

- What is training and development?
- Differences between training and development
- Definition of knowledge, skills and attitude (KSA)
- The ADDIE model of instructional design (This part will explain concepts such as the trigger event, performance gap, TNA, dry run etc.)

Key Concepts

What is training and development?

Training

Training is a program arranged by an organization to provide knowledge, skills and positive attitude to its employees and workers required to perform their job more effectively and efficiently. Scholars and human resource gurus have defined training in various ways.

Dale S. Beach defines training as

‘The organized procedure by which people learn knowledge and/or skill for a definite purpose’

Michael Jucius (1955) defined training as

"A process by which the aptitudes, skills and abilities of employees to perform specific jobs, are increased."

According to Flippo (1971),

"Training is the act of increasing the knowledge and skills of an employee for doing a particular job"

Dubashi (1983) defined training as

“A process of improving the knowledge skill and attitude of employees to achieve organizational objectives. It is only through a systematic program of training that necessary professional knowledge is imparted, skills developed and attitudes attuned to work situation.”

Training plays a vital role in preparing employees to be more productive in their current job. It is also essential in upgrading their KSAs (Knowledge, skills and attitudes) which enables them to confront new challenges in today’s dynamic business environment.

Development

Development is concerned about the overall improvement of an employee where training is focused in resolving key performance issues that is to give the employees necessary KSAs where they lack it. Organizations do not want to recruit frequently which is costly to say the least. They look for a pool of bright candidates and selects only the very best. These employees then have to prove themselves in terms of productivity, team work and dedication to the company. Those who meet such an initial expectation set by the company are selected for further improvement. They are given various learning and mentoring opportunities. They recurrently receives important assignments and tasks delegated to them by higher management authorities. One crucial issue to understand when it comes to development is that development comes after an employee is given necessary trainings on subjects such as technical, conceptual and interpersonal skills.

To further explain the concepts, a set of differences between the two is described below:

Differences between Training and Development

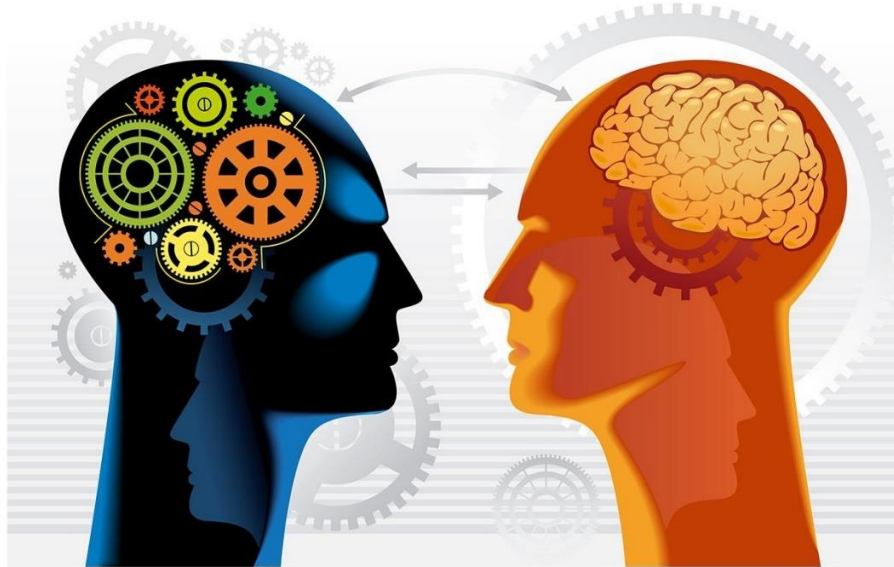
According to keydifferences.com the key differences between training and development are the followings:

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Meaning	Training is a learning process in which employees get an opportunity to develop skill, competency and knowledge as per the job requirement.	Development is an educational process which is concerned with the overall growth of the employees.

BASIS FOR COMPARISON	TRAINING	DEVELOPMENT
Term	Short Term	Long Term
Focus on	Present	Future
Orientation	Job oriented	Career oriented
Motivation	Trainer	Self
Objective	To improve the work performances of the employees.	To prepare employees for future challenges.
Number of Individuals	Many	Only one
Aim	Specific job related	Conceptual and general knowledge

Table: Differences between Training and Development

Definition of knowledge, skills and attitude (KSA)



Knowledge

Knowledge can in academic language be defined as an organized body of facts, principles, procedures and information acquired over time. In simple language, knowledge is the process by which an individual gathers important concepts and information related to any subject. For example, a worker working in the textile factories in Beximco Limited (Textiles and Apparel Division) needs an understanding of concepts such as color theories, types of fabric and rotary screen and flatbed screen measurement calculation etc.

Skills

Again academically skill is the proficiency at doing something or the capabilities required to carry out a set of tasks that are attained through training and experience. For example, a factory worker at Beximco Limited (Textiles and Apparel Division) needs skills such as how to operate a particular machine, how to cut a certain type of fabric and how to dye etc.

Skills can be attained in two subsequent stages. They are:

- Compilation (lower level)
- Automaticity (higher level)

Again to exemplify, in the beginning, our factory worker at Beximco Limited (Textiles and Apparel Division) will compile skills by observing the supervisor or other workers, by doing himself and by doing in collaboration with the supervisor or other workers. But as time will go by, his will acquire skills automatically without any help from others.

Attitude

Attitudes can be defined as employee beliefs and opinions that influence their behavior.

For example, if our factory worker likes his supervisor, he will most probably like his job as well, regardless of his job responsibilities. In contrast, if he dislikes his supervisor, he will dislike his job even if his job is great.

Competencies

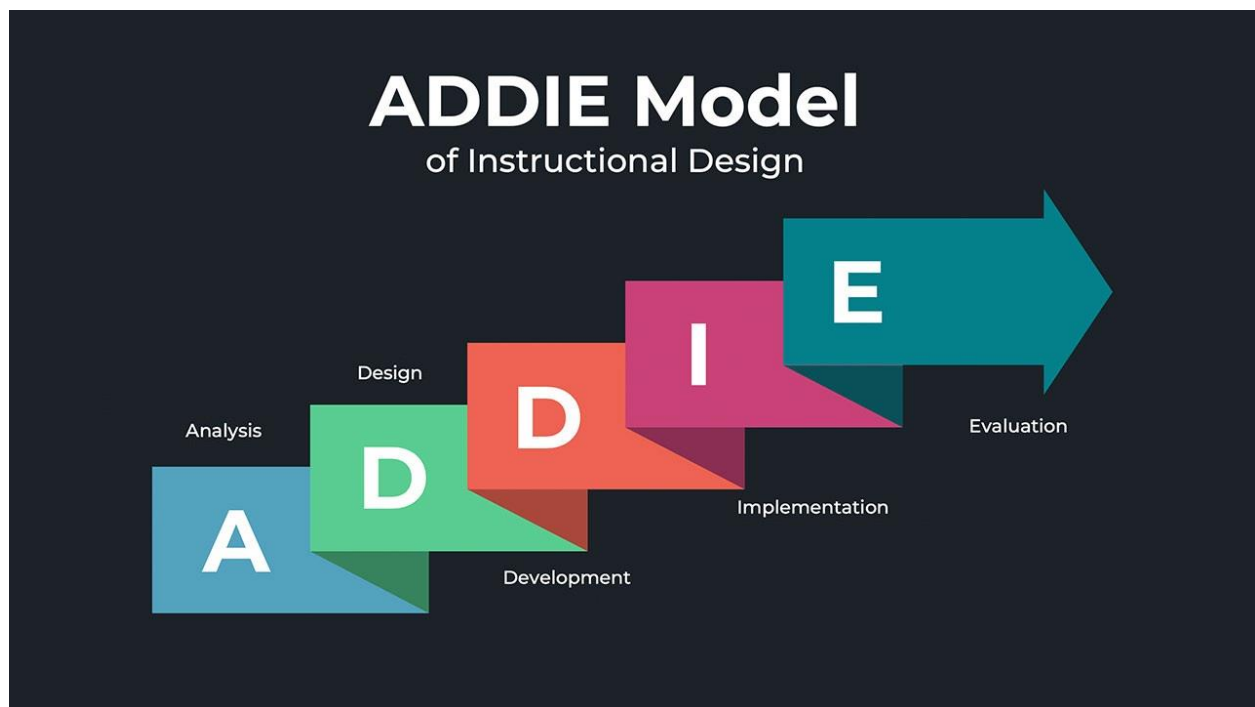
The set of knowledge, skills and attitude needed to perform a job effectively and efficiently is called competency. So, the accumulation of knowledge, skills and attitude by the worker of the example is his required competency to perform his job at the factory.

The ADDIE model

The ADDIE model is a framework that provides direction about how to carry out the entire training process. It consists of five stages. Each letter of the acronym ADDIE represents each stage. The stages are:

- A – Analyze
- D – Design
- D – Develop
- I – Implement
- E – Evaluate

It is very important to mention that in this section of the report, a brief description of the ADDIE model will be given. It will be solely conceptual, but precise and to the point. However, in later sections the model will be elaborated in the context of how Beximco Limited (Textiles and Apparel Division) uses this model to carry out their training and development programs.



A – Analyze

The trigger event

When it is identified that there is a performance gap in the organization, it is called a trigger event. Usually the trigger is pushed that is the performance gap is identified by an official in the managerial position. It is called a trigger event because it triggers the beginning of the training and development process.

Performance gap

All organizations have a performance standard which is also called the expected organizational performance. When the actual organizational performance is less than or below expected organizational performance, it is called performance gap. It should be mentioned that not all performance gaps are a result of lack in KSAs. Sometimes, factors other than lack in KSAs can be the reason for the performance gap such as lack of motivation, or faulty machineries etc. In such situations training cannot help. Training and development only can assist when a lack in KSAs exist. There can be two types of performance gaps:

- Current Performance Gap: Gap that exists now and needs immediate attention.
- Future Performance Gap: Gap that will occur in the future and needs preparation to overcome from now on.

The whole process of identification of performance gap after the trigger event is the concern of the analysis stage, which is time and again also termed as the TNA, short for training needs analysis.

D – Design

In the design stage the training program is designed. It identifies who the audience are and how they should be trained that is what would be the best method of delivery. Also, the training objectives are agreed upon in this stage.

D – Develop

In this stage the training program is developed. Since, all the objectives are already identified, training materials such as manuals, lectures, demonstrations, handouts etc. thus can be made. An instructional strategy is also formed, consisting of the order, timing and combination of methods and elements to be used in the training program.

I – Implement

Dry run

Before the training program is officially launched, a dry run is conducted. A dry run is sort of a rehearsal of the training program before it can be officially launched. The objective is to reduce chances of errors and mistakes so that in real life it can be carried out spontaneously.

Implementation of the training program thus requires well preparations and close evaluation.

E – Evaluate

In this post training stage, the program is evaluated to see if it helped the organization to achieve its improvement goals and objectives. There can two types of evaluation. They are:

- Process evaluation: here, the program itself is evaluated in the issues such as whether the training objectives matched in solving the actual performance gap factors, whether the method of delivery was the right one, whether the quality of materials and overall environment were up to the mark etc.
- Outcome evaluation: here, the outcome is evaluated in the context of benefits to the organization that is whether the organization achieved its performance objectives as a result of arranging the program.

Findings and Analysis

This is the most important section of the report, since it deals with the actual activities of the training and development section of the Human Resources Department of Beximco Limited (Textiles and Apparel Division). However, it should again be mentioned that this report has been created by after completed only one month (four weeks) of the internship tenure. The reason behind this is the coronavirus outbreak. Thus, most of the data has been collected from secondary sources. Moving on, this section of the report will discuss the following topics:

- How Beximco Limited (Textiles and Apparel Division) identifies performance gap.
- Which parties are responsible in initiating the trigger event?
- Do the management follow the ADDIE model point to point? Or a variant of it is followed.
- Description of the training process.
- Why training and development programs are important to Beximco Limited (Textiles and Apparel Division)?
- Do they always result in positive outcomes?
- How outcomes are evaluated.

How Beximco Limited (Textiles and Apparel Division) identifies performance gap

At Beximco Limited (Textiles and Apparel Division) performance gap is identified in two ways. They are:

1. Income statement approach
2. Inventory approach

Income statement approach

Beximco Limited (Textiles and Apparel Division) top management evaluates its financial statements, especially the income statement after the end of each financial year to see whether the company has earned desired profit or occurred loss. If the outcome is negative, it further investigates the root causes and one of such causes can be performance gap.

Inventory approach

Beximco Limited (Textiles and Apparel Division) sets a production level for each day, week and quarter. When the quantity of goods produced do not match the expected level, management investigates. If the reason behind this is performance gap, the trigger is pushed.

Which parties are responsible in initiating the trigger event?

If the performance gap is identified, which is generally the case by the top management, then the top management becomes responsible for initiating the trigger event. It is also true for middle and section management who after finding the performance gap reports to the top management who then initiates the event. If the gap is supposed to occur in the future a request for arrangement of a training program is sent by the lower management to the top management in advance.

Do the management follow the ADDIE model to the point? Or a variant of it is followed.

It cannot be said that the management at Beximco Limited (Textiles and Apparel Division) follows the exact ADDIE model. However, they follow the stages in the exact sequence with minor variations. For example, the TNA model is not done by conducting an organizational, operational and person analysis. They have in most of the times an idea of what the company stands for, what its strategic objectives are and what its expectations are from a job and the jobholder. As a result, the management do not conduct these analyses because they think they do not need them.

Description of the training process

It is already mentioned that Beximco Limited (Textiles and Apparel Division) provides training to three distinct types of people it employs. They are:

1. The factory workers
2. The section managers/ floor supervisors
3. The employees in managerial positions

Each of these types of employees require different type of training or development programs based on their job responsibilities. However, training for any type of employees can be of four types:

1. In-house Training

Trainings that are arranged within the company premises of Beximco industrial park and are conducted by the company's own trainers.

2. Ad hoc Training

Whenever a change occurs in the training task checklist, such as inclusion of a new task, or the standard operating procedure is changed entirely or in part, an ad hoc training program is arranged.

3. Induction Training

It can also be viewed as an augmented orientation program. Whenever a new employee is recruited, an induction training program is arranged. The program usually include topics such as information on the organization, its structure, and products/services, policies etc. All new recruits have to attend this program before joining his job.

4. External Training

Training opportunities that are provided by the company to be held outside the industrial park. Only a selected few are given this privilege, mostly because of exceptional performance. Selected

employees then may receive such trainings from different training institutes after taking permission from the head of their department and by coordinating with the training department.

First, training process for the factory workers, and then for the other two will be described.

Training process for the factory workers

Beximco Limited (Textiles and Apparel Division) employs several types of workers based on job requirement. The factory workers are grouped into the following categories:

- Spinneret operators
- Frame spinners
- Spinning supervisors
- Textile production worker
- Beam-warper tenders
- Weavers or loom operators
- Dye-range operators
- Cloth testers

Step 1: Determining necessity of training

The first step in training these employees is to identify if they need training or not. It is found out by determining the number of trained workers required to run a factory. If the number of trained workers is below the expected or required number of trained workers, the training process starts.

Step 2: Identifying type of Training

Next, it is determined what type of training is required: should it be technical, behavioral or theoretical in nature. Training is given to both current and new workers. It should be mentioned that training needs are identified by the head of a factory who in consultation of the section managers comes to the decision which type of training is required.

Step 3: Sending training requisition form

After that, the factory head forwards a filled out and signed Training Requisition Form, (F20-501-01) to the Training Department requesting training. Whether it is about a new recruit who will definitely need training or a current worker who is to perform or operate something new, the training requisition form has to be sent within fifteen days of joining (new recruit) or assuming new duty (current worker).

Step 4: Selecting trainer and the date

In the form, the factory head mentions the expected starting date of the training program and also a particular trainer he or she prefers. However, the final decision as to when the program will start and who will conduct it is taken by the head of the training department.

Step 5: Selecting training material or resources

In this level, training resources are chosen. Resources are provided by Beximco Limited (Textiles and Apparel Division) with the condition that they will be utilized which in turn will reduce cost and increase productivity. The resources provided are:

1. **Trainers:** there can two sources from where trainers are picked. The peer trainers are the trainers who are also the workers of the factory. They are chosen because of their KSAs and experience and most importantly because of their attending and receiving certification from the 'Train the Trainers' workshop arranged by Beximco Limited (Textiles and Apparel Division). After attending the workshop they are tested and if they pass, are awarded with a certificate which in turn enables them to conduct the training program. The other category of trainers are the executive trainers who re the in-house trainers employed by the company for the sole purpose of providing training to the workers. They mostly train workers in technical areas such as quality assurance or maintenance.
2. **Training Materials:** since workers in different positions, tasks and factory need different sort of training, materials provided during the training cannot be same except a few general guidelines that are provided regardless what the program is about such as ethical standards. However, the training materials provided by Beximco Limited (Textiles and Apparel Division) can be broadly classified into the followings:
 - Written or verbal test materials
 - Training videos
 - Equipment manual
 - Process technology handbook
 - Lecture handouts
3. **Training facility:** The training programs take place in different set-ups at Beximco Limited (Textiles and Apparel Division). If the aim of the program is to deliver theoretical knowledge, a classroom will be appropriate. If technical skills are to be provided, then training program takes place in the factory with actual real life equipment and machineries. The decision as to where the training program will take place is decided jointly by the factory head, the trainer and the training department.

Step 6: Training Coordination

Throughout the training program and even before that, the training department carefully plans and coordinates to ensure success of the program. From the time the training department receive requisition form from a department requesting training, they start planning. And as the training starts, they are in charge of coordinating the whole training process. They are also liable in making sure that the resources allocated for the training program will be fully utilized. Furthermore, they are responsible for providing materials related to the training program and even refreshments. Moreover, they when the training program is long, acts as a buffer between the participants of the program and their supervisors by informing the later, the progression of the training.

It should also be mentioned that in most cases the training department assigns a training coordinator from its executives who carries out the all the above mentioned duties on behalf of the training department.

Step 7: Monitoring of the training program

The trainers are primarily responsible for monitoring the training program in association with the training coordinator. The main issues to oversee among others when monitoring the program are as follows:

- Are the trainees learning?
- Are they learning in the expected pace
- Are some of them lagging behind?
- Do they like the trainer?
- Have the trainer established proper authority over the trainees?

During the program, the trainer has to regularly send progress report to the training coordinator and the department head. The trainees are also provided with a training progress report form which includes the level of the training program where they are at and the tasks they have performed. The training monitoring works best when the coordinator and trainer works together with the same objectives to establish in mind.

Step 8: Training Evaluation

After the completion of the training program, the trainer informs the training coordinator. The coordinator then, gets permission from the department head to conduct an interview with the trainee and the trainer. The interview is typically arranged in two stages:

1. Immediately after the training
2. After two weeks.

In this interview, the trainee is evaluated based on the criteria described in the training evaluation form. These criteria are:

General Area

- Literacy Level
- Health and safety knowledge
- Knowledge of how the part of the factory where he or she works is run
- Knowledge regarding the organizational hierarchy and reporting contacts and procedure
- Required conceptual knowledge

Technical Area

- List of technical knowledge and skills acquired
- Opportunity to observe how to handle and run a machine or equipment utilized
- Learnt by job observation
- Ample opportunity to practice was provided or not
- Successful transfer to job has been achieved or not

Step 9: Certification

If the trainees successfully complete the training program, they are recommended by the trainer and the coordinator for certification. However, the certificate is conditional. The condition for the certification is perform well and satisfactorily against the set standards. If the performance falls below the satisfactory level, the section-in-charge by communicating with the factory head and

training coordinator can pull the certificate. In such a case, re-training process is started or the trainee is demoted.

During this whole process and after that, the training department records all the related information regarding the trainee, trainer and the program. The training coordinator is charged with the duty of delivering these information to the training and development department. The coordinator collects these information from the trainer or by interviewing the trainees and directly observing the training program. The whole training program can be visualized like below.

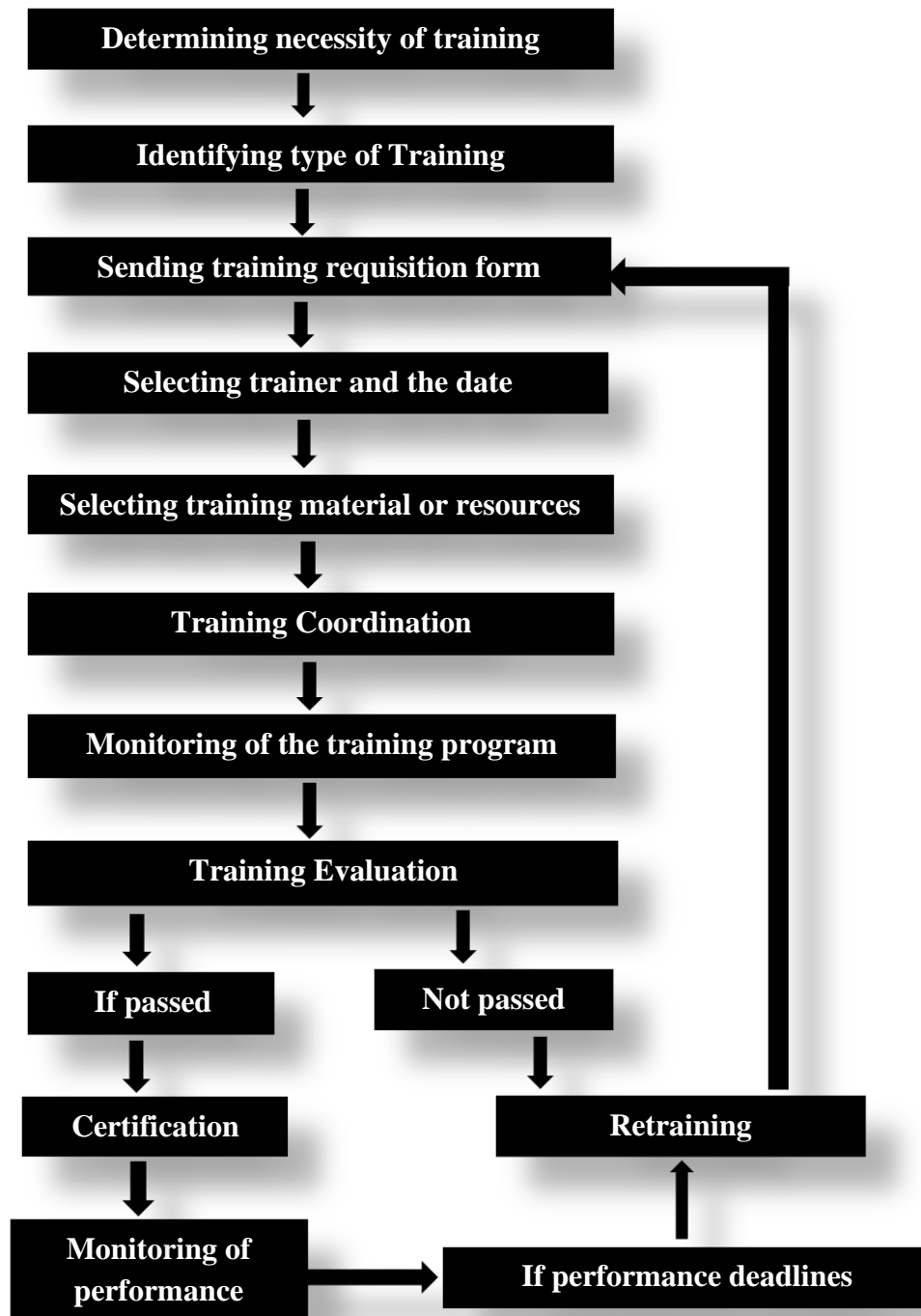


Chart: Training Process Flow

Training process for the section managers/floor supervisors

The process by which section managers or floor supervisors are trained is not so different from the training given to workers. Almost all the stages followed in training the workers are also followed when training the section managers and floor supervisors. The main difference is the section managers/floor supervisors need training in more difficult topics such as how to fix a complex machine or how to manage workflow etc. that the workers do not need to know. Moreover, floor supervisors are executive officers who need more managerial training and development opportunities than section managers do. The training process for section managers are given below:

Training process for the section managers

Step 1: Determining necessity of training

The section managers are due to receive training annually, mostly during the quarter when workload is low. So, there is no TNA necessary to find out whether they need training. Rather, when the time comes, they are just simply notified to attend the training.

Step 2: Identifying type of Training

Training is provided according to the type of the section they supervise. If someone is on the dying section of the floor then he or she is given a training on dyeing.

Step 3: Sending training requisition form

There is no need to send training requisition form to the training department because the programs are all pre-scheduled. However, records are kept and updated by the training department in collaboration with the department head. One thing should be mentioned that when a new section manager is appointed, he or she goes through an orientation program in which an introductory training is given to them by another section manager (peer trainer) or an executive trainer.

Step 4: Selecting trainer and the date

If more than one trainer is available, every year they are rotated. The date and time is announced and set one month earlier by the training department.

Step 5: Selecting training material or resources

Training material or resources are provided by training department with the same condition that they are to be fully utilized and not be wasted.

Step 6: Training Coordination

A training coordinator is appointed by the training department who by collaborating with the trainer oversees the program.

Step 7: Monitoring of the training program

The same issues are addressed while monitoring the program such as are the participants learning the materials or is the trainer successfully delivering lectures and demonstrations etc. Also, the trainer has to regularly send progress report to the training coordinator and the department head.

Step 8: Training Evaluation

When the training is complete, the trainer as usual contacts the coordinator. The coordinator then with permission from the department head arranges an interview with both the trainee and the trainer. The differentiating factor here is that the coordinator looks for a demonstration from the trainee, not just verbally expressing the process of a certain system.

Step 9: Certification

Upon successful completion of the training, the trainer recommends the trainee for a conditional certificate. The condition, just like it was for the workers is to perform at satisfactory level. If the trainee fails to do so, the certificate is pulled and re-training is initiated. However, for a trainee here who is the section manager, failing may mean termination of his job with Beximco Limited (Textiles and Apparel Division).

Training and development process for the floor supervisors

The difference between training a section manager and training a floor supervisor is the floor supervisors are executive level employees and thus, require managerial knowledge more than superior technical skills.

Here, the same nine-stage process is also followed but includes opportunities for development before and after the training program. The typical development methods are:

Mentorship: Assigning employees to be developed by existing higher level executives who are more than capable to show them the ropes.

Stretch assignments: giving the employees assignments by gradually increasing the difficulty level, so that they cannot only broaden their perspective but also can push the boundaries of their existing roles.

Workshops: mandatory participation in workshops that focus on managerial development. Workshops present great opportunities to build professional networks by meeting and building relationship with colleagues with similar and dissimilar interest. Thus, they contributes highly to employee development.

Committees: being part of a committee puts an employee in a decision making position. Most of the times, decisions are not easy to make. As a result, employees will develop problem solving skills within themselves. Also, committees are a great way to learn an organization's who and who.

Working-Groups: these are great for developing a range of skills, such as

- Communications
- Teamwork
- Leadership skills and
- Research and Analytical skills

Conferences: provide opportunities to be exposed to both inside and outside industry participants from whom a great deal can be learnt about a company's external environment and stakeholders.

Training and development process for employees in managerial positions

The training process for employees in junior executive or higher level follows the nine-step process mentioned earlier as well. However, they are trained in a wide range of subjects such as improving soft skills, gaining conceptual knowledge applicable to the tasks they perform and that also acts as a development tool, and technical knowledge. Types of training offered to these employees are:

On-the-Job Training

Using this method employees are trained on the job that is they learn by working. Employees can learn by observation, by watching a demonstration and by simply asking the colleagues and supervisors. One of the methods used by Beximco Limited (Textiles and Apparel Division) in most of the times is job instruction and Task/job rotations method.

- **Job Instruction**

Here a trainer from the existing workforce is appointed to teach the employees. The trainer can be a colleague or someone with experience and superior work knowledge. Job instruction works by demonstrating the tasks of a job in real life situations.

- **Task/job rotations**

After the employee has learnt the necessary skills required to do his or her job properly from job instruction method, he or she is placed in different jobs where tasks regularly change. This gives an employee the chance to perform and learn different roles, some other than his or her actual duties.

Off-the-job Training

Training programs that are held outside the office in a different facility or training complex. The reason for conducting an off-the-job training program is to train employees by not hampering the work hours.

Development opportunities for the employees in managerial positions

The officer position at Beximco Limited (Textiles and Apparel Division) starts from junior executive level. The training and development process for these employees focus on the development of managerial skills. The training methods are described in the previous section and in this section development methods will be discussed. They are:

On-the-job development

In most companies and which is also true for Beximco Limited (Textiles and Apparel Division), development is mostly an internal process. Beximco Limited (Textiles and Apparel Division) tries their best to develop its employees within the boundaries of the industrial park. Development, sometimes is considered a company secret because companies do not want to lose their employees by sending them for development all the times exposing them to talent hunters. On-the-job development is very helpful in developing organizational skills such as time management, multi-tasking, and prioritization. Some of the On-the-job development methods are:

- **Coaching**

Coaching provides one-on-one guidance and instruction that help employees improve knowledge, skills, and work performance. Coaching is more collaborative (participatory) than other development methods. It works by building a friendly, impersonal relationship between the coach and the employee. In most cases, the supervising officer acts as the coach who are responsible for improving the employee's technical skills more than others.

- **Mentoring**

It is more informal in nature. Usually companies do not provide mentors. It is built up from personal respect and appreciation for a senior level executive. The mentor usually do not provide any technical skills learning, rather he or she prepares the employee adjust to the work environment and culture through attitude adjustment and emotional fit.

- **Committees**

Placing employees in committees helps a lot in developing strategic insights in them. It provides development opportunities in terms of knowing key people, building networks and above all, assuming leadership roles.

- **Working-Groups**

By being a member in a working-group an employee learns things such as communications, teamwork, leadership skills and research and analytical skills crucial in developing the future company leader.

- **Career planning**

This helps the company understand an employee's career goals and thus, it can identify how to groom them. When used in conjunction with other development methods, it can help identify and develop a broad spectrum of cross-organizational employee skills.

Off-the-job development

No matter how hard Beximco Limited (Textiles and Apparel Division) tries to develop employees internally, it cannot provide them with all the required knowledge and insight. After a junior executive by subsequent promotions reach the deputy manager level, he or she becomes eligible for off campus development programs. Such programs are:

- **Workshops**

Workshops gives an employee the opportunity to develop skill within and outside their area of expertise, and thus is a highly effective development method.

- **Conferences**

Conferences are an essential development method which exposes the employee to different stakeholders and their roles and expectations from Beximco Limited (Textiles and Apparel Division).

A survey on the training & development processes of Beximco Limited (Textiles and Apparel Division)

I was fortunate enough to conduct a short survey on the training and development processes of Beximco Limited (Textiles and Apparel Division) during the last days of my internship there. I am grateful to Mr. Khalid Shahrir especially for facilitating the survey by approving it and distributing it to a random set of fifty workers and employees.

Sample size: 50 respondents

The questionnaire included ten questions regarding the company's training and development processes and procedures. The questions were:

1. How many training programs have you attended in last 5 years?
 - ❖ 0-5
 - ❖ 6-10
 - ❖ 11-15
 - ❖ more than 15
2. The outcome objectives of the training program are usually known to you before attending it.
 - ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
3. The period of training session are in general adequate to learn.
 - ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
4. The training program are relevant to your training and development needs.
 - ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree

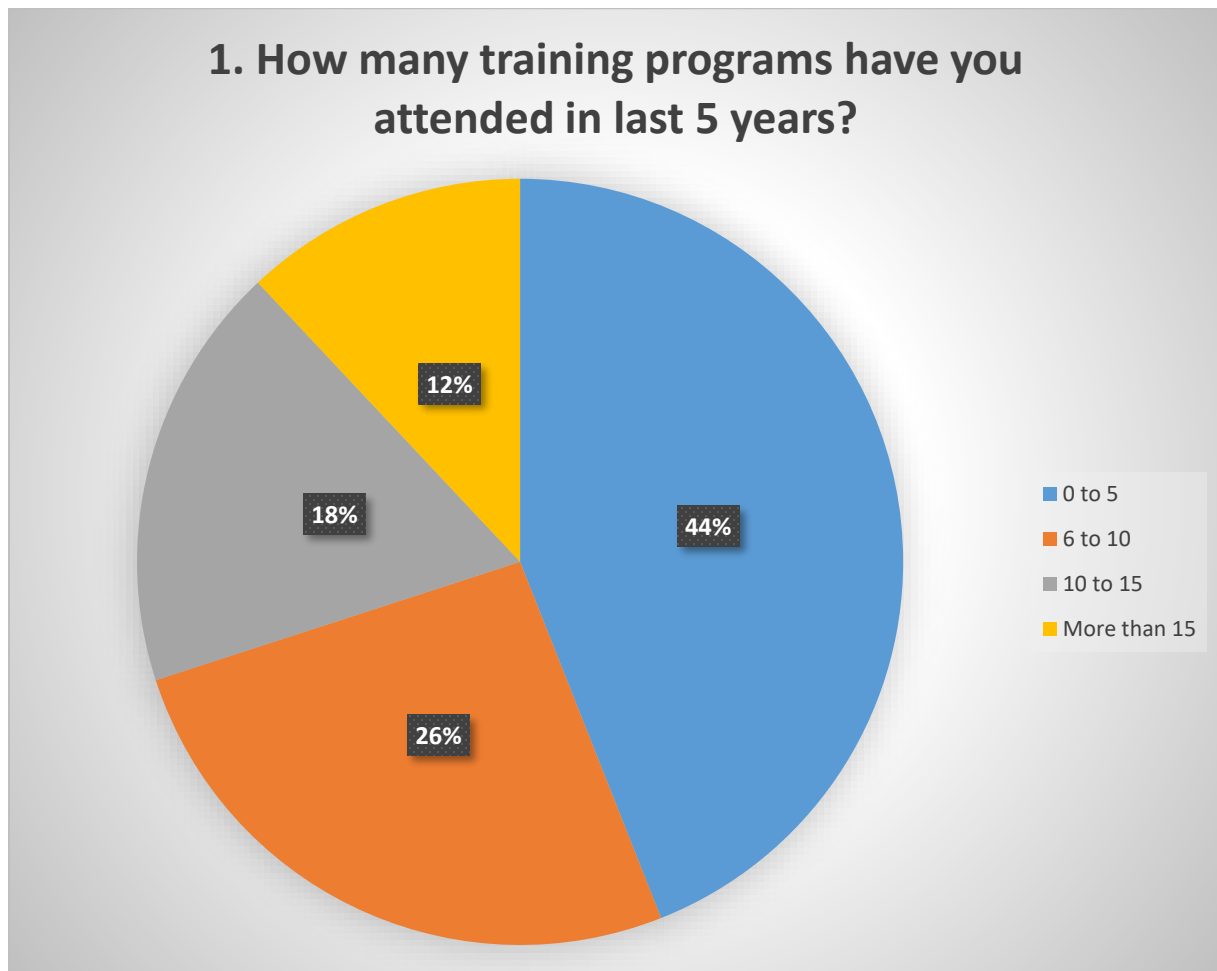
- ❖ Moderately disagree
 - ❖ Strongly disagree
5. The training methods used during the training generally are effective for understanding the subject.
- ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
6. The training sessions are in general an exciting and a good learning experience.
- ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
7. The training aids used are in most cases helpful in improving the overall effectiveness of the program.
- ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
8. The trainings usually result in higher job performance.
- ❖ Strongly agree
 - ❖ Moderately agree
 - ❖ Agree
 - ❖ Moderately disagree
 - ❖ Strongly disagree
9. The number of training programs organized this year were sufficient.
- ❖ Strongly agree
 - ❖ Moderately agree

- ❖ Agree
- ❖ Moderately disagree
- ❖ Strongly disagree

10. The trainers are most of the times friendly and helpful to make you understand all the contents.

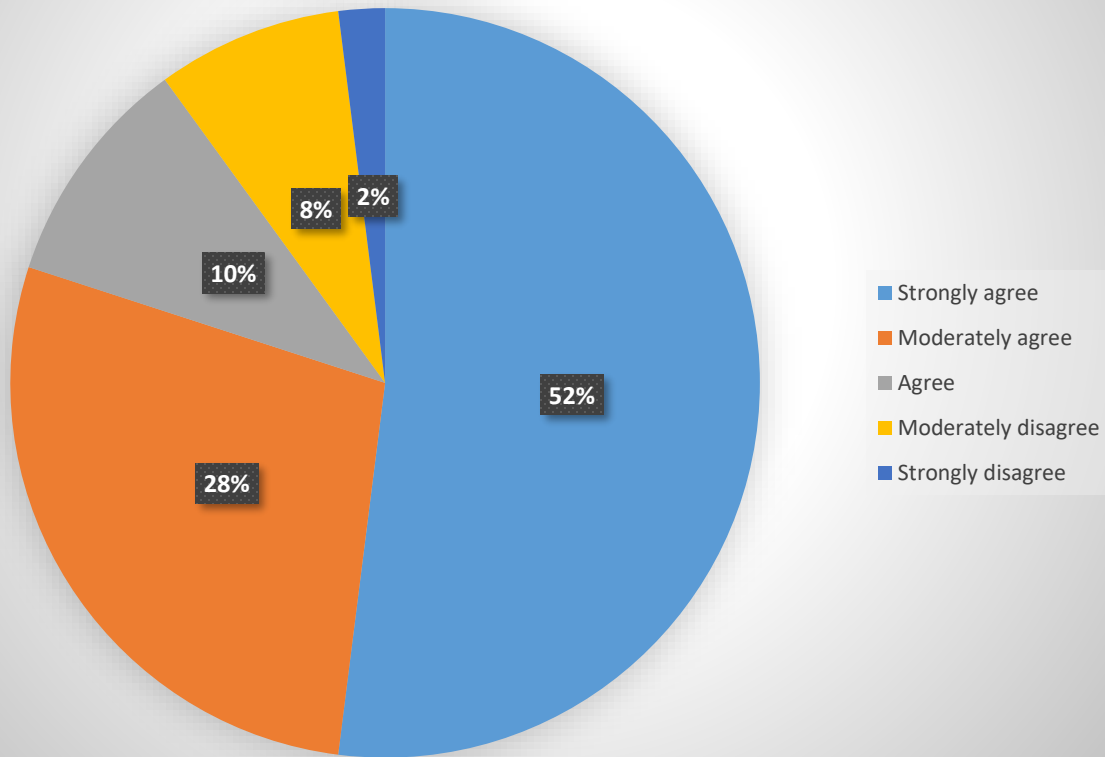
- ❖ Strongly agree
- ❖ Moderately agree
- ❖ Agree
- ❖ Moderately disagree
- ❖ Strongly disagree

Survey findings



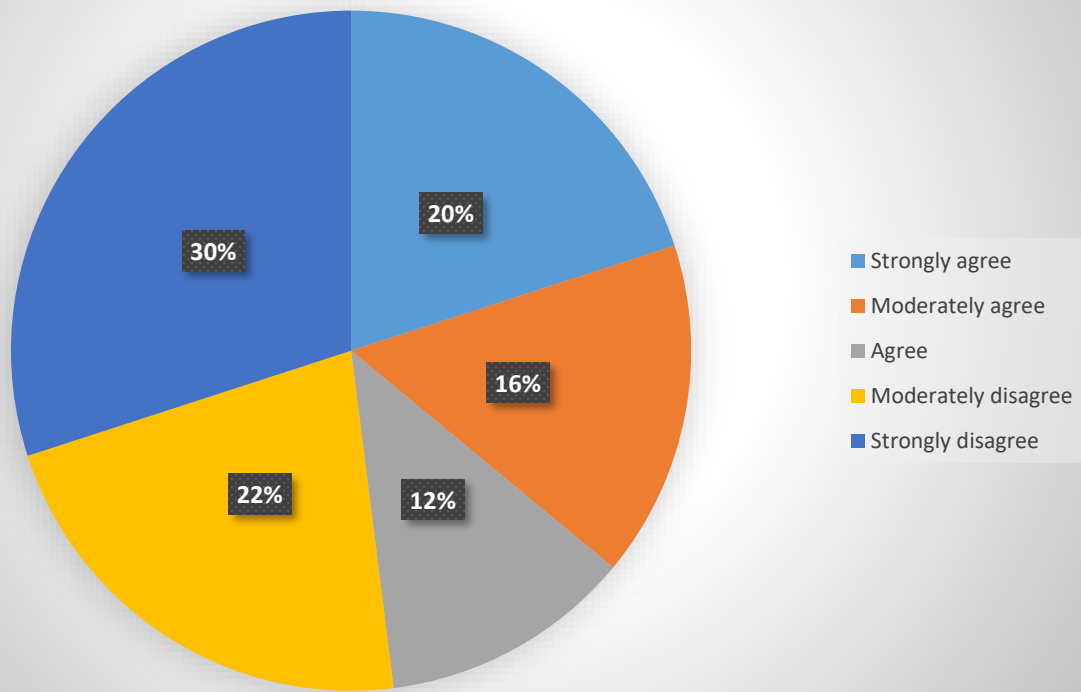
Most of the respondents, 44% to be exact have received up to 5 training and development programs during the last 5 years.

2. The outcome objectives of the training program are usually known to you before attending it.



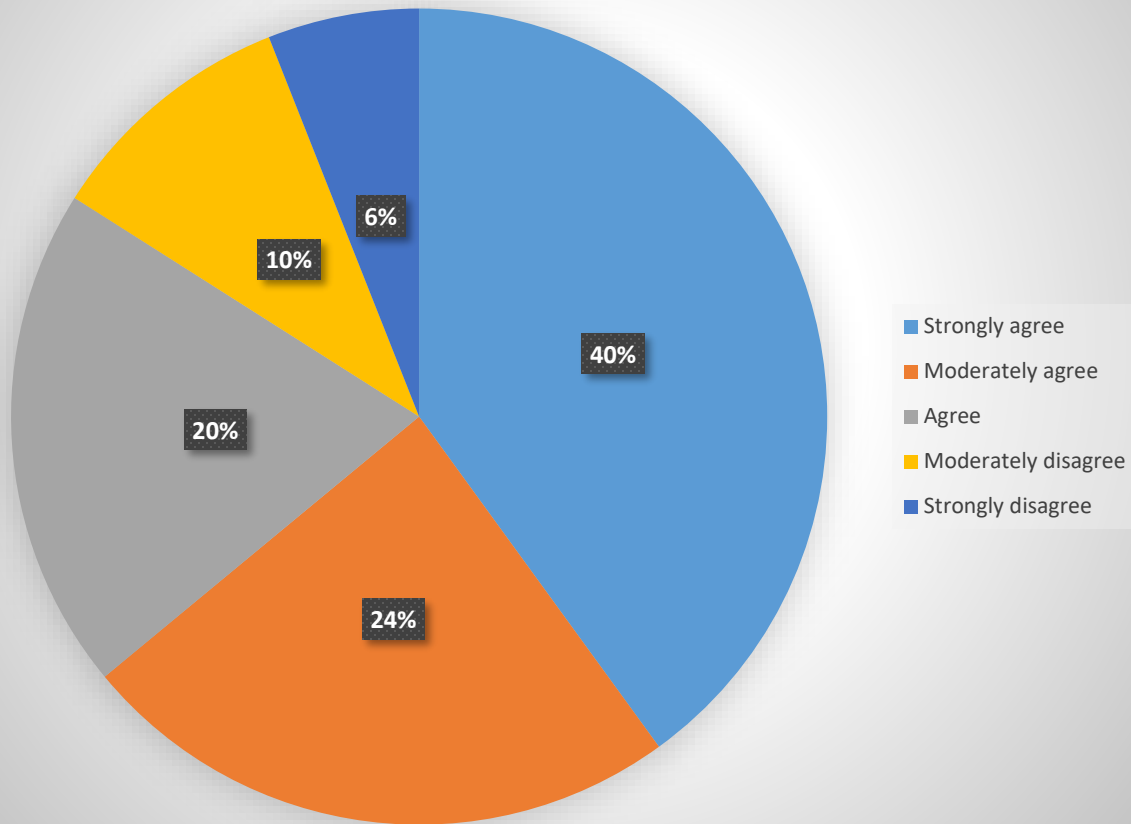
Most of the respondents, 52% to be exact expressed that they were aware of the outcome objectives before attending the training program.

3. The period of training sessions are adequate to learn.



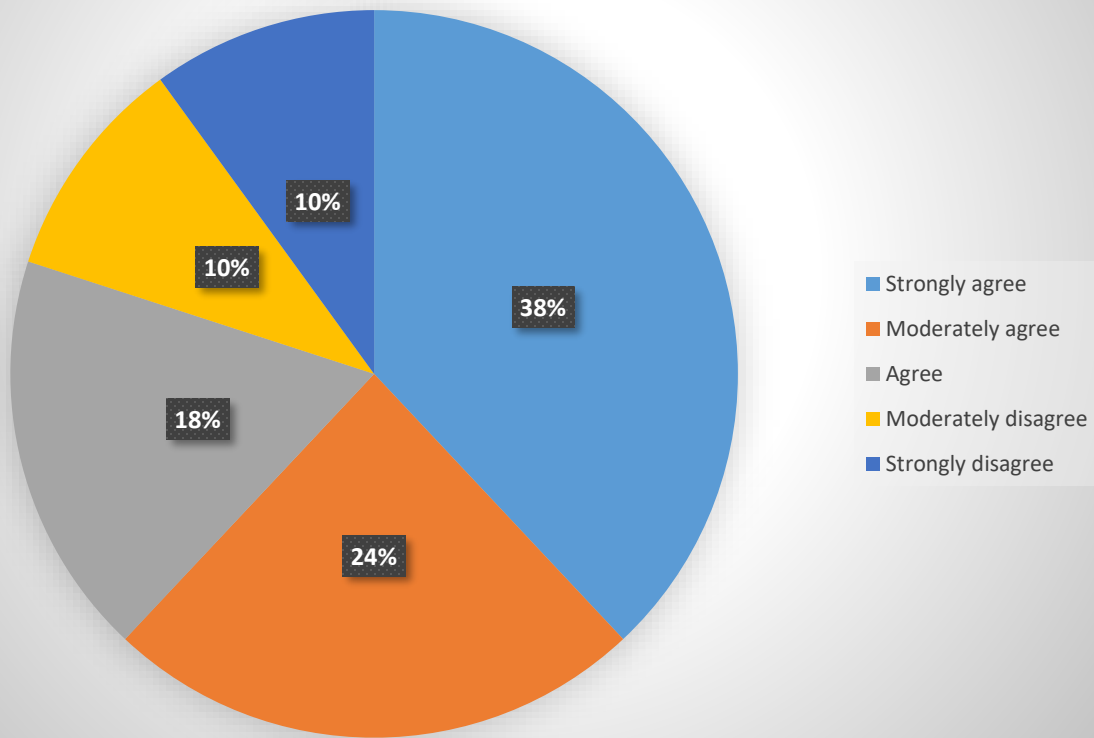
Most of the respondents, 30% to be exact do not think the period of the training sessions are adequate to learn.

4. The training programs are relevant to your training and development needs.



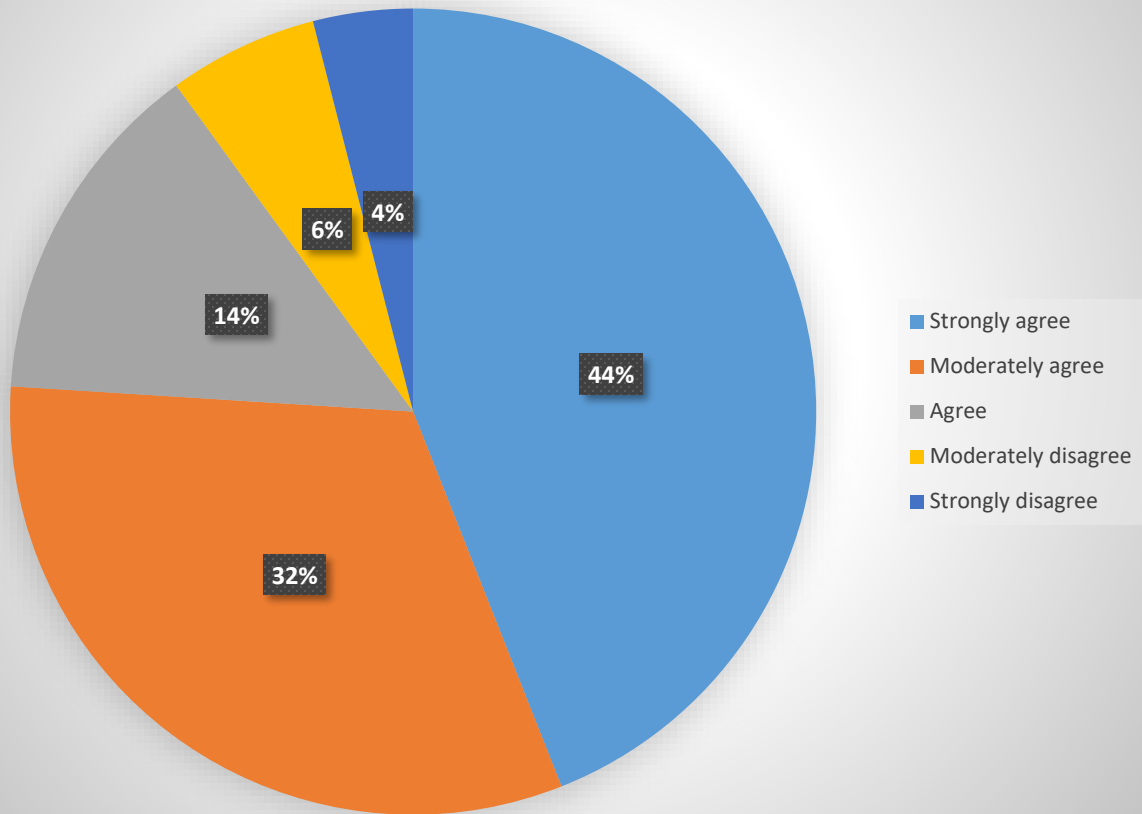
Most of the respondents, 40% to be exact strongly agrees to the statement that the training programs are relevant to their training and development needs.

5. The training methods used during the training are generally effective for understanding the subject



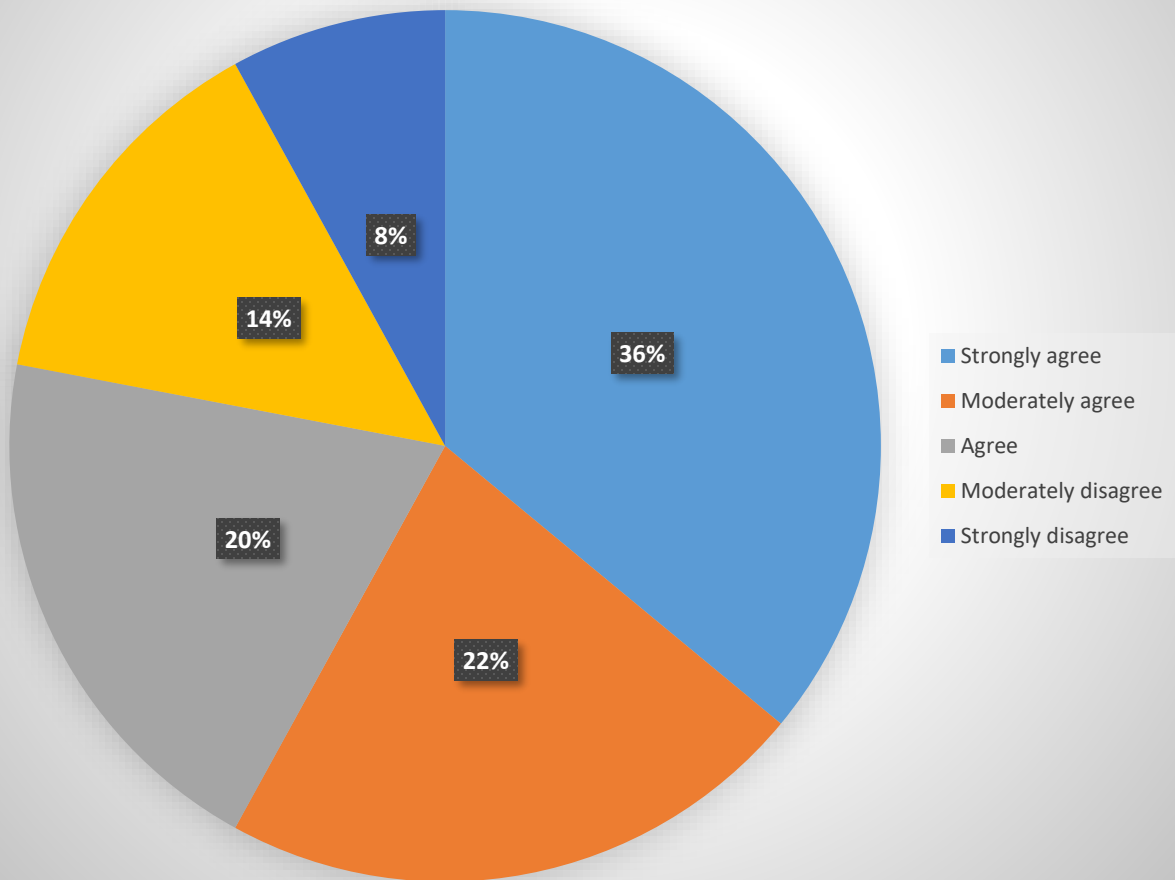
Most of the respondents, 38% to be exact strongly agrees that the training methods used during the training are generally effective for understanding the subject.

6. The training sessions are in general an exciting and a good learning experience.



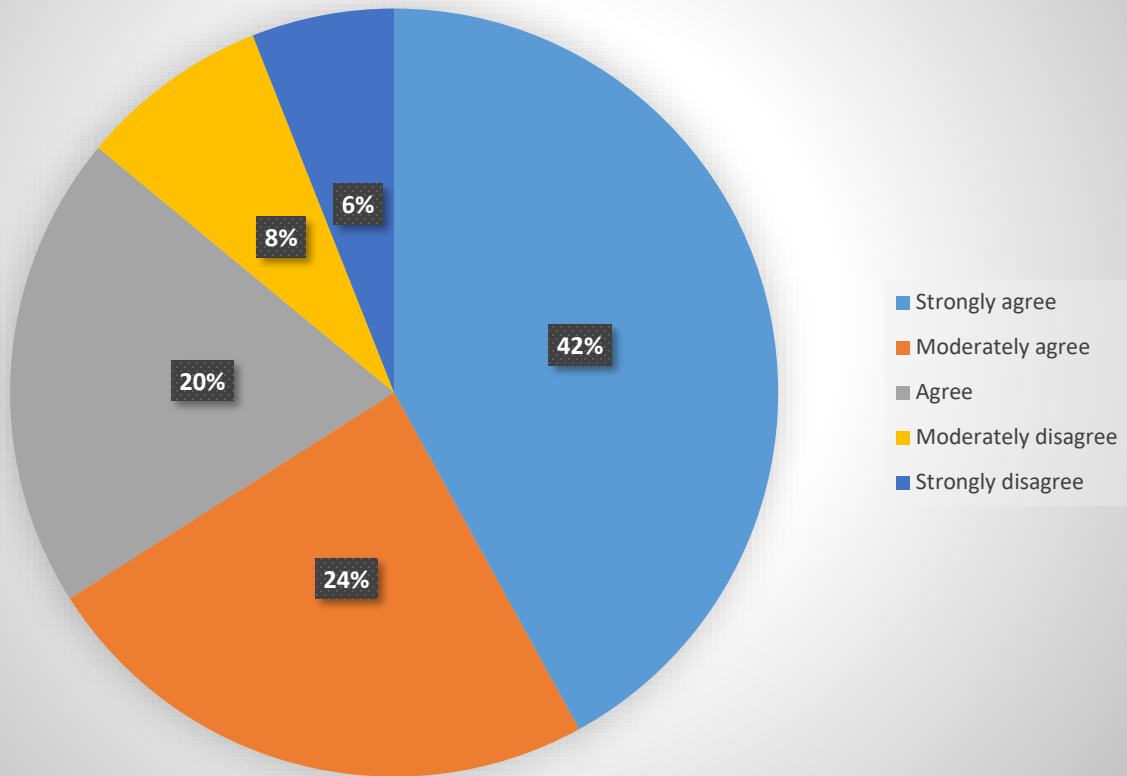
Most of the respondents, 44% to be exact, strongly agrees that the training sessions are in general an exciting and a good learning experience.

7. The training aids used are in most cases helpful in improving the overall effectiveness of the program.



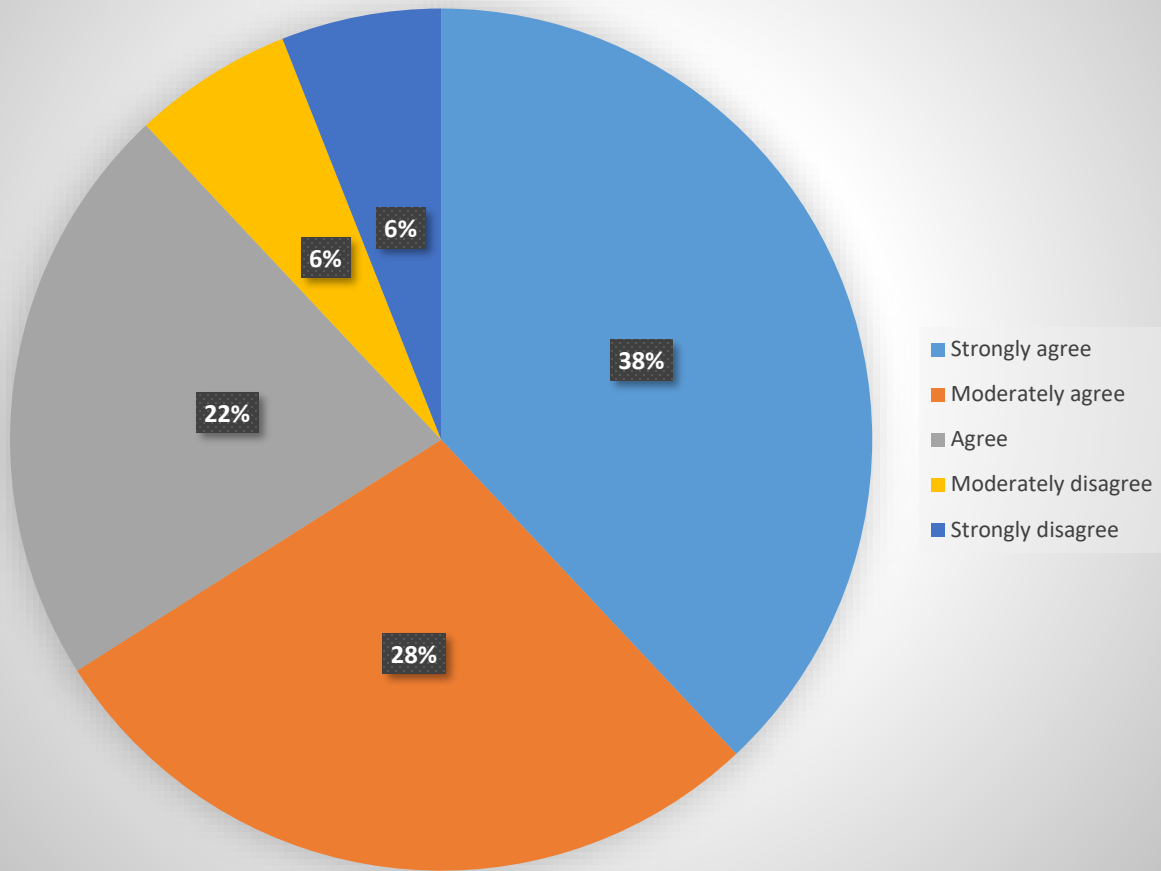
Most of the respondents, 36% to be exact strongly agrees that the training aids used are in most cases helpful in improving the overall effectiveness of the program.

8. The trainings usually result in higher job performance.



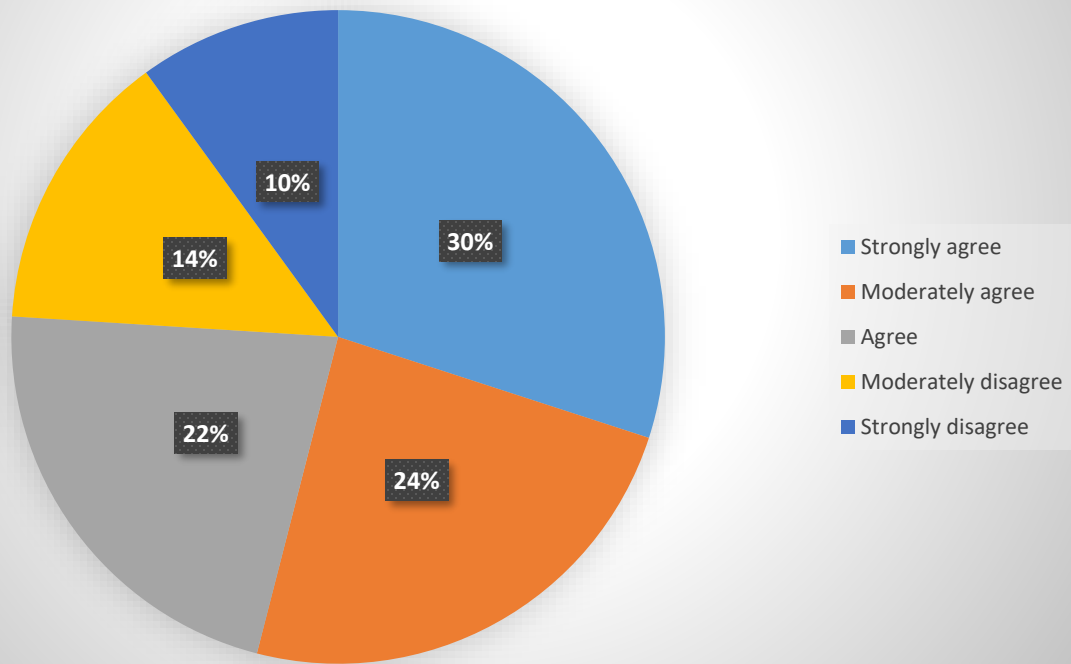
Most of the respondents, 42% to be exact strongly agrees that trainings usually result in higher job performance.

9. The number of training programs organized this year were sufficient.



Most of the respondents, 38% to be exact strongly agrees that the number of training programs organized this year were sufficient.

10. The trainers are most of the times friendly and helpful to make you understand all the contents.



Most of the respondents, 30% to be exact strongly agrees that the trainers are most of the times friendly and helpful to make them understand all the contents.

Recommendations

There are many areas where Beximco Limited (Textiles and Apparel Division) can improve. As an intern working there for a short period the followings are some areas where I would recommend a change:

- Beximco Limited (Textiles and Apparel Division) do not have a training complex or facility of its own. As a result, some training and development programs become difficult to arrange. The human resource department should work on it with conjunction with the higher authority.
- More resources should be made available to the HR department. The lack of resources may result in some training operations to fail.
- The HR department should hire more. Currently, they cannot take more recruits because of budget constraints. This should be taken to top management for consideration.
- Less autonomy should be given to the training and development department so that a central planning can be possible. This will help the HR administrator to better coordinate the training and development system currently in place.
- Some employees may not be interested to attend training programs. Right now, they are kind of forced to attend the training programs. Instead the Importance of the training programs must be explained clearly to the employees of the organization to motivate and encourage them for attending the training programs.
- Employees attending the training programs should be encouraged by giving some allowances or gifts. This will make them want to attend more programs in the future as well.
- A research section can be approved to find out better and less costly methods of training and development.
- The internship program can be changed radically by just appointing an internship coordinator who will be in charge of everything related to taking in interns.
- What is expected from an intern should be clearly defined.

Summary and conclusion

To summarize the report, it should be said that it was my pleasure and privilege to do my internship at Beximco Limited (Textiles and Apparel Division). I have learnt a lot regarding the profession of a human resource employee, only a part of which has been applied here in this report. Moreover, I have gained professional insight into the corporate world where I wish to make my career. Now, employee training and development is absolutely essential for a company who wants to survive let alone grow in today's highly competitive business environment. This report tries to confirm this notion in every single way possible. In addition, this report while based on Beximco Limited (Textiles and Apparel Division), can be viewed as a guideline for any textile company especially in the context of Bangladesh to survive and grow. Furthermore, another important insight from this report to take is not all training and development methods will be applicable to a diverse workforce. Companies in Bangladesh should follow Beximco Limited (Textiles and Apparel Division) in this regard since it tailors its training and development processes according to the need of different groups of employees and workers. To end, in today's constantly changing business world, nothing can remain as it is. Thus, Beximco Limited (Textiles and Apparel Division) should adhere to the recommendations provided in this report as they see fit in order to improve the knowledge, skills and attitudes of their workforce.

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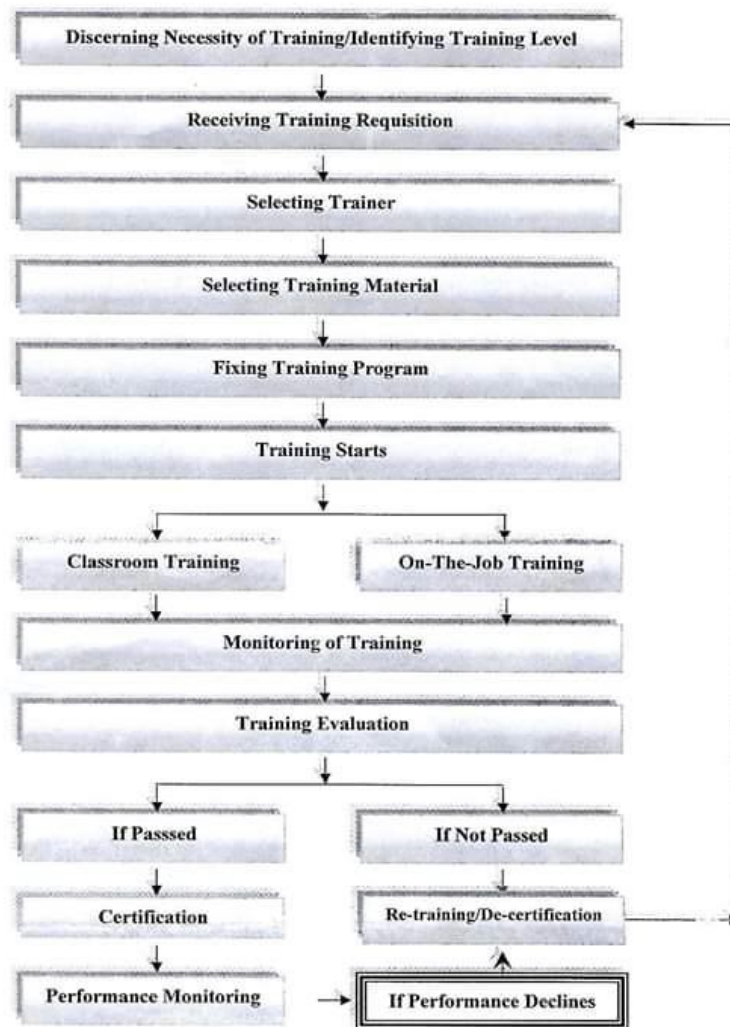
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Appendix

Different training related forms of Beximco Limited (Textiles and Apparel Division)

Process-Flow Of Training Activities





BATCH CODE

TRAINING REQUISITION FORM

TRAINING START DATE

TRAINER

Section A

Unit :

BTL

BDL

BKL

PTLM-1

PTML-2

Department :

Section :

Employee Code	Name of the Trainee	Designation	Shift	Required Certification Level	Previous Batch (If applicable)

Certification Type :

Full Certification

Conditional Certification

Training Type :

SK/AP/CR/AD

Specify :

Training Process :

One on One

Dual Training

Group Training

(Note : In case of Dual or Group Training, fill out Section B of this Form)

Name of Requester :

Department Head :

Signature

Date

Section B

Joint Evaluation and Approval :

Approved

Not Approved

Comments

for Training Department Use only :

	E1	A1		Training Coordinator :	
	E2	A2		Section Head, Training & Development :	



Emp. Code

Designation _____

Trainer _____

Area : _____

Type:	Group	Dual	One-on-One

Start Date : _____

[illegible]

Trainer's Signature

TRAINING EVALUATION FORM

Evaluation Type:	Regular	Irregular						
		1st		2nd		3rd		
Trainee :			Employee Code :					
Designation :								
Trainer :			Training Type :					
Department :			Section :					
Certification Level :	<input type="checkbox"/>	1	<input type="checkbox"/>	2	<input type="checkbox"/>	3	<input type="checkbox"/>	Others
Certification Type :	<input type="checkbox"/>	Full Certification			<input type="checkbox"/>	Conditional Certification		
Specify : _____								

Guidelines For Evaluation
<ul style="list-style-type: none"> * Asking the trainee to share the knowledge * Asking questions to evaluate skills * Understanding comfort level of the trainee * If necessary observing the task performance

Assessment Process

Assessment Area	Assessment Result	
General area	Sufficient	Not Sufficient
Literacy Level		
Area safety knowledge		
Factory overview and knowing key contacts		
Technical area	Yes	No
Specification Knowledge obtained		
Job observation was done		
Skill practice was done		
Performed jobs to get proficiency		
Others (Specify below)		

Comments : _____

Recommendation : ☐ Issue Certificate ☐ Need More Training

Signature and Date

Trainee		Trainer	
Department Head		Evaluation Coordinator	

For Training Section Use Only :	E2	A2	Date	
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