



Internship Report

On

“Training and Development of Jamuna Flour Mills Limited”

Submitted To

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Subject: Submission of Internship report on Training and Development of Jamuna Flour Mills Ltd.

Dear Sir,

It is an immense pleasure for me that I am submitting my Internship report on “Training and Development of Jamuna Flour Mills Ltd” to you as a part of my BBA program that I was assigned to prepare under your direct supervision. This report is an integrated part of my three months internship program in M/S Jamuna Flour four mills Ltd. I have invested my time, skills and hard work to make the report more informative and usual one and fulfill all the requirements of this course. It has given me the opportunity to learn about this specific sector in details and theoretical knowledge in practical field and, which will be helpful in my future professional life. I would like to thank you for giving me the opportunity to work on this topic.

I have tried my best to make it more meaningful but there may be some shortcomings. I would be highly grateful if you consider those excusable points and accept my report. If any part of the assignment means inappropriate and irrelevant with the subject, I am ready to explain anything to you if you feel necessary. Therefore, I pray and hope that you will appreciate my hard work and your kind advice will encourage me to do further research in future.

Thanks

Sincerely yours,

—————

Md. Mahmudul Hasan

ID: 11204068

Acknowledgement

It is my great pleasure to prepare this report based on this topic and the organization. Initially, I would like to express my gratitude to God. All praise to Allah, the almighty, and the merciful. Without his blessing and support this report would not have been accomplished and complete properly in time.

Then I would like to express my heartfelt gratitude to Mohammad Ariful Ghani, my Internship Supervisor for providing me this great opportunity to work on this Report concerning Training & Development of Jamuna Flour Mills Ltd. I am highly grateful for his proper guidance and suggestions about the topic and the organization that has helped me to prepare this report in time and properly as possible by me.

I would like to show my warm-hearted gratitude to my super visor Mr. Bahadur Ali Sarker and all the managers and labor workers of Jamuna four mills Ltd who has cooperate me very much to find out the information and data. I heartily thanks to the management team for giving me an opportunity to work as an Inter employee in this organization. Moreover, I am also thankful to them for providing necessary and valuable information about this organization and also for being kind to me. Without their help this Internship report would not have been easy to prepare.

Executive Summary

Well trained and experienced workers are very important for an organization to perform the activities properly. Without proper training and experienced workers production and services may hamper very much and for that, company may face irreplaceable damage. If the current employees meet the demand and requirements of trained and experience workers, training is not important but if it does not, training is very necessary to raise the skill levels for achieve the goal of the organization. Moreover, employees are the internal assets of an organization and training gives them the great opportunity to expand their knowledge and skills about the activities of that organization so that they can give their best performance to achieve company goals. In Jamuna Flour Mills Ltd training is viewed as an investment rather than an expense. Employees are the intellectual assets of an organization and training helps them to improve and adapt more with the organization.

This report is based on the Training and Development of Jamuna Flour Mills Ltd which is now a leading food (flour) manufacture industry in Bangladesh establish in 1995 in Sirajgonj Sadar town. At first they started their business by establishing oil mills. Now they have expanded their business in some other sub sector. This report consists of the overall HR practices, such as recruitment and selection, training and development, performance management, staffing etc. Though it was a very short period of time, I have tried to provide some recommendation, finding, SWOT analysis and some method of development with my limited knowledge of Strategic Human Resource Management and restriction of the organization. Jamuna Flour Mills Ltd mostly follows strategic HR practices.

At last, I want to mention that during my internship period it was my great experience to work with them and the wonderful working environment of this organization has really amazed me. I believe that this great experience of works will help me to build my future professional career.

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Chapter 01

The Organization

Introduction:

Flour mills industry has played a pioneering role in the development of food and beverage industrial sector of Bangladesh. After the liberation war of 1971, it took start established biggest flour mills in Bangladesh. For example City Group, Meghna Group, Iffad Group, Basundora Group, Sajib Group etc started established their flour mills unit. They have also made the flour as brand products among consumers. Now a day's Bangladeshi flour mills products are also exported in abroad and being satisfied by abroad consumers. Else there are more than 250 flour mills in whole Bangladesh. Though City group operates the country's biggest flour unit, in recent, City group has taken another project of Tk 250 core project of Shampa flour mills which will be the country's biggest ever flour mill. Bashundora Group has come up with Tk 2000 core investment in food sector to ensure quality products for consumers. The country annually consumes around 30 lakh tones of wheat when import meets half of the demand. By these examples it is proved that the demand of wheat products is increasing day by day.

Bangladesh, the southern Asian country has a population of approximately 16, 89, 57,745 people (estimate 2015) of total area 1, 48,460 sq.km (estimate 2015) which is thought a densely populated country. The economy of Bangladesh is significantly dependent on agriculture. Growing number of population and health concern among peoples has increased demand of wheat items which has a direct impact on public and private sector flour mills in Bangladesh. To fill up the demands of wheat products ,Jamuna flour mills ltd established on March 1995 at Sirajgonj Town, is today one of the largest flour mills in the North Bengal. Now it is not a challenge at all for Jamuna flour mills to maintain production and sell of 250 tones of products daily.

1.1 Historical Background of Jamuna Flour Mills Ltd

Jamuna flour mills ltd is a prominent name in the flour industrial arena of Bangladesh. This private Ltd Company has 30 years of experience in the edible oil (Mustard oil, sunflower oil, peanut oil etc) and Wheat products (Atta, Moyda, Suji, Vusi etc).They has started their business by oil mills. After that in 1995, they started business by establishing Jamuna flour mills. At present they have now three flour mills

unit on 40 acres of land. These mills are all in Sirajgonj Sodor. These are approximately 15 kilometer from Bongobondu Jamuna Bridge. So it has become very easy for them to connect with South Bengal and North Bengal customers. Now they have almost 100 skilled labors and 4 machine operators in three flour mills .They have sixteen Managers. There are two owners of these mills. It is a private Limited company. The mills have the credibility features which have been consolidated with sheer hard work and determination to deliver high quality products. These attributes have helped Jamuna flour mills in gaining an exceptional market attraction for the customers demand. Jamuna flour mills produce Whole wheat (Atta),Flour (Maida), Samolina(Suji), Chaffs(vusi) .The By-products which is wheat bran/pollar are being used for the animal feeds such as swine, poultry and fish feeds.

This company's flour mills unit has been operating in the market over 20 years now. Customers can buy Jamuna Flour Mills Ltd's products through the traditional way or by online. Jamuna Flour Mills Ltd has an official Facebook page (<http://web.facebook.com/jamunaflourmills/>) and there has an option for online shopping. Jamuna flour mills supply their products on whole Bangladesh. Their customers are ACI foods factory, Olympic Biscuit factory, local Bread and Biscuit factory, Restaurant, Cake factory, Bakery factory etc. They have Business relation with Meghna Group, ACI Group, Basundara Group, Bangladesh Khaddo Montraloy etc. Jamuna flour mills use the best wheat to produce their products. They collect wheat through LC from Canada, Australia, India, Brazil, Russia and local region of Bangladesh. Sometimes they take tender from Government to produce flour at a low cost for the local poor people distribution. They have 30 tracks to deliver the products to their dealer or distributor or agent.

Jamuna flour mills attain and maintain their reputation and quality business by:

1. Always trying to think from customers' point of view.
2. Strictly complying in order to consumers' guideline and requirements.
3. Always working with total quality and quantity management principles.
4. Never missing the delivery schedules.
5. Giving advantage to dealers of the latest technologies.
6. Has made the production system by automatic machine.
7. Uncompromising business integrity and good attitude.

1.2 Background of this Report:

It was my great enjoyment that during the time of preparing this report, I got cooperation to discuss each and every aspect of the HR related activities of the company which includes some off the record data of the employees and some other major facts. From my sight I have tried my level best to make it understandable for anyone to get a good knowledge and understanding about Jamuna flour mills Ltd's training and development division. From the last three months of the Jamuna flour mills Ltd's operations, I have tried my level best to include all in a specific form in this report. I have tried to collect all the necessary and relevant data from various primary (managers, clients, labors, raw products suppliers etc) and secondary sources (Website, Newspaper etc). I have tried my level best to put more concern on the training and development part and its operation process since it was the topic of my internship program. After three months long hard labor, it has become achievable for me to the make the report comprehensive and realistic. I would like to present my thankfulness to everyone who has helped and has given confidence me in the process of preparing this report.

1.3 Code of Conduct of Jamuna flour mills Ltd:

Jamuna flour mills Ltd always try to maintain some core values or guiding principles for all employees and labor workers. Among them- all employees and labors must have to follow the proper time schedule, acceptable behavior and cooperative to each other and with customers, always keep in deep observation to maintain the quality of products, keep the factory and office environment always neat and clean etc. If any violation of such acts or omissions occurs, it will be consider as misconducts and disciplinary actions.

1.4 Salary structure of employees and transaction system with customers:

Managers and machine operators of Jamuna flour mills are paid within the next month 1-10th days. Labor workers are paid after every week and after a month they got a specific amount of money. How many sacks of wheat or wheat products they had carried from the Track or to the track in a week by measuring those every week they are paid. Jamuna flour mills also have 30 Track. Truck drivers are paid after the months and for every trip they paid a specific amount of money. If a dealer order minimum sixteen tones of products from our mills, they give the dealer free delivery to his destination. Customers can pay in cash or by Bank transaction. They have a certain standards of conduct for the guidance of all employees.

1.5 Corporate social responsibilities (CSR) of Jamuna flour mills Ltd:

Corporate social responsibility (CSR) is now a famous term for a standard business practices in our county and the whole world. It is also the responsibility for a company to take care who are beside the industry or who are related with it. Jamuna flour mills Ltd also do some CSR activity. According to Jamuna flour mills ltd, a real business quality cannot be achieved without helping people and taking responsibility for their betterment.

Bellow these are some responsibility that Jamuna flour mills do:

Caring for environment:

Flour mills need a huge amount of water for washing wheat. After washing wheat a huge amount of dust is created. Jamuna flour mills ltd use advance technology to reduce the waste of water and make the dust as fish feeds. To reduce the high noise of flour mills, it has established sound capture machine. They have waste treatment facilities(ETP) to overthrow the waste quality at environmentally tolerable level before discharging.

Social and ethical behavior:

They are very helpful for the under privileged people to improve their living standard. Workers safety and health issues and working schedule are strictly maintained here. Every year for workers entertainment, they arrange picnic for them.

Sarkar Bari Residential Madrasa:

They operate and maintain this Madrasa. It has established on 2011. Here poor students read and live free of cost .It is in a village Roynapara at Belkuchi Upozilla in Sirajgonj District.

1.6 Product/Service offering:

Jamuna Flour mills Ltd always try to provide top quality products to its wholesaler, retailers and customers with extra value added service within a reasonable price. It produces quality Atta, Moyda, Suji (semolina) and Vusi. It has a very good reputation to provide quality products for its customers for more than two decades. They have a free products delivery service by their own transports for wholesaler who orders minimum 16 tones products.

1.7 Quality policy of Jamuna Flour Mills Ltd:

Jamuna flour mills have a long term business plan to acquire customer satisfaction. Our customers always demand fresh Atta, Moyda, Suji and Vusi. They do not want a product which is manufactured 7 days ago. We always try our best to give them products which are made today. We always try to deliver the products by on time through our tracks or hired from others. We collect the raw products wheat by maintaining high quality. When products produce, we give some sample for test in laboratory. After passed from all requirements of quality, we supply the products to our customers. We have got approval from BSTI, Bangladesh food ministry etc. By gain customers satisfaction we want to go a long way and for that we always try to serve our best service for our customers than our competitors. We take customers complaints or suggestions as our way to improve the quality.

1.8 Operational Network of HR Department:

A well organized operational structure, job positions and defined role for every employee have helped the Jamuna flour mills Ltd to expand its business rapidly. Analytical review, deep monitorial and approval by the managing Directors or the Management committee in every stage has made this company successful in this very competitive business.

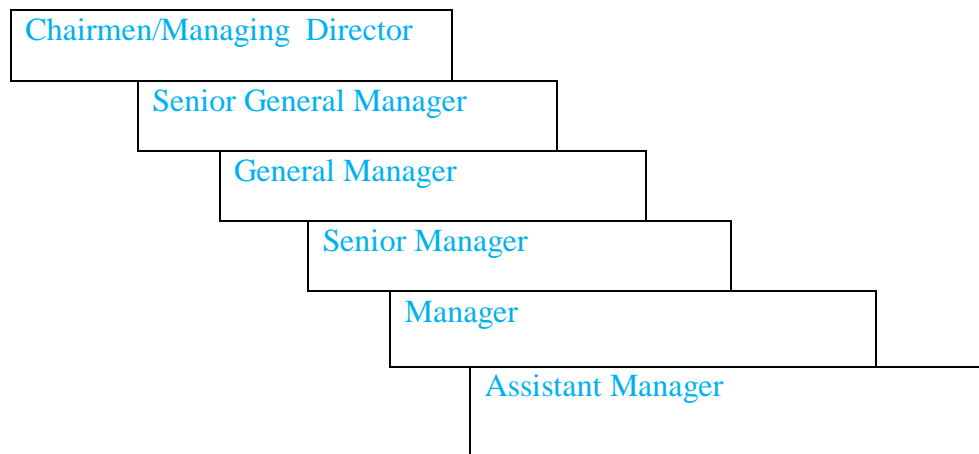
The procedures that Jamuna flour mills Ltd follow for their operational network are:

1. All key positions and number of labors for regular or irregular is re-evaluated on regular intervals.
2. Job description and compensation structure is prepared by the head of the management team before a new position is approved.
3. Management team always monitors the managers' relationship with Wholesaler, Retailers and consumers separately. First we sell products directly to consumers' .Secondly, we sell our products though retailers and retailers sell them to consumers. Thirdly, we sell products to wholesaler and wholesaler sells to retailers and then retailers sell them to consumers and by this way our products goes all over Bangladesh.
4. Production cost is always try to control in a reduce form so that the price of products could be less and consumers can get the quality products in an affordable price.
5. Marketing team is also observed by HR department very carefully because it plays a very important role in having a very good relationship with our consumers.

1.9 Organizational structure of Jamuna flour mills Ltd:

A well organized organizational structure of Jamuna flour mills ltd helps the organization to ensure the different department and functional organizations activity successfully. HR department is responsible for monitoring these and when necessary for updating and issuing organizational charts they do it perfectly.

General Hierarchy of employees



1.1 Organizational chart of Employees positions.

Mission:

Our mission is to produce high quality and fresh products at a reasonable price by practicing advanced technology in production process and to attain superior customer satisfaction by maintaining excellence.

Vision:

Our vision is to become leader in this sector and recognized by our customers as one of the best producer of flours and animal feeds. We have planned to develop business by way of product innovation.

Values:

Our cores values are built on superior customer satisfaction .We try hard to achieve it every day by maintaining:

- **Product innovation:** Based on customers demand and demand of time, Jamuna Flour Mills always try to introduce innovative products for customers. For example-For people with diabetic, they have introduced high quality Whole wheat flour and always in research to produce high quality products.
- **Latest technology:** They always try to use latest technology and automatic machine for production and to serve their customers.
- **On time delivery:** They always try to maintain strictly on time delivery schedule. What they say about delivery time and quality, they strictly try to maintain it. Within 24 hours on whole Bangladesh they try to deliver their wholesale products to dealers.
- **Use superior seeds (Wheat):** They use the best quality wheat seeds to produce high quality products. For production they use local Bangladeshi wheat seeds and from abroad (Canada, Australia, German, India, Afghanistan, Chin etc).
- **Understand customers' needs, response and complaints:** They thought from the customer's perspective to understand the customer's needs and demands. They take customers complaints and response as a feedback for the betterment of our company.
- **Customer loyalty:** They give importance to all their customers and all customers are valuable to them. They are loyal to their customers.
- **Customer retention:** They are very concern about the retention of customers and new added customers. For the best quality products and cooperative services that make them return to us.
- **Think of clients as more than just clients:** They think their clients are assets for them and they try to keep their valuable faith upon them.
- **Reward our clients:** They give more priority to their loyal customers. As most of their business relation with clients is B2B (business to business), so here their loyal customers are gotten more prefer and privilege. Else their other customers are rewarded based on their business relation with our company.

- **Open minded and transparency:** They are always open minded to answer their client's business related questions and very transparent about the transactions, market condition, quality of products etc.
- **Proper communication:** They always try to maintain proper communication with their dealers or agents and consumers. By proper communication, customers are being up to date about our products and prize of our products.
- **Low cost provided strategy:** Jamuna Flour Mills Ltd always tries to provide high quality products at an affordable price for all their customers. By using high technology and reduce other costs, they want to provide their customers quality products at low price.
- **A bigger market share though dealer based network:** All over Bangladesh they have a bigger market share though dealer based network. So they have a good marketing network and their products are popular all over Bangladesh. A large amount of wheat products demand is filled up by Jamuna Flour Mills Ltd everyday.
- **Integrity in all their dealing:** They are very cooperative and give importance in all their dealings. They are not only conscious about their big deal but also conscious about small deals.

CHAPTER-02

JOB DESCRIPTION

2.1 Job description:

To fulfill my requirement of my Degree of Bachelor of Business Administration (BBA), I joined Jamuna Flour Mills Ltd as an intern in three months internship program and I had successfully completed the job under Human Resource Division from September 18, 2016 to November 18, 2016. As I have worked there as intern so my job was to support the executive of that organization and my office hours were from 9:00 AM to 6:00 PM. As being entirely new to practical to me, every hour used up in the HRD gave me some amount of experience all the time all of which cannot be explained in words and I deeply believe that this will be all useful for my future career.

2.2 Specific tasks, responsibilities and duties of the job:

I had to do some specific tasks, responsibility and duties during my internship period which was related with my job. The responsibilities and duties I had to do these are following-

CV Sorting:

When a managerial position is created or blank, we often posted in some online job sites as like bdjobs, chakri.com, everjobs.com and on some newspapers. And for labor or workers post who will work in the factory, we often do miking and poster locally. After that I collect all the CV from those online job sites and sorted the CV in terms of relevant work experience, educational qualification, age, location and expected salary.

Interview calling:

After sorting CV, I prepared the applicant's time schedule for their interview and include here their name, mobile number, education qualification and signature. Then I called and texted them up and let them know the interview time schedule of theirs and location of our office.

Conduct Interview:

What I actually do here is to arrange the interview session and also prepare the judgment sheet and provide them to the selected assessors. Occasionally I sat next to the reception and call the candidate by name. Else sometimes I also play the role of assessor and ask assorted questions to the applicants.

Collect the assessment sheet and select the appropriate candidates:

After the end of interview session, I collect the assessors' sheets and submit it to the Head of HR. Sometimes I also do take part to the ultimate selection of the applicants.

Photocopy and scanning:

I had to keep the important documents in the right place and whenever it need to photocopy and scanning I did it.

Induction:

Here I made job confirmation letter for new comer and introduce him or her to the different departments and let him or her introduce to our organization. Other than that I gave a brief introduce about his or her job description and job specification.

Labor or workers management:

I had to observe and countdown workers attendance, total working hour and working capacity of every workers. If some workers need training or working condition need to improve I had to inform to HR department.

2.3 Organization wide:

Transferred different kind of paper to various departments:

Various type of paper I had to transfer from HR department to other department. As like, salary file is received from HR department and then I had to give it to account department. Else, if any employee or labor wanted to leave the job, it has to be approved by HR department and account department and then I also transferred those papers to them.

Performance Appraisal:

As Jamuna Flour Mills Ltd is a manufacture industry and is related with a targeted production everyday so here in every step performance appraisal for employees are very important. Performance appraisal is reviewed each week by assistant manager of our HR department by measuring some standard. Now the process of measurement of performance appraisal is manual but in near future we have planned to make it digital by installing software. Sometimes I help him to do the task easily.

I have also worked in payroll section of the HR department. Monthly salary of employees and weekly salary of labors and drivers are made and develop here.

Prepared the Mobile bill and transport cost:

Jamuna flour Mills Ltd has also a monthly allocate budget for their employees for mobile bill and transport cost. I have made them organize by including in an excel sheet and submit this in compensation department.

Biometric entry:

By the direction of my supervisor Bahadur Ali Sarker, I have collected of biometric of new employees and their CV and others commitment to our organization.

Checked written Script:

By the direction and sample answer from my supervisor, sometimes I check the answer script of applicants and make them scoring in terms of percentage.

Data Analysis:

1. When it comes to participating in Jamuna flour mills Ltd training program what are some of the barriers employees face?

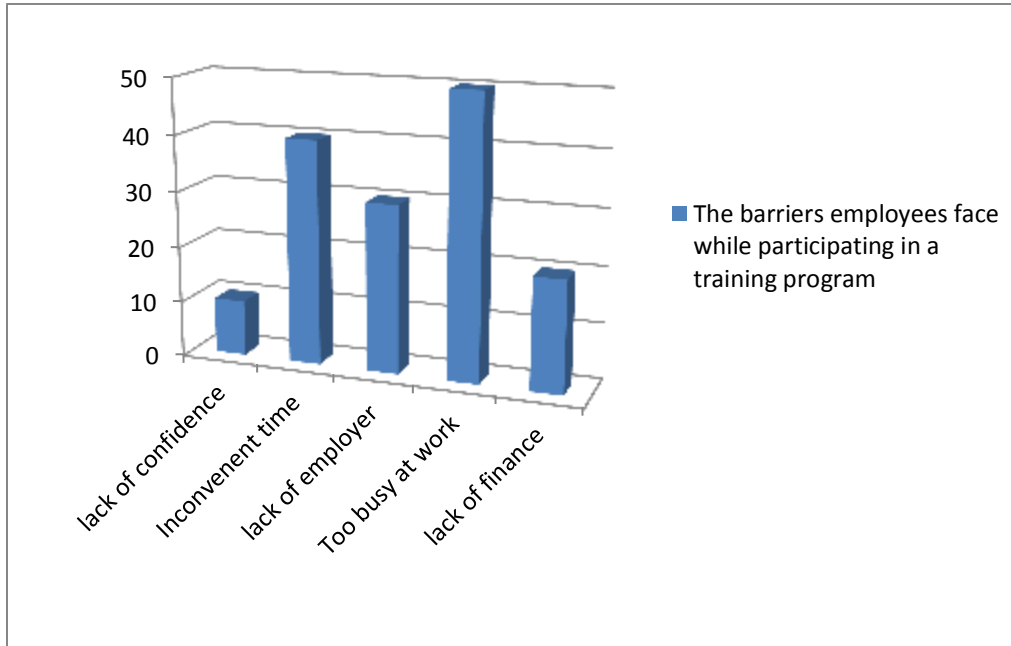


Exhibit 2.1: The barriers employees face while participating in a training program.

Explanation:

According to this chart we can understand that 10% of the employees having lack of confidence, 40% employees having inconvenient time, 30% of lack of employer and 50% employees are too busy in their work and 20% lack of organizational while participating in training program.

Observation:

As Jamuna flour mills Ltd is not a big much organization and they has a less amount of employees, so all the managers and workers had to too busy at their work. Lack of employees and inconvenient time had made them too busy at their work. In these circumstances most of the employees here face difficulties to participate in training program.

2. What are the different training methods Jamuna Flour Mills Ltd follows for their managers, labors and drivers?

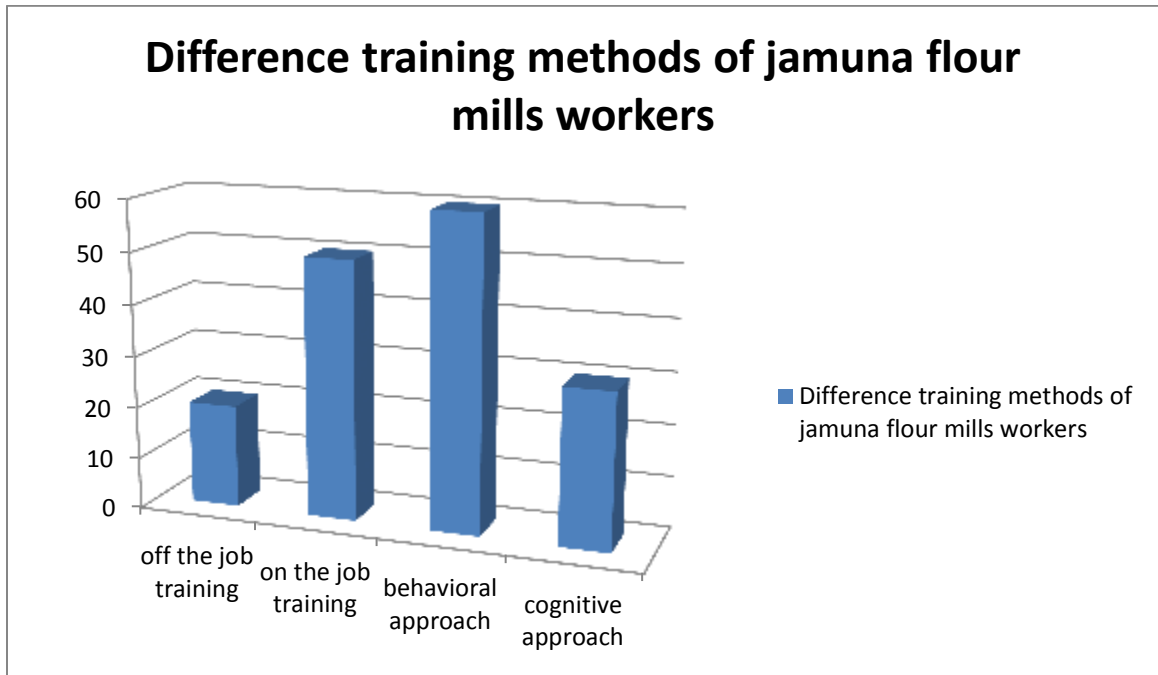


Exhibit 2.2: Difference training methods of Jamuna Flour Mills workers

Explanation:

Depending on this chart we can come to know that Jamuna Flour Mills Ltd follow 20% of the job training, 50% on the job training, 60% behavioral approach and 30% cognitive approach for the employees.

Observation:

As Jamuna Flour Mills Ltd is a food manufacture industry so here they follow mostly on the job training and behavioral approach for their employees.

3. If Jamuna Flour Mills Ltd may choose the top four priority topics for employee training and development this year, what would they be?



Exhibit 2.3: Top four priorities for employees training and development.

Explanation:

According to this chart we can draw the conclusion that Jamuna Flour Mills Ltd maintains 90% time management, 80% morality, 60% leadership and 30% negotiation skill for the employee training and development this year.

Observation:

As it is a food manufacturing industry, so here time management and morality is the most important part for them.

3. What kind of development Jamuna Flour Mills Ltd can address to improve time management, technical skills and business skills for their employees?

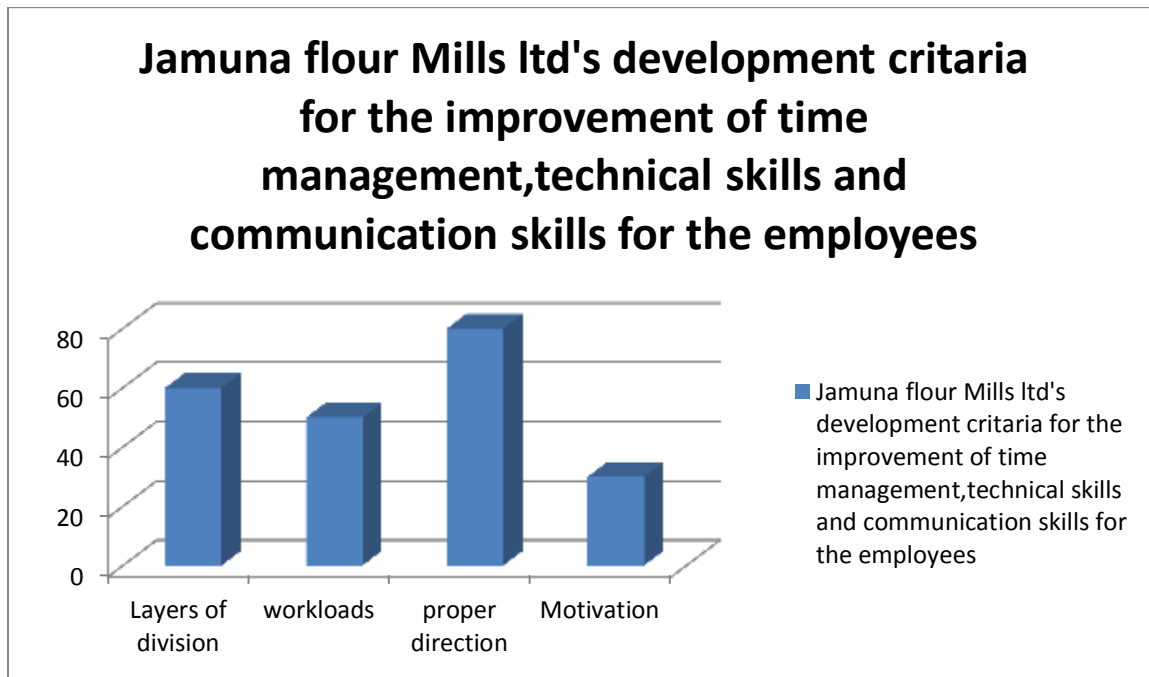


Exhibit 2.4: Jamuna Flour Mills Ltd’s development criteria for the improvement of time management, technical skills and communication skills for the employees.

Explanation:

According to the chart above we can say that Jamuna flour mills Ltd should focus 80% on proper direction, 60% on layers of division, 50% on workloads and 30% on motivation for the improvement of time management, technical skills and communication skills for the employees.

Observation:

Jamuna Flour Mills Ltd should focus more on proper direction and inefficiency of employees.

Chapter 03

Project

3.1 Summary of the project:

This report is prepared by me from internship program as a mandatory requirement of the Bachelor of Business Administration (BBA) under BRAC Business School (BBS) of BRAC University. This report is entitled “Training and development of Jamuna flour mills Ltd”. Here I have tried my label best to collect the information of development and training process of Jamuna Flour Mills Ltd and tried to evaluate them with my theoretical knowledge. Here I have also tried to include the importance of training and development for an organization in terms of business imperatives. By taking the permission from my institutional supervisor MUHAMMAD ARIFUL GHANI, I have chosen this topic for my Internship report. Though it was really very tough for me to make the report complete in this short period, MUHAMMAD ARIFUL GHANI sir has helped me much to make it conclude.

3.2 Objective of the report:

The major objective of this report is to go in depth analysis of Jamuna Flour Mills Ltd’s training and development process so that we can observe the possibility of success and failure of it.

The objectives of the report are as follows:

Broad Objective:

- Strategic human resource practice of a particular organization.
- Distinguish between SHRM and HRM practice.
- Implement my academic knowledge with the real corporate business.
- Evaluate the overall training and development practice of Jamuna Flour mills Ltd.
- Partial fulfillment of my BBA degree.
- To enhance my adaptive quality and knowledge expertise from a real corporate exposure.

Specific Objectives:

- To know the different training methods of Jamuna Flour Mills Ltd
- To have a clear knowledge about its' HRM and SHRM practice.
- To find out the possibilities and challenges that may be resolved with training and development.
- To have the practical knowledge from HR and others departments.
- To know the evaluation process and implementation of training and development of it.
- To know the improvement of training program.
- To know the design of the training program and also learn how to conduct the training program.

3.3 RESEARCH DESIGN AND METHODOLOGY

The method conducted in this research has utilized both primary and secondary data. It is mainly based on descriptive research of HR department of Jamuna Flour Mills Ltd. I have gathered that information through multiple interviews of workers and managers, surveys and questionnaire, careful analysis and observation in order to provide more in depth statistics. The Jamuna flour mills main office is in Soyadhangora, sirajgonj town where I have worked. Not only HR department but also other departments have provided me data and workers information regarding its business and factory for my research purpose.

I have been followed two main ways while used to prepare this report. The details of the sources are highlighted bellow

Primary source:

I have collected my primary data for this research though directly gathered from questionnaire by interviewing or survey from my colleagues, managers, workers, managing director, raw products suppliers, other competitors' employees, etc. I have also gather information by observing various organizational structure and procedure of it.

Secondary source

Secondary sources that I have mainly used for my research can be defined as follows:

- Deferent reports of Jamuna Flour Mills Ltd based on training and development.
- Websites and face book page of it and others.
- Different articles about Flour Mills of our country and abroad.
- The daily newspapers
- Books and documents about training and development.

3.4 Limitations:

One of the major limitations was lack of HR practice in this sector that has made me a bit difficult to get all the necessary information. In this short period, it was very difficult for me to be adopted and experienced practical experience about this organization and gathering necessary rich based information for my internship report. To add more, there has some company policy that some confidential matters might not disclose, so we had to work with the limited information. Never the less, I have tried my level best to make my research more accurate, reliable and avoid mistakes.

Chapter -04

Findings and Analysis

SWOT Analysis:

SWOT analysis is a strategic planning tool that observes the strength, weakness, opportunities and threats concerning an organization. Jamuna Flour Mills Ltd's HR department follows it to evaluate performance and set future it's goals. They also use it for taking any development action that helps the HR department to establish HR strategy to reach the organization's mission.

Strength:

- Since 1995 Jamuna Flour Mills Ltd is providing high quality flours to their customers and for that reason today it has become one of the top flour mills in our country.
- Other notable things that they strictly maintain the delivery schedule. And for that Jamuna flour mills is a reliable brand name to the leading food manufacturing company as like ACI foods Ltd, Olympic biscuit factory, Fueng Foods Ltd, Hisam agro Foods ltd, ACI agro Foods and to our big dealer or agents.
- Strong financial position and considerate amount of market share of Jamuna flour mills Ltd has given the advantage to expand its business and market share.

Weakness:

- Jamuna Flour mills Ltd has a lack of authorized dealers and agents in our country. They need to increase dealership rapidly.
- Need to improve corporate relationship more and corporate culture.
- Need to use mass media more to convey the product news to their customers.
- Though they have a Facebook page, they need a website so that customers can know details and connect with them easily.
- They need to improve employees' salary structure.

Opportunities:

- The demand of flours and other subproducts are increasing day by day for different purposes in our country. So this sector has a great chance to be expandable and profitable.
- They can reduce the production cost and maintain high quality of their products by using more updated technology.
- Jamuna flour mill's does not have packaged products now. They sell the products in sack by 37 KG, 50 KG or 74 Kg. They should continue packaged it in 1 KG, 2 KG or 5 KG again because end label consumers know it by small packaged products. It's a very big sector and it is also very profitable
- They produce a wide choice of product and offer their customers a competitive product rate. This increases the probability to get new clients.

Threats:

- Big companies are entering into this industry every year and they are being well known rapidly. They are financially very strong and they have latest and high quality machine. They do their business in a very well organized way.
- Increase price of electricity, water, raw products, labor cost etc.
- Lack of skill employees and increase of management cost
- Aggressive competitions decrease the possibility to earn good profit.
- Political unrest, economic downturn and less support from government affect jamuna flour mills badly to continue its business activities properly.

Strategic Management:

Strategic Management of Jamuna Flour Mills Ltd helps it to achieve its 3-5 years of future success. It also helps to achieve its corporate objective. To ensure the organizational success of Jamuna flour mills, it establishes an appropriate and optimal fit for the organization. It has been possible to attain reliability and customer satisfaction more than two decades for implementing strategic management correctly.

Corporate Strategy:

Organization Growth:

Jamuna Flour Mills Ltd is now a leading food manufacture industry in Bangladesh. They have also four segments as like mustard oil mill, Samai mill, scaling machine to measure total transport weight and power loom factory. Day by day they are trying to expand their business. Now they have a large distribution network. They are now trying to develop new products and services in existing market.

Unit forecasting Strategy:

Our whole sale dealers do not want the products which have produced almost seven days ago. So they first take orders from whole sale dealer and then deliver the products after immediately produced. And for that we have to maintain some strategy so that the entire raw products also have availability for everyday.

Differentiation:

We do not compromise with quality though we have different grade of products. Customers can easily differentiate our products and service compare to others because of our best quality and service.

Best practice or best fit strategy:

Best practice strategy is a policy to improve bottom line activity, reduce turn over and absenteeism and brings the best from the employees.

Best fit model is recognized for the HR practices according to organizational structure and business cycle.

Best practice is universally acceptable for a high performance of HR practice than best fit. Jamuna Flour Mills Ltd tries to follow best practice strategy by the following way:

- A) Ensure employment security: Employment security and guarantee reduce the turnover rate of employee's and made him or her more responsible about their tasks. Our organization guarantee employment security and for that here the turnover rate is very slow.
- B) Selective hiring: For selective hiring our industry get the best employees.
- C) Employee training: As a development of our employees, HR department arrange employee training.
- D) Team working and employee participation: For the development of our industry, HR department always encourage employee participation and team working.

Human resource Planning:

As like other organization, Human resource planning is also an important part of Jamuna Flour Mills Ltd. It helps jamuna Flour Mills to forecast the man power requirement, provide the manpower for the different department of the company, workers claim etc.

Strategies for employee shortage:

Jamuna Flour Mills Ltd does not prefer to hire temporary employees and workers. When they get a big proposal from their buyer or dealer, they offer their employees and workers to do overtime to fulfill the desired target. They also use to job rotation in their different departments.

Aggregate planning:

Aggregate planning is a process where employees work as customer's representative. Unit forecasting and skills inventory system are the important part of aggregate planning. Education, qualification, age, ability skills of existing employees and production capacity are provide to the customers for acquiring reliability in aggregate planning system.

Succession planning:

Succession planning is used for the top level position in Jamuna Flour Mills Ltd. For the position they evaluate their employees by observing employees work and their performance card which is kept in the skill inventory for so long.

Staffing:

Conducting a proper staffing system with complying business strategy is very necessary because it helps an organization to continue its business smoothly and successfully. By taking interview of head of HR department, we got to know that Jamuna Flour Mills Ltd always prefer to focus on permanent employees because they do not rely more on temporary employees.

Temporary VS Permanent employees:

Permanent employees are more skill able and responsible for the company. Temporary employees may go any time and may disclose the secret policy. For the employees on the job training and off the job training, company has to cost a huge amount of money and time. If the employees leave the organization, it will be wastage of money and time. Jamuna flour mills believe in quality and for that they need skilled employees. Permanent employees become more skill able day by day and by this way they want to maintain the standard quality of our products and service.

Recruitment of employees:

Jamuna flour mills Ltd does recruitment and selection employees annually or semiannually if they have vacancy or job post create. They may recruit employees both from internal and external sources. They always encourage existing employees to apply for the desired post. Job description and specification is clearly mentioned in the vacancy advertisement.

Selection of employees:

All the CVs of the interested applicants are sorted. After proper screened by the line manager and match with our requirements, then chosen CV candidates are called for an interview session by the senior level management and supervisor. After proper interview and written test, job is offered to the most capable candidate and some time is provided for the candidate to accept the job offer.

Training and development:

Training and organizational development is a very necessary part for any organization. Effective training is the process of development for an organization. Training is an educational process to learn new information, relearns, and reinforces existing knowledge and skills. Effective training helps them to improve their effectiveness at work.

Development is a process by which an organization can achieve their desire success and sustainability for long term. And for these Jamuna Flour Mills Ltd is very concern about employees training and organizational development.

Level of needs assessment:

Whether the employees need the training or not it can be determined by need assessment. Need assessment has three steps. These are the bellow-

- Organizational analysis
- Task analysis
- Individual analysis

There are different kinds of organizations in whole world. One organizational structure is different from another in the perspective of performance, management, culture, motives etc .Jamuna Flour mills ltd practice the best suitable and preferable training methods for the workers.

In organizational level, an organization prefers training which will most suitable and profitable from the perspective of that organization to attain organizational ultimate motives and goals. For example, attain maximize production by reducing the number of inputs (cost reduction).

In task level, an organization prefers training which skills are demanded by the workers for performing the particular jobs. The demand of task level training is created when workers make mistakes again and again.

In individual level, training is preferred for individual because what is good to someone may not be preferable to another. Workers are divided into some category needs and then provide them

training. Though this training method is costly and time consuming, the outcome is large enough compared to the average cost.

Process of training evaluation:

Jamuna Flour Mills Ltd's HR department provides training based on employees individual potential, individual learning styles etc. Workers performances are recorded here which give a clear idea who needs training to improve or who are performing the best.

There are some very important points which the managers go through while evaluate training result and they are:

- ✓ Have the production and quality of products increased because of training?
- ✓ Have the trainees behavior improved?
- ✓ Have the trainees responsibility about their tasks increased?
- ✓ To what extent trainees have greater knowledge after training program?
- ✓ Trainees' reaction about the overall training program.

Performance Management System:

Performance Management system is used to manage employee's performance. It is the review of each employee strength and weakness. Performance appraisal is a part of performance management system. Jamuna Flour Mills Ltd's HR managers use performance appraisal to evaluate employee's behavior comparing with others. They also evaluate employee's performance to find out the organizational success. To get the best result of Performance management system, we had to go through four steps. First, the organization had to fix the purpose and use of the system .Secondly; they had to fix the person, who will be responsible to manage it. Thirdly, find out how to evaluate and finally they had to decide to use the method in the performance management system.

Recommendations

- It is really very difficult for interns to learn and collect information from them in this short period because here all the employees and staffs always remain busy to do their daily tasks.
- Though they have an enriched Facebook page, they do not have web site. They should build it as soon as possible because many potential customers are not being aware about their company and products.
- They can invest more in their online shopping because now a days people are being interested to buy though online.
- They do not hire temporary employees for the overtime work. They should do it because permanent employees may be discouraged for a long time work though they get incentive for the overtime work.
- They should build a corporate head office in Dhaka with more knowledgeable and skill able employees from this sector.
- They should use more different mass media and advertising media for their products and company name publication.
- As training and development is an important part for Jamuna Flour Mills Ltd, they should give more important in terms of selecting the trainer.
- Based on performance appraisal they should give more reward to their employees. And for that employees will be more motivated to achieve company goals.
- They should try their best to remove the barriers so that every employee can take part in training and development.

Conclusion:

My twelve weeks internship in Jamuna Flour Mills Ltd was a great opportunity for me to acquire a wide view of reality and inside look of such an organization. I have learned a lot regarding how this organization managed to gain its position in all these years and how this organization operates inside and outside. Jamuna Flour Mills Ltd as a private limited organization they have a reputation to provide quality products and services to its customer at the right time and at the right place whenever they need. Proper training, evaluation, quality management and development of their employees have made the organization up to date. They have established a strong position in this sector in our country. Their business is now in growth stage and they have a great chance to shift it in maturity stage by maintaining the standard and continue development of the organization by right managerial professionals.

Appendix

Survey Questions regarding Training & Development of Jamuna Flour Mills Ltd

1. When it comes to participating in Jamuna flour mills Ltd training program what are some of the barriers employees face?
2. What are the different training methods Jamuna Flour Mills Ltd follows for their managers, labors and drivers?
3. If Jamuna Flour Mills Ltd may choose the top four priority topics for employee training and development this year, what would they be?
4. What kind of development Jamuna Flour Mills Ltd can address to improve time management, technical skills and business skills for their employees?
5. What about the budget Jamuna Flour Mills Ltd allocates for different training for their employees?
6. What types of challenges Jamuna Flour Mills Ltd faces that could be resolved with training?
7. Does Jamuna flour Mills Ltd take any off-the-job-training for their employees?
8. What kind of development Jamuna Flour Mills Ltd can address to improve time management, technical skills as well as business communication skills for their employees?

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