Sonargaon University (SU)

Thesis Report

on

Training and Development Practices of Medical Devices Industry in Bangladesh: A Case Study on JMI Group

Submitted to

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Submitted by

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Major Human Resource Management

Sonargaon University (SU)

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Training and Development Practices of Medical Devices Industry in Bangladesh: A Case Study on JMI Group

(Based on the Study of Human Resource Management)



Letter of Transmittal

September 05, 2023

To
Ashik Das
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Training and Development practices of medical devices industry in Bangladesh: A Case Study on JMI Group.

Dear Sir,

With due respect and immense pleasure I am submitting my internship report on "Training & Development Practices in JMI Syringes & Medical Devices Ltd." that you have assigned me as an essential requirement of Internship program. It is really an enormous prospect for me to gather together vast information and grasp the subject matter in an appropriate way. I have found the study is quite attention-grabbing, beneficial & insightful.

I tried my level best to prepare an effective & creditable report. The report will provide clear concept about the overall functions of "Training & Development Practices in JMI Syringes & Medical Devices Ltd.", I welcome your entire query & criticism on the report is beneficial for me as it will give me the opportunity to learn more and enrich my knowledge. I hope you will consider the mistakes that may take place in the report in the spite of my best effort.

Your Sincerely,

_____

Maniruzzaman Daria
ID No: EMBA 2202026024
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Preface

Today we are very much involved in the business era. Only book-based knowledge is not enough to cope with real business environment. Effective combination of theoretical knowledge with practical experience is the key to success. Considering this, Thesis Report is included in the Executive Masters of Business Administration (EMBA) from the Department of Business Administration Sonargaon University

I have selected the Training and Development Practices of Medical Devices Industry in Bangladesh, A case Study on JMI Group.

I am a Service holder of a JMI Group under Administration Department also. I tried my best to collect relevant and significant data as much as possible and prepare the report with my best effort. I regret for any undue mistakes in this report. If the report do little support to any student, teacher, researcher or analyst, I may consider my effort does not go in vain.

Declaration

I am Maniruzzaman Daria the student of Business Administration (EMBA) 026 batch bearing ID No. EMBA 2202026024 major in HRM from Sonargaon University (SU) would like to declare that this report on "Training and Development Practice of Medical Device in JMI Group" has been authentically prepared by me. While preparing by me. While preparing this Thesis report I didn't breach any copyright act internationally. I am further declaring that I didn't submit this report anywhere for awarding any degree, diploma or certificate.

_____

Maniruzzaman Daria
ID No: EMBA 2202026024
Batch: EMBA 26
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Letter of Acceptance

This is to certify that Maniruzzaman Daria, ID No. EMBA 2202026024, Department of Business Administration, has completed his Thesis report titled on "Training & Development Practices in JMI Group" under my supervision as apart of partial requirement for obtaining Executive Masters of Business Administration (EMBA) degree in HRM Major.

This report can be accepted for evaluation.

I wish him every success in his life.

_____

Ashik Das
Lecturer
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

At first, we would like to thank almighty Allah for having me the opportunity to complete the report. We also want to thank all the people, who have given their support and assistance and extremely grateful to all of them for the completion of the report successfully. Sonargaon University and JMI Group both provided me with enormous support and guidance for my Internship program to be completed successfully.

We would like to thank Mr. A. M. MAMUNUL ISLAM, Head of Human Resource Department, JMI Group for his valuable time and guidelines.

We would also like to thank Mr. RIEASHEAT KABIR DIPRO, for his kind concern, valuable time, advice and guideline of the report.

And finally we would like to thank our honorable teacher, Mr. Ashik Das, Lecturer for providing us with the opportunity to do the report in a Training and Development practices in JMI Group.

Abstract

Managing effectively is often based upon the ability of the manger to identify the work to be performed, to delegate work to others, and to control its progress and accomplishment.

This effort requires the definition of the various tasks, duties, responsibilities, and interrelationships of all the members of the work group. Job Descriptions are tools to accomplish these definitions. Further, the operation of any organizational unit can be improved by using job descriptions for assigning responsibility, delegating authority, and identifying individual or collective duties.

JMI Group design the Job Description considering it's a key tool of HR functions. The job description as part of Job Analysis is making horizontal and vertical relationship between all employee and employer which drives to do the right job by the right person at right time.

The topic of my project "Modernization of Job Description for all Benchmark Companies under JMI Group" was really interesting but not many thing was to do for up gradation. The key part I made is direct interviewing between Appraiser and Appraise which results the real findings of Key Job areas of each and every positions.

The fact is with many common tools of management, job descriptions have their limitation and imperfections. The utility should always be examined against the purpose and for which they have been developed. And thus the modernization comes again.

I hope that my report will present and put a minimum through idea on my project. Any inconvenience is really of my ignorance.

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Chapter One

Introduction

1.1 Introduction

Human Resource Management (HRM) is vital part of any organization. HRM is the strategic and coherent approach to the management of an organization's most valued assets. Globalization has exposed the corporate business organization to worldwide competition, mobilization of professional manpower and modern quantitative management practice. With the increase in the size and complexity of business organization, man has become the most important factor in business. Organizations need people to make them operated. An organization is nothing without human resource. Of all the resources, the most important one is human resource, because human beings play a dual role- as resource, as well as a motive force for all other resources by manipulating them, by the way of developing, utilizing, commanding and controlling.

Employees are the core resources of any organization, without them, one cannot run their organization. Human resource is conducted with the growth of development of people toward higher level of competency, creativity and fulfillment. It keeps employees become more responsible person and then it tries to create a climate in which they contribute to the limits of their improved abilities. It assumes that expanded capabilities and opportunities for people leads directly to the improvement of operating effectiveness.

The human resources of an organization consist of all people who perform its activities. Human resource management (HRM) is concerned with the personnel policies and managerial practices and systems that influence the workforce. In broader terms, all decisions that affect the workforce of the organization concern the HRM function. The activities involved in HRM function are pervasive throughout the organization. Line managers, typically spend more than 50 percent of their time for human resource activities such hiring, evaluating, disciplining, and scheduling employees. Human resource management specialists in the HRM department help organizations with all activities related to staffing and maintaining an effective workforce. Major HRM responsibilities include work design and job analysis, training and development, recruiting, compensation, team-building, performance management and appraisal, worker health and safety issues, as well as identifying or developing valid methods for selecting staff. HRM department provides the tools, data and processes that are used by line managers in their human resource management component of their job.

A growing body research shows that progressive HRM practices have a significant effect on corporate bottom-line and middle-line performance. The positive effect on financial performance, productivity, product and service quality, and cost control are documented by researchers.

High-performance work systems (HPWS) is a term used to describe a collection of HR practices or characteristics of HR systems designed to enhance employees' competencies so that employees can be a reliable source of competitive advantage. A summary of the research on HPWS indicated that a one standard deviation of improved assessment on a HPWS measurement tool increased sales per employee in excess of $15,000 per employee, an 8 percent gain in labor productivity.

1.2 Origin of the Report

As a student of EMBA, it is mandatory to engage in an organization as intern to know more about the corporate world in order to increase business knowledge. In this internship program, I got the opportunity to do my internship at Human Resource Division, I am working in JMI GROUP, head office, Dhaka.

During this internship program, I have to prepare a report on a specific topic related to the organization, which is assigned by my supervisor. My honorable supervisor has assigned me the topic Human Resource Management Practices at JMI GROUP. This report and internship program have familiarized me with the practical implementation of the knowledge which I have learnt during my EMBA program. In this report I have written the HRM practices which are followed by JMI GROUP and on the basis of my theoretical knowledge and practical observation I have written the findings.

1.3 Objective of the Report

The objective of the study can be broadly be classified into two branches as General objectives and specific objectives. Achievement of the specific objectives will automatically lead to the achievement of general objectives.

• General Objective

Leading objective of the report is to analyze the "Training and Development Practices

in JMI Group.''

To learn about opportunities and challenges of training and development process in JMI Syringes & Medical Devices Ltd.

- Specific Objectives
  - To study the existing training policy practice in JMI syringes & Medical Devices Ltd.
  - To learn about employees need and problems.
  - To examine the training and development program practiced in JMI Group.
  - To identify the problems of opportunities and challenges of practice in training and Development.
  - To determine the possible solutions of the problems.

1.4 Scope of the Report

The scope for this report basically surrounded with JMI Group. This report has been prepared through extensive discussion with Company employees and practical observation.

HR policy helps to prepare this report.

As I am doing working Administration Division, JMI Group, Head Office, Dhaka, so at the time of preparing this report

I had a great opportunity to know in depth knowledge of all the HRM activities practiced by JMI Group.

This report has emphasized with all the information and activities that I assigned by my supervisor. I have tried to collect all the HR related information from the employees of that particular division. When I started doing this report, I have focused on areas which are as follows:

* HR Training & Development Program
* HR Training Process
* Training Method
* HR Training Policy

* Training Evaluation

1.5 Methodology

The methodology of this report is different from the conventional reports. I have emphasized on the practical observation, though I need some primary and secondary data. Nevertheless, eventually almost the entire report consists of my practical observation.

1.6 Source of Data Collection

Most of the necessary information has been collected from the personal observation and one to one discussion with relevant officials. Throughout the tenure of my Thesis, I have to work in different areas of HR division and that gives me a great opportunity to collect information and learn more.

1.7 Primary Sources

The Sources of Primary Data:-

1.5.1.1 Attending their training session.

1.5.1.2 Discussion with officials and concerned expert

1.5.1.3 Official records & documents of BSB (Bachelor of Science in Business)

1.5.1.4 Communication with other respective personnel of BSB

1.5.1.5 Expert opinion

1.8 Secondary Sources

The Sources of Secondary Data are:

- Annual report.
- Relevant Papers & Publications.
- Official Training Book.

1.9 Limitation of the Study

The report is written mainly on the basis of face to face conversation with the officials and little practical experience in the Corporate office JMI Group. So, no perfect study is conducted to measure the viability of the report. Though I try my level best to make this report based on facts and complete information available, there are some limitations that are unavoidable.

The following are some limitations-

- The main obstacle while preparing this report was time. As the tenure of the Thesis program was only Two months, it was not possible to highlight everything deeply.
- As, I had more dependence on the primary sources, so there might be some level of inaccuracy with those collected information.
- Confidentiality of information was another important barrier that was faced during the conduct of this study. Every organization has their own secrecy that cannot be revealed in publics.
- Preparing this report required lots of work. After doing fulltime office, it was tough to do the report. That was another limitation of the report.
- JMI needs proper employee motivation.

Chapter Two

Industry Overview

2.1 Industry Overview

Bangladesh has been experiencing rapid economic growth along with a steady increase in population during the last decade. Driven by the rising income of the population as well as the gradual shift in disease profiles from communicable disease (malaria, typhoid, hepatitis B and C, measles, etc.) to non-communicable diseases (cardiovascular disease, cancer, disease, etc.), demand for healthcare services has been growing swiftly in Bangladesh. Furthermore, an outbreak of the COVID-19 pandemic has further compounded the demand for certain types of medical services subsequently the demand for related medical equipment/ devices.

To meet the increasing demand of the population, the Bangladesh government has been diligently working towards developing and improving medical facilities including hospitals, diagnostic centers and clinics in cooperation with the private sector. In parallel to the development of medical facilities, demand for medical equipment/ devices has been growing rapidly during the recent years. However, the demand has been largely met by imports (around 92% as of 2019). While the local production of medical equipment/ devices is currently at a nascent stage and largely limited to consumables products such as syringes, needles, bags and personal protective equipment (PPE) and a few electrical/ electronic appliances, there is a huge potential to increase local production of medical equipment/ devices. Potential foreign and domestic investors have been waiting for further market expansion or for improvement in the regulatory environment.

Considering the current condition of healthcare services sector and the increasing need for medical treatment and diagnosis (partly owing to the changes in disease profile, i.e., to non-communicable diseases), all of which have been complicated by the continued COVID-19 pandemic, BIDA decided to undertake the study on the medical equipment/ devices sector in Bangladesh in order to understand the current situation and identify the future prospects of medical equipment/ devices industry.

2.2 Medical Equipment/Devices Sector In Bangladesh Market

Bangladesh, one of the most densely populated countries in the world, has made a remarkable progress in providing healthcare services to its vast population despite constraints of healthcare resources. According to the sources, healthcare is provided by around 2,300 government medical facilities (consisting of government primary care, secondary and tertiary hospitals, medical/ dental colleges), 5,400 private hospitals/ clinics and medical/ dental colleges, 9,500 private diagnostic centers, some specialist facilities (such as chest, infectious hospitals) and a number of community clinics/ health centers.

Total number of government secondary/ tertiary level healthcare facilities has increased to 255 in 2019 from 130 in 2017, and their number of beds under the Directorate General of Health Service (DGHS) has also increased significantly from 49,414 beds in 2017 to 54,660 beds in 2019.

Private hospitals and clinics have been providing a range of healthcare services predominantly for the growing middle- and upper-class patients. The number of registered private hospitals and clinics has increased to 5,321 in 2019 and the number of hospitals beds that are registered by DGHS was estimated to be around 91,537 in 2019.

In a bid to provide child and maternal healthcare, the government has established 16,438 community clinics and health centers across the country as well.

2.3 Medical Equipment/ Devices Market System in Bangladesh

The user of medical equipment/ devices varies among the healthcare facilities. Based on activities, capacities and role, hospitals are usually categorized into three major groups, namely, primary level, secondary level, and tertiary level.

Primary healthcare facilities include Upazila Health Complexes, TB clinics, Upazila Family Planning Office, and Maternal & Child Welfare Center (MCWC). These facilities basically function as the first contact for the people to receive health care services. Their basic role is to conduct primary check-ups and refer to the higher-level or specialized facilities if required. Some Upazila

Health Complexes have clinical specialties to provide special care to the patients. These healthcare facilities usually provide treatments related to gynecology and obstetrics, dentistry, pathology and in some cases radiology and imaging.

Secondary healthcare facilities include district-level hospitals and general hospitals (typically with 100 to 250 beds). These hospitals have superior facilities and specialization compared to primary level facilities, thus providing various types of healthcare services, especially treatment for NCDs and other specialized treatments such as cardiac, neuroscience, orthopedic, etc.

Tertiary healthcare facilities include medical college hospitals, specialized institutes, maternity hospitals which are mainly located at division level. These facilities, considered to be of the highest level, provide specialized care in a wide range of disciplines, covering anesthesiology, burn plastic and reconstructive surgery, herpetology, neuro surgery/ medicine, oral and maxillofacial surgery, respiratory medicine, urology, cardiology and critical care unit (CCU), dermatology, gastroenterology, hematology/ sacrococcygeal teratoma (SCT), medicine, nephrology, pediatric nephrology, pediatric surgery, psychiatry radiology and imaging, radiotherapy, oncology, etc.

The number of private hospitals and clinics have been increasing for the last five years in Bangladesh and they use a vast quantity of medical equipment/ devices to meet patients' needs. Around ten thousand of private diagnostic centers usually offer basic pathology, x-ray, computerized tomography (CT) scan, endoscopy and ultrasonography, etc.

2.4 There are Six Local Medical Device Company in Bangladesh

a) **JMI Syringes & Medical Devices Ltd.:** JMI Syringes & Medical Devices Ltd. is a public limited company established in April 1999 with joint collaboration of Republic of Korea for the production of export quality Auto-Disable (AD) Syringe, all kinds of Disposable Syringes and Medical Devices. It is listed in Chittagong Stock Exchange. Its office is in Dhaka.

b) **JMI Hospital Requisite Mfg. Ltd.:** JMI Hospital Requisite Manufacturing Ltd. (JHRML) is a joint venture project with the Republic of South Korea. It is a modern and first of its kind in Bangladesh. We have a state-of-the-art production facility where we maintain clean room environment as per ISO14644-1 to facilitate production of medical devices and components compliant to International Guidelines. A highly qualified, skilled and dedicated team of professionals are engaged in our manufacturing plant. JHRML is producing finished products and components, such as Surgical Suture, Surgical Gloves, IV Cannula, Bulk Needle, Blister Film, Infusion Set Components, Blood Transfusion Set, Urine Drainage Bag and Scalp Vein Set etc. These components / products are marketed locally and internationally. The company has a well-equipped workshop where we manufacture healthcare related equipment like Autoclave Sterilizer, Chemical Mixture Machine etc.

c) **Opso Saline Ltd.:** Better Resilience Starts with Better Risk Management

Our in-depth study uncovered surprising details about how businesses are trying to avert critical risk events.

In a heightened risk environment defined by record inflation and geopolitical instability, you might assume that most companies are actively leveraging data to lower their risk exposure and impacts.

But a Forrester Consulting study commissioned by Dun & Bradstreet, incorporating the viewpoints of more than 400 risk management, finance, procurement, and compliance professionals, reveals that this assumption is way off target. The study, "Change the Culture of Risk Management to Increase Business Resilience," highlights a big disconnect between what respondents believed their risk management capabilities to be and what those capabilities have actually achieved… or not achieved, as was often the case.

Many survey respondents stated that their enterprise risk management (ERM) efforts were mature and informed by a broad range of risk data. But they also reported significant challenges managing rising risk levels and numerous adverse impacts from discrete critical risk events to their revenue, operations, and brand reputation.

Some sample results from the survey:

d) **ANC Medical Device BD Ltd:** ANC Medical Device Bd. Ltd, a concern of

GME group that has been catering healthcare sector of Bangladesh for more than 50 years with global reputed high-tech medical equipment's, now emerged as a Global standard medical devices manufacturer in Bangladesh with an aim to be accredited as a benchmark. The main objective of ANC is to manufacture world class medical & surgical products through application of innovative technology to facilitate safe healthcare services at affordable price.

e) **Get Well (RFL) Ltd.:** "GETWELL Limited" has started its journey from April' 2016 to ensure better health of people through "Feel Safe & Sound" along with advanced technological involvement in production to ensure higher quality products within global standard manufacturing facilities.

We continually improving and increasing production facilities and product categories to produce quality products and reduce the import of medical devices. As a result, now we are producing different medical devices like disposable syringe, AD syringe, insulin syringe, IV cannula, scalp vein set, pregnancy test kits & first aid bandage within our production facilities. Our factory is established in Habiganj Industrial park.

From June' 2017, it puts on his first steps in pharmaceutical market which is one of the most developed technology sectors within Bangladesh. First of all, we introduced 8 important generic which are frequently prescribed and included under antibiotics & minerals and Vitamins group. This will help us to start a new era in healthcare sector especially in pharmaceutical industry which is most expandable and will be the largest market in Bangladesh in near future.

f) **Incepta Hygiene & Hospicare Ltd.:** Incepta Hygiene & Hospicare Limited is a sister concern of Incepta Pharmaceutical Limited and Producing the medical devices. Incepta Hygiene & Hospicare Ltd. has certified with DIN EN ISO 9001 ,DIN EN ISO 13485 & CE Marking.

December 16th 1998, the construction of the factory began located at Zirabo, Savar, Dhaka. August 1999, office operations began. December 1999, first product was manufactured from Incepta Pharmaceuticals Ltd's manufacturing plant. January 2000, sales began formally.

Our vision is to become a trusted healthcare company to ensure better health for everyone, everywhere.

2.5 There are several medical device companies at the international level

a) **Medtronic-** Medtronic is a global producer of medical devices and therapies, such as insulin pumps, pacemakers, and diabetes therapies. Perhaps best known for its revolutionary cardiac devices, such as battery-powered and miniature pacemakers, it also has introduced cutting-edge products into the industry

b) **Braun**- BRAUN protection systems and solutions are developed and produced exclusively at our head office in Waiblingen, Germany.

c) **Ethicon (J&J)- Ethicon**, part of the Johnson & Johnson **Medical Devices** Companies, has made significant contributions to surgery for more than 100 years, from creating the.

d) **Meril Life Service**: MERIL LIFE SCIENCES PRIVATE LIMITED. Meril Life Sciences Private Limited is an unlisted private company incorporated on 19 June, 2007. It is classified as a private limited company and is located in Vapi, Gujarat. It's authorized share capital is INR 100.00 cr and the total paid-up capital is INR 99.36 cr.

e) **Healthium MedTech** : Provide ranges of products to support surgical needs, including advanced surgery, consumables and minimally invasive solutions.

f) **Ramsons**: Romsons's competitors and similar companies include Richard Wolf, Nipponflex, Emergency Medical Rescue of NYC and SPS. Romsons is a provider of medical products. Richard Wolf is a supplier of products and solutions for endoscopy and extracorporeal shock wave treatment.

g) **Techniplex Medical Devices Ltd.: Techniplex Medical Devices Limited** - is a leading Importer, Supplier, Trading Company of Medical Equipment , Lab instrument, Consumables & Hospital

i) **Ansell:** In 1969 Dunlop Australia acquired the Ansell Rubber Company, which had been founded in 1929 (originally as E. N. In 1905, Eric Ansell recognized an opportunity when his employer was looking to dispose of some manufacturing equipment. With this discarded machinery, he founded what was to become the Ansell Rubber Company, initially a balloon & condom company that eventually expanded into surgical, household and work gloves

k) **WRP**: A covering, esp. one that is wound tightly around an object, as an elastic wrap or a compression wrap. 2. To wind a covering around an object. "Coban" by 3M is commonly used as a wrap on limbs because it will stick to itself and not loosen. Due to its elastic qualities, coban is often used as a compression bandage. It is used both on humans and animals. For animal use, it is marketed under a variety of trade names such as "Vetrap" by 3M

l) **BD:** At **BD**, we seek to usher in a new era of **healthcare** by bringing **medical** products, capabilities and solutions to every corner of the world. BD BD is one of the largest global medical technology companies in the world. The company's 65,000 employees develop innovative technologies, services and solutions that help advance clinical therapy for patients and clinical processes for healthcare providers.

Chapter Three

Organizational Overview

3.1 History and Background of JMI GROUP

The JMI Group is one of the leading and most diversified global conglomerates in Bangladesh. The company was established in April 1999, having offices in all major cities, employing over 7000+ employees and dedicated to bringing the highest quality products and services to our customers. We have good annual turnover with such diversified interests Syringes & Medical Devices, Pharmaceuticals, Life saving Vaccine manufacturing, Hospital Requisite manufacturing, Printing & Packaging Services, Export & Import businesses, the Construction sector, Safe Transportation sector to name a few.

The conglomerate has an outstanding record of all around excellence in growth in the different business activities.

3.2 JMI Group of Founder Member

The company started its operation in 1999 with JMI Syringes & Medical Devices Ltd (formerly JMI Bangla co. Ltd.) with the collaboration of partners from The Republic of South Korea; my dream was to serve the nation by not only offering innovative products but also to make these products affordable to the average income earners within Bangladesh.

By focusing on this inspiration, The JMI Group has always dreamed of the diversification and expansion of its current business operations. Due to this motivation, JMI Group now has 11 different businesses operating since its inception. In order to expand to ever more sophisticated products within JMI's line up, I am happy to inform you that we have already started a new joint venture with Nipro Corporation, Japan. In the context of the agreement, JMI will work together with Nipro Corporation in Bangladesh for improving people's quality of life.

As the founder Managing Director of JMI Group, I would like to express my gratitude to all stakeholders, customers and employees of this emerging group for all working together since its founding period. If we continue our collaborative and innovative effort, I believe we will soon become one of the best business groups within Bangladesh. I do believe that JMI Group has much to offer the Bangladesh health sector as well as the world beyond. We have always promised to give our best support,

services and products for healthcare in the future as JMI has done in the past through Auto Disable (AD) syringes and other medical devices. By continuing the innovative services by the JMI team, I have every trust on our young generation for their increasing positive attitude and enthusiasm. Our young generation can work hard and take the lead to take Bangladesh to it's desired position in global market sector; they can hold their heads high.

3.3 Corporate Information

About JMI Group's Founder-Md. Abdur Razzaq, Founder Managing Director, JMI Group

Mr. Md. Abdur Razzaq, one of the leading business personalities of Bangladesh, has been awarded "CIP" (large industry, Manufacturing) for the 2nd time. He has been contributing significantly to the growth of the country's national economy involving himself in manufacturing life-saving drugs and medical devices including many other medical accessories which are now exported to more than 41 countries in Asia, Europe, Latin America, the Middle East, and Africa after satisfying national demand.

JMI Group now proudly operates entities in sectors including liquefied petroleum gas (LPG), industrial gas, cylinder & auto tank manufacturing, real estate, printing & packaging, engineering, clinical trials, garments, restaurants & coffee shops, transport & logistics, media, agro and education sector, forming **41 strategic business units** while having joint ventures with world-renowned **NIPRO Corporation-Japan, South Korea, Turkey** & **China**.

Mr. Razzaq was born in 1963 in a noble Muslim Family in the village of Azizpur under Senbag Upazila of Noakhali District. He is the son of late Shafiullah and late Anowara Begum. He obtained his Masters in Economics from the University of Chittagong. He acquired vast experience and expertise in manufacturing medical devices from Japan.

Md. Abdur Razzaq has made remarkable progress in his business growth within a short span of time as he is very dynamic, energetic, and talented; having an innovative mind that made JMI Group a very well-known business conglomerate in the country at the same time, his relentless efforts bring international recognitions that have been published in NY Market Reports news (New York) and other global media for JMI. His

aim is to dedicate himself to the social and economic development of the country through fair business and CSR activities.

His business is evolving centering on the sole motto – ***"Serve Humanity".*** He has visited 82 countries of the world, his dream is to build a **"Mini Bangladesh"** in every country of the world and he believes that our young generation can work hard and take the lead to take Bangladesh to its desired position in the global market.

3.4 JMI Group at a glance

JMI Group is one of the most promising and fastest-growing business conglomerates in Bangladesh. The group started its journey in 1999 by establishing JMI Syringes and Medical Devices Ltd. through a joint venture with the Republic of South Korea. At present, the group comprises of 41 business entities that operate in different sectors including liquefied petroleum gas (LPG), industrial gas, cylinder & auto tank manufacturing, real estate, printing & packaging, engineering, clinical trials, garments, restaurants & coffee shops, transport & logistics, media, agro and education sector, where more than 7,000 employees dedicated to bringing the highest quality products and services to the customers.

JMI (Joint venture Medical Industry) is a robust name in Bangladesh, which prefers its business with global partners. Due to the embedment of proven strategic management, corporate governance, and quality management system with its day-to-day business culture, JMI Group has attracted Foreign Direct Equity Investments from world-renowned NIPRO Corporation-Japan, South Korea, Turkey, China and has become a trendsetter in establishing joint venture entities in the country.

JMI Syringes and Medical Devices Ltd. is the first company of JMI Group which gets enlisted in both the Dhaka Stock Exchange (DSE) and the Chittagong Stock Exchange (CSE). Later JMI Hospital Requisite Manufacturing Ltd. was also enlisted in both DSE and CSE as the second company of JMI Group.

All the business entities of JMI Group get operated by a blend of highly skilled professionals having a proven record of accomplishment in the corporate arena and the management who are lifting the company to a new height.

The Corporate Office of JMI Group is located at Unique Heights (Levels 5, 6, 7, 8 & 11), 117, Kazi Nazrul Islam Avenue, Ramna, Dhaka 1217. Most of the factories of JMI

Group are located on the Dhaka-Chattogram highway in the areas at Gazaria of Munshiganj, Chauddagram of Cumilla, Mirsarai, Sitakunda, Karnafuli of Chattogram and another LPG plant is located at Botiaghata of Khulna.

More information about JMI Group are available at **www.jmigroup-bd.com**

3.5 JMI Group (Vision, Mission & Values)

1. Vision

Our vision is to be the most admired & progressive business conglomerate and contribute to the energy sector by providing comprehensive clean energy solutions through leading innovation.

1. Mission

Our mission is to play a significant role in the power and energy industry by ensuring enviro-friendly, cost-effective, safe, and clean energy solutions with the best customer services. We view ourselves as partners with our customers, business partners, employees, society, environment, and the planet at large.

2. Core Values

Our values represent as well as are the measures for our beliefs, moral principles, thinking and actions that underlie our organization's culture. They are principles of what ties us together in the past, present and for all the days to come as well. Our glorious success is based on following core values, which are embedded in our corporate culture, accordingly, determine our actions in our daily dealings with our customers, business partners, teamwork, local community, wider society, environment and the planet at large.

- Customer Focus
- Human Resources Oriented

- Team Spirit
- Desire to win
- Proactivity
- Integrity
- Ethics
- Excellence
- Compliances on Top
- Environment Friendliness
- Caring for the society at large

3.6 Sister Concern of JMI GROUP (Subsidiaries & Joint Ventures)

- JMI Syringes & Medical Devices Ltd.
- NIPRO JMI Medical Ltd.
- NIPRO JMI Company Ltd.
- NIPRO JMI Dialysis Center Ltd.
- NIPRO JMI Pharma Ltd.
- JMI Hospital Requisite Mfg. Ltd.
- JMI Vaccine Ltd.
- Bangladesh Clinical Trials Ltd.
- JMI Industrial Gas Ltd.
- JMI LPG & Petroleum Ltd.
- JMI Cylinders Ltd.
- JMI Sankur Auto Tank Ltd.
- JMI CNG Dispensing Ltd.
- Padma LPG
- SL Karnafully LP Gas Ltd.
- JMI Export Import Com. Ltd.
- JMI Builders & Construction Ltd.
- JMI Printing & Packaging Ltd.
- JMI Safe Transportation Ltd.
- Cardiff International School.

3.7 A Mother Company of – JMI Syringes & Medical Devices Ltd.

JMI Syringes & Medical Devices Ltd. is a public limited company established in April 1999 in Bangladesh with joint collaboration of Republic of Korea for the production of export quality Auto-Disable (AD) Syringe, all kinds of Disposable Syringes and Medical Devices listed at the bottom. It is registered with Chittagong Stock Exchange.

Since inception, the company has been working "IN PURSUIT OF MEDICAL EXCELLENCE". It is an EN ISO 13485:2003, CE 1023 certified company strictly adhering to cGMP. It is a member of IASIT (International Association of Safe Injection Technology, Geneva, Switzerland).

JMI Syringes & Medical Devices Ltd. is the leading manufacturer of precision safety syringes and medical devices in Bangladesh serving the health care community both here and across our borders. We believe in the best possible pricing along with the highest level of export quality standards in order to help save and improve quality of life.

JMI Syringes & Medical Devices Ltd. is a joint venture enterprise with Republic of Korea. With the technical collaboration of Star Syringe Ltd., UK, JMI introduced the K1 Auto Disable (AD) syringe in Bangladesh and is the Pioneer for this technology. The company has been accredited with ISO 13485: 2003 and CE 1023 GMP Certification.

Besides Auto Disable (AD) Syringe, JMI is also the pioneer manufacturer of Blood Transfusion Sets, Intra Venous Cannula (IV Cannula), Intrauterine Contraceptive Device (Copper T 380A) in Bangladesh. JMI purchases medical grade raw materials from local and internationally reputed sources. JMI has already started export business with Singapore, Thailand, Myanmar, Spain and Portugal. Significant progress is in place for expansion of export to different countries of Asia, Latin America and Europe.JMI encourages any query regarding our products and related issues. We set utmost priority to satisfy customers with prompt and professional response. We take extreme care in delivering valued orders of our customers in soonest possible time.

3.8 Quality Policy

To keep abreast with new technological developments in order to ensure an updated quality standard in the manufacturing health care sector. JMI Syringes & Medical Devices Ltd. strictly adheres to Good Manufacturing Practice (GMP) and other internationally recognized quality standards such as ISO, CE- marking, etc. JMI is committed to innovation and new ways to develop quality products that are safe and competitive. We deliver on our promise in our quest for quality.

3.9 Major Highlights

- Joint Venture Enterprise with South Korea
- Technical Collaboration with Star Syringe Ltd., UK.

- Pioneer Manufacturer of Auto Disable (AD) Syringe in Bangladesh
- Exclusive Manufacturer of versatile forms of Medical Devices in Bangladesh
- Accredited ISO 13485: 2003; CE 1023 & GMP Certification
- Member of International Association of Safe Injection Technology (IASIT), Geneva, Switzerland.

3.10 Top most priority toward customer satisfaction from quality perspective and affordability.

The Product



Specification • Capacity 0.05ml • Graduation • Fixed Needle • AD Mechanism: Locking and Breaking Plunger	**Features** • Reuse-proof • Fixed Needle • Locking and breaking mechanism • Non toxic • Medical grade elastomer gasket • Pyrogenic free & Sterilized by EO Gas • Packed in germ free blister pack • Prevent wastage of drug & vaccine

The Product



Features • For Signle Use • Sterile hypodermic syringe • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomer gasket • Packed in germ free blister pack, poly pouch & ribbon pack • Pyrogen free & Sterilized by EO Gas	**Principal Component** • Barrel and Plugner: Is a cylinder like transparent product where a ring present which support for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger.

	• Needle: Needle with cap fixed with the top position of Barrel

Product Gallery



Features • For Single Use • Sterile hypodermic syringe • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomeric gasket • Packed in germ free blister pack, poly pouch & ribbon pack • Pyrogen free & Sterilized by EO Gas	**Principal Component** • Barrel and Plunger: Is a cylinder like transparent product where a ring present which support for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger. • Needle: Needle with cap fixed with the top position of Barrel

Product Gallery



Features	Principal Component
• For Single Use • Sterile hypodermic syringe • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomeric gasket • Packed in germ free blister pack, poly pouch & ribbon pack • Pyrogen free & Sterilized by EO Gas	• Barrel and Plunger: Is a cylinder like transparent product where a ring present which support for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger. • Needle: Needle with cap fixed with the top position of Barrel

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Product Gallery



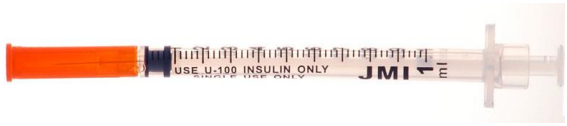
Features	Principal Component
• For Single Use • Sterile hypodermic syringe • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomeric gasket • Packed in germ free blister pack, poly pouch & ribbon pack • Pyrogen free & Sterilized by EO Gas	• Barrel and Plunger: Is a cylinder like transparent product where a ring present which supports for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger. • Needle: Needle with cap fixed with the top position of Barrel

The Product of Insulin Syringes



Features	Principal Component
• Superior needle sharpness • Low dead space • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomeric gasket • Pyrogen free & Sterilized by EO Gas	• Barrel and Plunger: Is a cylinder like transparent product where a ring present which support for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger. • Needle: Needle with cap fixed with the top position of Barrel

Product Gallery



Features	Principal Component
• Superior needle sharpness • Low dead space • Pharmaceutical grade polypropylene for barrel & plunger • Non toxic Medical grade elastomeric gasket • Pyrogen free & Sterilized by EO Gas	• Barrel and Plunger: Is a cylinder like transparent product where a ring present which supports for lock and plunger is a piston like transparent product. • Gasket: Black in color which is fixed with the top position of Plunger.

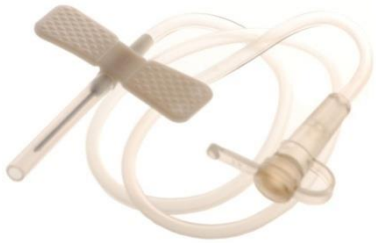
	• Needle: Needle with cap fixed with the top position of Barrel

Disposable Needles

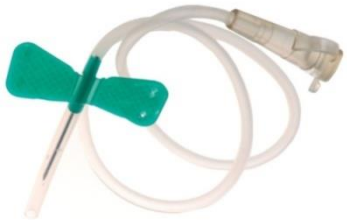
Features

- Sterile hypodermic single use needle
- Superior Needle sharpness
- Laser beam inspected

Size: 18G, 20G, 21G, 22G, 23G, 24G, 25G, 26G, & 27G

Features • Superior needle sharpness • For long term infusion • Color coded for instant identification of needle size • Connected to soft non-toxic, non-irritant, medical grade tube • Pyrogen free & Sterilized by EO Gas	

Product Gallery

Features • Superior needle sharpness • For long term infusion • Color coded for instant identification of needle size • Connected to soft non-toxic, non-irritant, medical grade tube • Pyrogen free & Sterilized by EO Gas	

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Features • Superior needle sharpness • For long term infusion • Color coded for instant identification of needle size • Connected to soft non-toxic, non-irritant, medical grade tube • Pyrogen free & Sterilized by EO Gas	

Figure 3.1: Product Specification

3.11 Production



Figure 3.2: Production Section

3.12 Premises:

Five storied (each floor 6500 sqm) production premises (unit-02) is made using latest technology, like Sandwich Panel to meet the export purpose in Europe and Latin America.

3.13 Changing rooms:

Made with modern and latest concept of cGMP

- Two step change room
- Final change room is designed with auto lock system with maintaining pressure differential
- Hand washing facilities
- Effective flushing with filtered air in the entry of the production area
- Interlocking system for doors
- Separate Entry and Exit in the production area

3.14 Production Area

Pressure differential is maintained in between corridor and manufacturing room to maintain the cleaning concept (Positive pressure in respect to corridor).

3.15 Production Equipment

- Automatic Injection Molding machine
- Automatic assembling machine
- Software based validated sterilizer
- EO sterilization process

3.16 Quality Assurance

Our Quality Assurance Department is equipped with the most modern instruments and staffed with well trained and highly qualified personnel. All procedures for testing, sampling and inspecting are clearly approved, implemented and documented. All instruments, processes, machinery and premises are calibrated and validated. Through training programs (both in-house and from abroad), the key personnel of the company remain abreast of the latest procedures in Quality Assurance.

During production QA conducts In-Process Control (IPC) activities to ensure quality at the different stages of the manufacturing process. As a part of our statutory and regulatory requirements QA ensures the implementation of WHO, CGMP guidelines at the various stages of production, warehousing, product development, engineering and purchasing functions.

The entire manufacturing procedure, starting with the incoming raw materials, through rigorous intermediate manufacturing process and packaging of products, to the dispatching of finished goods, requires that analysts, chemists, pharmacists and instructors monitor and control each step. Even after the release of finished goods, the quality control lab tracks post-distribution spot checks of all batches.

3.17 Engineering

- 2500KVA Diesel Generator to provide uninterrupted power supply for smooth operation and quality product
- Validated HVAC system in the manufacturing area with maintaining the CLASS-C
- In house trained, skilled and educated engineers including Korean experts are take part in the maintenance of machineries and equipment on regular basis

3.18 Export

JMI has already started exporting its products in Singapore, Thailand, Myanmar, Spain and Portugal. Significant progress is in existence for expansion of export to different countries of Asia, Latin America and Europe.

3.19 JMI Group Corporate Department's

a) Management Wings & Public Relations
b) Administration Department
c) Human Resource Department
d) Accounts & Finance Department
e) Corporate Finance Department
f) Sales & Marketing Department
g) Tender Department
h) Product Management Department
i) Audit Department
j) Supply Chain Management Department
k) Branding & Digital Marketing
l) Production Department
m) Quality Assurance Department
n) Research & Development Department
o) Information Technology Department
p) Legal & Affairs Department

3.20 Our Administration Department Structure of JMI Group

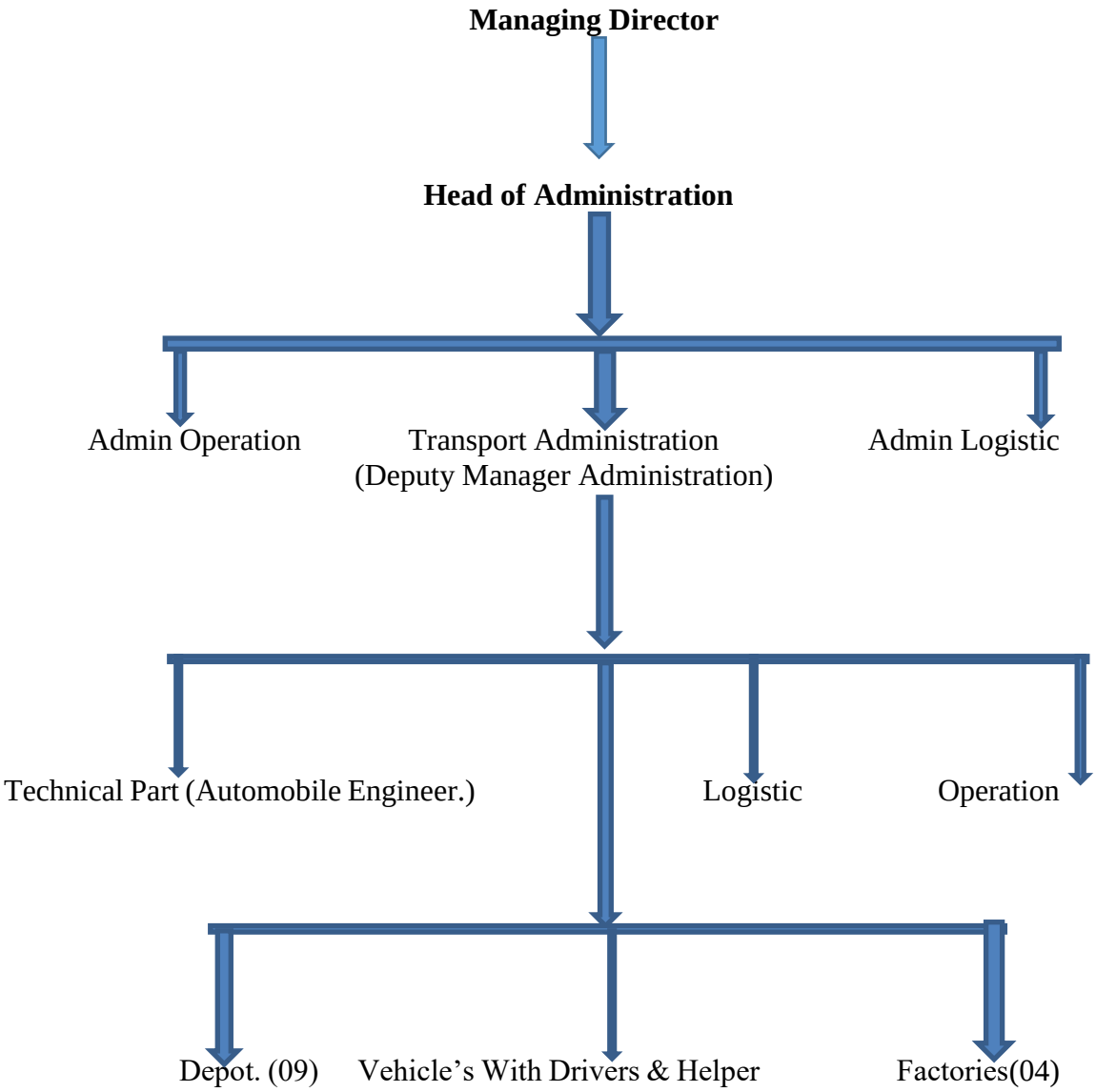


Figure 3.3: Admin Department Structure of JMI Group

Chapter Four

Literature Review

4.1 Human Resource Management in Bangladesh

The current state of HRM practices is far below the level Bangladesh needs to achieve. Most organizations are family owned and controlled by family members, and human resource management activities tend to be viewed as just a company owner's wish.

4.2 Training Facilities of Employees JMI Syringes & Medical Devices Ltd.

JMI Syringes & Medical Devices Ltd. Budget for their training session minimum 18,00,000/- in per year. This budget is fully well decorated in various internal and external training programs. In previous page we clarify the training statistics of JMI group. In later page we update a **Demo requisition form** for training of JMl syringes & medical devices ltd.

4.3 JMI Syringes & Medical Devices Ltd. training facilities for their employee in many perspectives:

- JMI Syringes & Medical Devices Ltd. follow employee betterment for their

  Employees. As like as they provide food, recreation facilities for training time.
- JMI Syringes & Medical Devices Ltd. wants expert employees, so they facilities their employee in training time: they provide full day off on training time.
- As they are marketing based firm, they fill target on time. So they must be well trained and they must be focus training facilities for their employees.

4.4 Training

Training is a process of enhancing an employee's job related knowledge and skills. Training helps employees to learn the duties of the jobs and also helps to attain desired level of performance effectively. Training method is broadly classified into two types;

On-the Job Training (OJT): Under on the job training method, training is most commonly done on the job. It means under on-the Job training method workers acquire training while he or she is engaged in work in his organization.

Off-the Job Training: Off-the job training is imparted in a location outside the office environment which is specially designed for training.

4.5 Literature Review about Training and development

According to the Michel Armstrong, "Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job". (Source: A Handbook of Human Resource Management Practice, Kogan Page, 8th Ed.,200 I) According to the Edwin B Flippo, "Training is the act of increasing knowledge and skills of an employee for doing a particular job." Personnel Management, McGraw Hill; 6th Edition, 1984) The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones. 'Successful candidates placed on the jobs need training to perform their duties effectively'. Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata Mcgraw-Hill Publishing CompanyLimited,2000,

p.189) The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization. In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social.

- **Individual Objectives** - These objectives are helpful to employees in achieving their personal goals, which in tum, enhances the individual contribution to the organization.
- **Organizational Objectives** - Organizational objectives assists the organization with its primary objective by bringing individual effectiveness.
- **Functional Objectives** - Functional objectives are maintaining the department's contribution at a level suitable to the organization's needs.
- **Social Objectives** - Social objectives ensures that the organization is ethically and socially responsible to the needs and challenges of the society. Further, the

additional objectives are as follows:

• To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.

• To prevent obsolescence.

• To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.

• To prepare the employees for higher level tasks.

• To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.

• To build up a second line of competent officers and prepare them to occupy more responsible positions.

• To ensure smooth and efficient working of the departments.

• To ensure economical output of required quality.

4.6 Major Functions of Human Resource Management

DeCenzo & Robbins (2004) pointed out that, Human Resource Management is made of four activities. These are- (1) staffing, (2) Training and Development, (3) Motivation, and (4) Maintainance. Flippo (1980) defined that, the function of Human Resource Management is divided into two part. These are- (1) Managerial functions, and (2) operative functions. The managerial functions are: (a) Planning, (b) Organizing, (c) staffing, (d) Directin, and (e) Controlling. The operative functions are: Procurement, (b) Development, (c) Compensation, (d) Maintenance, (e) Motivation, and (f) Integration. Dessler (2005) pointed out the major functions of Human Resource Management are- (1) Job analysis (2) Personal planning and Recruiting, (3) Employee testing and Selection, (4) Training and Development, (5) Performance management, and (6) Compensation.

4.7 Importance of Human Resource Management

Parameswari & Yugandhar (2015) stated that, the need for Human Resource

Management are- (a) To provide, create, utilize and motivate employees to accomplish organizational goals. (b) To create opportunities, to provide facilities, necessary motivation to individual and group for their growth with the growth of the organization by training and development, compensation etc. (c) To employ the skills and ability of the workforce efficiently, i.e., to utilize human resources effectively. (d) To create a sense and feeling of belongingness team-spirit and encourage suggestions from employees. (e) To help maintain ethical policies and behavior inside and outside the organization. (f) To maintain high moral and good human relation within the organization. (g) To secure integration of individual and groups in securing

organizational effectiveness. (h) To manage change to the mutual advantage of individuals, groups, the organization and the society. (i) To ensure that, there is no threat of unemployment, inequalities, adopting a policy recognizing merit and employee contribution, and condition for stability of employment. (j) To increase to the fullest the employee‘s job satisfaction and self-actualization; it tries to prompt and stimulate every employee to realize his potential. They also pointed out 10 reasons for which Human Resource Department is important. These are: (1) Human Capital Value, (2) Conflict Resolution, (3) Budget Control, (4) Training and Development,

(5) Employee Satisfaction, (6) Performance Improvement, (7) Cost Savings, (8) Sustaining Business, (9) Corporate Image, and (10) Reliability.

Chapter Five

Learning From Thesis

5.1 Challenges & opportunities

1. This is a Medical Equipment & Pharma based firm, their employees feel huge pressure on target fill-up, so they wants more development facilities.
2. Training is continuous procedure, But JMI feel big challenges about it.
3. Sometimes, Their employee is in furious to fire from job, so sometimes its been a loss training project.
4. Trainer in internal is a magic, they are boss of this industry. If employees wants to get more, its big opportunity for them.
5. Challenges are many in JMI - Maintain different target employees.

* JMI is growing & well organized hr admin, so they take new training methods. Sometimes they invite internal training institutions.
* JMI HR Policy is very strict for their employees, its another challenge for their trainee

Employees.

6. Their opportunity is to make well train up session for their employees
7. JMI Choose best employees after conducting training and development program.
8. They took placement for employee's skills development in foreign institution.

5.2 Employee Observation

During my recent visit to the production floor of our esteemed medical device industry, I had the opportunity to observe one of our dedicated employees in action. This employee, whose commitment to quality and attention to detail is truly commendable, played a crucial role in the assembly of intricate medical devices. Throughout the observation, it was evident that they possessed a profound understanding of our products and the precision required in their assembly. Their adherence to safety protocols and consistent focus on maintaining a sterile and controlled environment left a lasting impression. Moreover, their willingness to collaborate with team members and their ability to adapt to changing production demands showcased their exceptional teamwork and flexibility. This employee's

dedication to upholding our industry's standards while consistently delivering top-notch results reflects the excellence we strive for in our medical device manufacturing endeavors. Their contributions undoubtedly play a pivotal role in ensuring the quality and reliability of our life-saving devices.

5.3 How to managing staff performance and skilled development at A motivate staff to developed their skill

How to managing staff performance and skilled development at

A motivate staff to developed their skill

- what supervisor can do
- Encourage employees to take ownership of their jobs
- personal excellence.
- Be knowledgeable, and share resources and referrals.
- Make sure job responsibilities are clear and useful.
- Discuss skills that are essential to be successful in the job.
- Provide opportunities for increased responsibility and career advancement.
- Give honest recognition for work achievements.
- Model the need for continuous learning

5.4 Professional development plan

Make sure the training is recorded in your employees' performance and development plan, including what jobs will be performed to use the training. Training employees is also a good way to improve productivity, quality or output, customer satisfaction and employee job satisfaction. You should also ensure that the new training and development feeds into your review of staff performance as this will help you to track the benefits of the training your staff have undergone.

Chapter Six

Training and Development Practices at JMI Group

6.1 About JMI

JMI Group is the largest private organization. Presently JMI Group operates about 30 projects throughout the country. For proper management and development of employees JMI Group are doing the following activities:

6.2 The areas of responsibility of the Personnel Department are

- HR Planning
- Recruitment & Selection
- Induction
- Orientation
- Training & Development
- Performance Evaluation
- Transitions
- Employee Welfare
- Employee Relations
- Compensation & Benefits
- Severance of Service
- HR Research
- Record Keeping
- Administrative Functions
- Policy Development
- HRIS

6.3 Roles played by the Human Resource Department in JMI Group

- Giving advice and counsel to the line management: -
- Aiding top management in setting personal objective, policies and procedures.
- Planning for future manpower, requirements, manpower development, organizing structure, improvement and internal environments and

adaptation to external environment.

- Help in job analysis, evaluation, recruitment, placement, wage administration, performance appraisal and labor relations.
- Research in behavioral aspects and informing in the change in personnel administrations.
- Maintaining manpower level and company discipline.
- Providing personnel services to improve satisfactions.
- Exercising control.

6.4 Training

Training is an effort to change employee attitude or behavior. Training is a motivating factor for employees. All employees are eligible for training. The cost of approved training will be borne by the company. Training works in the following ways:

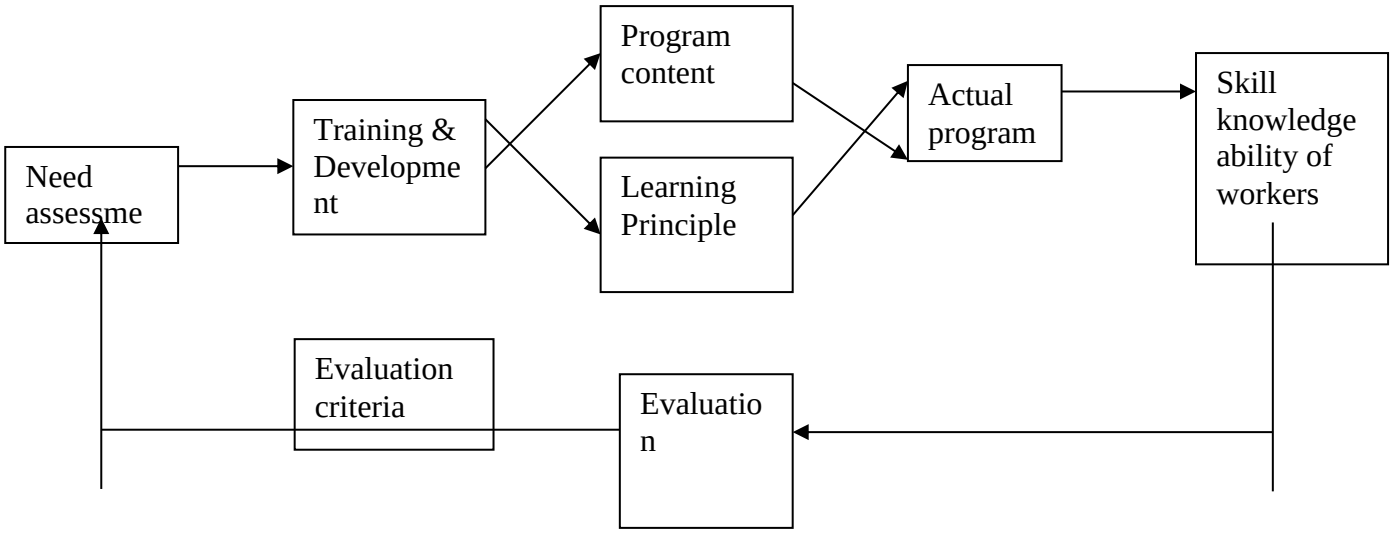


Fig 6.1: Training process.

6.5 Determining Training needs and priorities

To determine the training needs and priorities these questions should arrive,

1. What are the organizations goals?
2. What task must be completed to achieve goals?
3. What behavior is necessary in job incumbent?
4. What deficiencies do incumbents have?

6.6 Formal Employee Training methods

There are two formal methods of training, those are,

***1.* On the job training**→ On the job training is an on going process of training. An organization can provide this training facility to an employee without quitting him from the job. There are two types of on the job training those are,

I. Apprenticeship program: The Company can appoint apprentice to evaluate the performance of them.

II. Job Instruction Training (JIT): The Job Instruction Training (JIT) learning sequence is as follows,

Basic of Instruction	Essentials of learning
Prepare	**Motivation**
• Break down the job. • Prepare an instruction plan. • Put the learner at ease.	
Present	Understanding
• Tell. • Show. • Demonstrate. • Explain.	
Try Out	Participation
• Have the learner "talk through" the job. • Have the learner instruct the supervisor on how the job is done. • Let the learner do the job. • Provide feedback both positive and negative.	

- Let the learner practice.

Follow up Application

- Check the progress frequently at first.
- Tell the learner whom to go to for help.
- Gradually taper off progress checks.

6.7 Methods of On the Job Development

Methods of Training:

Training is a process of enhancing an employee's job related knowledge and skills. Training helps employees to learn the duties of the jobs and also helps to attain desired level of performance effectively. Training method is broadly classified into two types;

a) **On-the Job Training**
b) **Off-the Job Training**

6.8 On-the Job Training (OJT)

Under on the job training method, training is most commonly done on the job. It means under on-the Job training method workers acquire training while he or she is engaged in work in his organization.

Induction training: The literal rna awning of the word induction is helping the workmen or employees to get on with their own environment. This training is necessary to introduce the newly selected employee to his job situation, his associates i\¡the job and overall policies of the company. Such orientation is given to the new recruits with a view i :!distending them the terms of employment and inspiring them to work with full of energy and stretch.

Understudy metical: Tn understudy method, superior gives training to his/her subordinate during the office hour at the work place. The main alms of understudy method is to prepare the subordinate for the superior's position in case of turnover of superior due to retirement, or turnover for better opportunity.

Apprenticeship: Apprenticeship training is basically the combination of on the job and classroom training. Under such training program, workers acquire job related knowledge form the class room learning and implements those acquired knowledge in

their pertinent job fields. Apprenticeship training is specially applicable for the technical staff like mechanics, electricians, craftsmen, welders, etc.

Coaching: Under coaching method, superior gives knowledge to subordinates. This method is highly applicable if the superior has adequate time to provide coaching to his subordinate.

Job rotation: Job rotation method means rotating the position of employees in same level from time to time for earning varied experience. Such type of training increases the versatility of the employee by rotating an employee from one job to another similar level of job. Such type of on the job training provides employees an opportunity for gathering varied job experience through rotating employees from one job to another similar level of job.

6.9 Off-the Job Training

Off-the job training is imparted in a location outside the office environment which is specially designed for training.

Lecture method: Lecture method is very well known among employees. Under such method employees are asked to attend in the class room for training by trainer in the form of lectures. Large numbers of employees can attend such classroom training program which eventually incur low cost for training purpose.

Audio-Visual: Audio-visual method of training is basically used in educational institutions for better understanding their students. Television, film, video and multimedia presentation etc are the ways of audio-visual training.

Simulation: Simulation is core among all off-the job training methods. According to simulation training method, trainee will be trained on the specially designed equipment or machine which seems to be really useable for the job. Basically, those equipment or machines are specially designed for training purpose. Such method is applicable where very expensive machines or equipment are used for performing the job.

Vestibule Training: The literal meaning of the word vestibule is a passage, hall, or antechamber between the outer door and the interior parts of a house or building. Vestibule method of training means training in a well-equipped class room. Under such types of training a large number of employees are trained at the same time for the same type of work.

Case Study: The case study method was developed at Harvard University. The Harvard Graduate School of Business Administration developed it for business training. Case study method diagnoses the situation and deals with the real life difficulties. According to this method an actual situation in the past in the same or other organizations is given to a trainee for analyzing. Afterwards the instructor discusses the ins and outs of the case to find out the options.

Role playing: Role playing technique of training is becoming popular day by day. According to this method an employee learns by playing a role in a dramatic setting which corresponds to his work. This method is also called "role-reversal" or "Psycho-drama". The role player has to respond quickly with the ever changing situations and to react to it as they would in the real one.

Conference: Conference is popular and widely known methods of off-the job training. Under such types of training different employees or people present their views relating to a particular topic. The member of the conference learn from each other show respect to others viewpoint. In conference problems are discussed thoroughly for constructive criticism and recommendation.

6.10 Benefits of Training

Training is the process of enhancing the skill of an employee for doing a particular job. The complexity of job, advancement of technology and rapid changes in business environment have increased the importance of training. Training changes skills, knowledge and attitudes or behavior of employees. The benefits of training are described below;

Improve Performance: Training is the process that enhances the aptitudes, skills and abilities of an employee to perform his/her job. Training helps employees to learn the duties of the jobs and also helps to attain desired level of performance effectively. In other words. it can be said that training gives the employee a greater understanding of their responsibilities within their roles.

Improve Morale of employees: Training is a wonderful mechanism for boosting the morale of the employees. Basically, training enhances the knowledge and skills for accomplishing a job which enhances employees' morale. If an employee knows how to do a job efficiently, he/she will feel confident to accomplish the job.

Better utilization of machines: Training refers to instruction in technical and mechanical operations. Effective training will contribute to better utilization of machines, equipment, and materials.

Reduces cost and wastage: Training reduces the cost and wastage of resources. Effective training contributes to better utilization of resources which results in reducing cost and wastage.

Less absenteeism and fewer turnovers: Training creates a supportive workplace. Imparting training by the management reflects cooperative attitude of the employees towards the employees. Such supportive work place and cooperative attitude may result in less absenteeism and fewer turnovers.

Enhances Job satisfaction: Through training old talents are updated and new talents are developed. Employees feel valued if companies invest on training purpose. Training enhances the creativity and confidence of employees.

Enhance company reputation and effective recruitment: Training makes an organization more attractive to potential candidates who seek to improve their skills and the opportunities associated with the new skills. Training helps to retain employees and increase efficiencies which results in financial gain of the organization.

6.11 Orientation

Current Practices

- Orientation with interfacing department

Scopes for future improvements

- Arrange formal On-the-job Training (job attachment)
- Formal Feedback Report (SWOT)

Job Confirmation

Scopes for future improvements

- Report on Confirmation Due Employees
- Confirmation Appraisal
- Timely Collection of Appraisal
- Issuance of Confirmation Letter
- Handing over the Letter through MD/HOP/Head of HR

6.12 Training & Development

Current Practices

- Send employees to Training Centers for their skill development
- On-the-job Training

Scopes for future improvements

Training Needs Assessment (TNA)

Interview (Formal or Informal)

Analysis of records

6.13 Observation

Questionnaires- a set of printed or written questions with a choice of answers, devised for the purposes of a survey or statistical study.

Discussion with employees- 11 ways to communicate effectively with employees

a) Be open and honest.

b) Be approachable.

c) Communicate clearly.

d) Encourage feedback.

e) Update your employees.

f) Choose the right method.

g) Meet regularly.

h) Understand your staff.

6.14 JMI Group Training Methods

Some of the methods that are most commonly used for training JMI Groups employees are:-

a) Orientation Training: Orientation training is a training program organized for a newly hired employee to get used to work and adapt to the company.

b) Basic skills Training: Basic skills training means training in those math, reading, English, communication (listening, oral, and written), and computer literacy skills that a person can reasonably be expected to have attained by the end of the twelfth grade, except in the instance of potential new workforce training.

c) Technical skills: Technical skills (or hard skills) refer to role-specific skills that are required to perform a job. Unlike soft skills, which have more to do with personalities and character, technical skills are learned and mastered over time. They can also be measured through a test or assignment.

6.15 Management Employees Training

* Management employees attended in different types of Learning & Development program to enhance their knowledge & skills. Trainers both from internal & external of JMI Syringes & Medical Devices Ltd. conducted the learning & development programs namely on writing professional email in the workplace, safety issues, how to become a dynamic leader, CE marketing & ISO13485:2016 QMS, regulatory requirements, Warehouse management, Microsoft Excel Basic, Fire & Safety Management. Total man-hour was 435 hours.

6.16 Non- Management Employee Training

JMI Syringes & Medical Devices Ltd. always believes in quality & to maintain its product quality. JSMDL provided different training to its Non-Management Employee. JMI experts provided the following training: 10 steps of hand was to ensure safety for Covid-19, Personal Hygiene & Ergonomics, First Aid & Emergency Healthcare, Good Manufacturing practice, and Awareness on safety issues, Basic Electrical Safety, office Etiquette & manners, and occupational health & safety & positive approach.

Chapter Seven

Findings, Recommendation and Conclusion

7.1 Findings

During my Internship period with JMI Group, I have identified few some issues which I thought that could be help a lot to give proper direction to complete my report on **Modernization of Job Description for all Benchmark Companies under JMI Group** and for long run will be helpful to build my career. The research findings are as follows:

1. Job Description Format which was given to me for analyzing its SWOT was very much formalized and informative. So it was very much easy for me to collect information from each and every position.

2. HR of JMI Group is becoming modernized as per global and standard requirement and the HR activities is going to be a stronger Strategic Business Partner of its new journey

3. As local Private Limited Company, H R department of JMI is enjoying a significant freedom to take strategic decisions because of full professional support from its top management, especially from the desk of Managing Director.

4. Training ensures the development of knowledge, skill and attitude of Human Resources and continuous training is very much essential to strengthen the organizational development. Considering this in mind, JMI Group HR department is going to establish a Training cell under HR department and very soon the activities of Training cell will be the key area of HR department.

5. Due to proper delegation of authority now HR department gets easy access to the stakeholders of the company for convincing them to introduce modern Management practice in the organization.

6. Employee motivation by providing fringe benefits is very much important to get expected output from each and every employee. JMI Group is really aware to

motivate its employee by providing all the possible fringe benefits and nice working environment.

7. Inter-department relationship and inter-personal relationship is very much essential to achieve the goal in a team. Team building is also very essential to get the things done. JMI Group is always emphasizes to find out talent leaders to make the team a stronger one where highest run will be in the bag without falling single wicket.

7.2 Action Plan

- We have to conduct Job Analysis for preparing Job Description, Job Specification for each and every benchmark position of the organization
- We have to hand over the Job Description at the very first day of joining of an employee
- We have to emphasize on internal sourcing for evaluating actual talents
- We have to give importance on recruiting quality people for the organizational development
- Recruitment procedure should be more transparent and effective
- We have to make panels of vacant positions for fulfilling future requirements .
- We have to prepare a formal presentation on JMI GROUP mentioning VISION, MISSION, OBJECTIVES of the organization
- We have to conduct Training Need Analysis
- Based on TNA we have to plan for Annual Training Program and develop Training Modules
- We have to conduct quality Training with immediate effect
- We have to develop Performance Management System (PMS) in the organization
- Based on PMS, We have to ensure reward and punishment system in the organization
- As motivational tool, MD may declare Best Performer Award for the year for each and every unit of JMI GROUP
- We should conduct a general survey as a part of HR Research to identify

needs of the organization and to find out whether any dissatisfaction is prevailing in the organization or not

- We have to introduce HRIS as early as possible for modernizing HR functions and increasing support service to the employees
- Based on PMS, We have to ensure reward and punishment system in the organization
- As motivational tool, MD may declare Best Performer Award for the year for each and every unit of JMI GROUP
- We should conduct a general survey as a part of HR Research to identify needs of the organization and to find out whether any dissatisfaction is prevailing in the organization or not
- We have to introduce HRIS as early as possible for modernizing HR functions and increasing support service to the employees

7.3 Recommendations

To develop a strong and well-established work culture of Ranges Group through modernizing its system, I would like to recommend some important points which are directly and indirectly interrelated with Job Analysis. To make a unique and modern culture I hope many of my recommendation may assist to become fruitful. The points are:

- Create HR professional people & hire talented HR personnel
- Management should be more open minded for HR to actively be a part of decision making process
- HR persons should involve with all the functional areas of each and every business
- HR department should be more capable to show the benefit of the total HR of the organization

- HR should be more employee welfare oriented as well as professionally countered and managed employer's vision

- All HR personnel should have clear knowledge about labour & industrial law

- Equal opportunity should be given to all employees and gender awareness to be build up in the organization

- Job related, Financial related, Fringe etc. motivational factors should be more stronger.

7.4 Conclusion

You have almost reached the end of the module on Human Resource Management For JMI Group. Clearly, we have not exhausted the topic. Many topics were introduced, but could have been elaborated in much greater depth. Many topics could have been added, were it not for the lack of space and time. We had to make choices. We tried to aim for a mix of understanding the importance of HR Management in the context of developments in the JMI Group and of gaining some knowledge and skills that will help you in your day-to-day practice as a human resource manager.

The challenges facing HR managers in the health sector today are serious and seemingly endless: HIV/AIDS, brain drain, low morale and transformation fatigue, to name just a few examples. We have not spent much time discussing these challenges per se. This would probably warrant another full module. However, many of the topics covered in this module are influenced by or influence these challenges. For example, motivation plays a crucial role in lifting low morale. So does a good supervisory system. Thorough staff induction and development can go a long way to reducing role conflict.

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