Sonargaon University (SU)
Dhaka, Bangladesh
Thesis Paper
on
Training and Development Practices in Bangladesh:

A Case Study on Paper 21 Limited

Submitted by:

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Program: Master of Business Administration (MBA)
Major: Human Resource Management (HRM)
Semester: Fall-2024

Submitted to:

Department of Business Administration
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Date: 07-Jan-2025

Letter of Transmittal

January, 07, 2025

To
Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University, Dhaka.

Subject: Submission of Thesis Paper on "Training and Development Practices in Bangladesh: A Case Study on Paper 21 Limited".

Dear Sir,

With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the Thesis Paper, which is a mandatory requirement to completion of the MBA program. This is a great pleasure for me to submit the Thesis Paper on, "**Training and Development Practices in Bangladesh" A Case Study on Paper 21 Limited".** Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution **Paper 21** .This report is all about synchronizing my theoretical learning from MBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this thesis paper. I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humble request you to accept this thesis for your kind evaluation.

Kind regards,

Very truly yours,

Tania Akter
ID: MBA2401031004
Department of Business Administration
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Letter of Authorization

I, Mr. Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Thesis Paper entitled as "Training and development Practices in Paper 21 Limited" has been prepared by Tania Akter, ID: MBA2401031004, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Masters of Business Administration (MBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this Thesis Paper. The report is an original work and prepared as a partial requirement of the degree the Master of Business Administration (MBA).

Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU)

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I am responsible for errors and mistakes presented in the thesis and a positive and constructive criticism will always be greeted warmth.

Tania Akter
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Executive Summary

Paper 21 Limited was set up in the year 2016. Pretty much 1.5 kilometers toward the Notordem college, Dhaka, the Corporate Head office of Paper 21 Limited located. The different premises of this organization are situated at 53, Arambagh and box culvert road, Fakirapul in Motijheel, Dhaka. Open offices and advantages and in addition accessibility of workforce vital for materials and article of paper and garments industry are in the best shapes by nation gauges in and around those territories. Adding these points of interest to its very own aptitude and different qualities, Paper 21 Limited has now effectively advanced into a profoundly incorporated driving gathering in paper assembling and sending out from Bangladesh. Paper 21 Limited completed entire tasks from its own premises. These premises of the organization are structured with the most present day and cutting-edge special and local paper providing company. In Bangladesh, three main sources raw materials are acclimated to manufacture paper are Wood account for 30%, Waste Paper 39% and Agro predicated Raw Materials 31%. The current Ecumenical requisite is to bulwark the environment and preserving of trees to control Ecumenical warming which is the threat to mankind. Paper21 is responding to this call of the day and utilizing paper recycling process to cater the desideratum of paper. Paper recycling is the process of turning waste paper into incipient paper products. At Paper21 Ltd. we engender the finest quality wood free and chlorine free paper with state of art technology and machines. Paper 21 is able to provide high quality paper in all manners of thickness, finish, and patterns subject to availability and including those that are hand-made, sustainable, and can serve a wide range of customers, starting from the corporate and garments to the public sector. Paper 21 sources paper regularly from the world leaders in the paper trade. The paper products can be utilized for making Note Books, Text Books, Novels, Examination Material, Envelopes, Computer Stationery, Annual Reports, Journals, Diaries, Leaflets / Mailers, Calendars, indicting pads, Photocopying etc.

Table of Contents

Sl. No.	Name of Contents	Page No.
	Letter of Transmittal	I
	Letter of Authorization	II
	Acknowledgement	III
	Executive Summary	IV
	Table of Contents	V-VI
	Chapter One: Introduction	1-3
1.1	Introduction	2
1.2	Objectives of the Study	2
1.3	Methodology of the Study	3
1.4	Limitations of the Study	3
	Chapter Two: Literature Review & Theoretical Discussion	4-21
2.1	Literature Review	5
2.2	Theoretical Discussion	7
2.2.1	Training	7
2.2.2	Development	7
2.2.3	Why do We Require Training and Development	7
2.3	Types of Training	7
2.3.1	On-the-Job Training	8
2.3.2	Off-the- Job Training	8
2.4	Training Practices in Bangladesh	10
2.4.1	Employee Training	10
2.4.2	Employee Development	11
2.4.3	Evaluation of Training	11
2.5	Learning	11
2.5.1	Employee Orientation	11
2.5.2	Employee Socialization	12
2.5.3	Traditional Approach	12
2.5.4	The Modern Approach	12
2.6	Role of Training	12
2.6.1	Other Roles	13
2.7	Inputs of Training and Development	13
2.7.1	Skills	13
2.7.2	Education	13

2.7.3	Development	13
2.7.4	Ethics	14
2.8	The Five steps of Training and Development Process	14
2.9	Training Methods	15
2.9.1	Various methods of training which are given below	15
2.10	Development	19
2.11	Difference between Training and Development	19
2.11.1	Career Development	19
2.11.2	Performance Evaluation	19
2.12	Typical Topics of Employee Training	19
2.13	Benefits of Training and Development	20
	Chapter Three: Profile of the Organization	22-30
3.1	Overview	23
3.2	Company Profile of Paper 21 Limited	23
3.3	Vision of Paper 21 Limited	25
3.4	Mission of Paper 21 Limited	25
3.5	Objectives of Paper 21 Limited	25
3.6	Milestones of Paper 21 Limited	26
3.7	Functions of Paper 21 Limited	26
3.8	Distribution Office & Factory's of Paper 21 Limited	26
3.9	SWOT Analysis of Company	26
3.9.1	Strengths	26
3.9.2	Weakness	27
3.9.3	Opportunities	28
3.9.4	Threats	29
	Chapter Four: Analysis of the Study	31-37
4.1	Training and Development Practices of Paper 21 Limited	32
4.2	Objective of Training and Development in Paper 21 Limited	32
4.3	Steps in Training and Development Process of Paper 21 Limited	32
4.3.1	Training Needs Assessment	32
4.3.2	Training Administration	33
4.3.3	Training Evaluation	33
4.4	Training Methods Followed by Paper 21 Limited	34
4.5	Training Provided by the Paper 21 Limited	34

	Chapter Five: Findings	38-39
5.1	Findings	39
	Chapter Six: Recommendations & Conclusion	40-41
6.1	Recommendations	41
6.2	Conclusion	41
	Bibliography	42

Chapter: One
Introduction

1.1 Introduction

In the Human Resource Management (HRM) cycle as well as in any organization, the training and development system plays an important and vital role in achieving organizational mission and vision, goals and objectives. Organizations today consider the HR department as the critical source of making development amongst the employees to lead the organization to success.

This report delves into the comprehensive Training and Development program implemented within our esteemed company. By exploring the various facets of our T&D strategy, we aim to showcase the significant role it plays in nurturing talent, enhancing employee capabilities, and ultimately contributing to the achievement of our organizational goals.

The primary objective of this report is to provide an insightful overview of our company's T&D initiatives, including the methodologies, tools, and resources used to facilitate learning and skill development. By sharing real-world examples and success stories, we aim to demonstrate the positive impact of our T&D efforts on individual career growth, team collaboration, and overall organizational performance.

As an integral part of the T&D team, I had the unique opportunity to witness firsthand the careful planning, execution, and evaluation of our training programs. Throughout this report, I will draw on my experiences and observations to provide a comprehensive analysis of our company's commitment to fostering a culture of continuous learning and development.

By investing in our employees' growth and professional development, our company acknowledges the significance of cultivating a workforce equipped with the latest industry knowledge, technical expertise, and leadership capabilities. Furthermore, our T&D program aims to ensure that our employees remain engaged, motivated, and empowered to take on new challenges and embrace opportunities for personal and professional advancement.

1.2 Objectives of the Study

Every research work is conducted to achieve some objective of this report to fulfil the requirements of the internship paper. The performance management system makes sure that.
The objective of this report there are two types of objectives:

- General Objective
- Specific Objectives

General Objective

The study is to know about Training & Development practices of Paper 21 Limited.

Specific Objectives

The principal objective of training and development division is to ensure the availability of a skilled and willing workforce to an organization. In addition to that, there are four others objectives:

There are other supportive objectives are as follows:

- To identify the training and development practices in organization
- To know the objective of the training and development of the organization
- To identify the training method of the organization
- To know the opinion of the employee regarding and development program of the organization
- To identify the problems of training and development of the organization.
- To suggest some possible recommendations to overcome the problem relating to training and development of the organization
- To know the methods of identifying training needs

1.3 Methodology of the Study

The research methodology follows a systematic approach from the beginning of the topic to the end of the report extension. The most common part of the methodology was the collection, analysis, presentation, interpretation and classification of information in a way that identified main points. The research was conducted from September, 2024 to December, 2024.

Primary Sources

Information has been collected-

- Mainly through a survey.
- The company's training manual.

Secondary Sources

Information has been collected from-

- Various study reports.
- Relevant books, journals and printed materials.
- Website of the company.

1.4 Limitations of the Study

Nothings ahead of limitation. The major limitations of the study are as follows:

- **Lack of Information:** Adequate organizational information of Paper21 Ltd. is not available to access and unable to get confidential data.
- **Time Constraints:** The specified time is hardly enough to know all Training and Development activities of the company.
- **Restriction:** Unable to get relevant papers and documents regarding Training and Development Process.
- Lack of experience to prepare Thesis report properly.
- Time was a major limitation or factor while preparing the report.
- Most of the time the officials were busy and were not able to give much time.

Chapter: Two
Literature Review
&
Theoretical Discussion

2.1 Literature Review

Aguinis, H., & Kraiger, K. (2009) explained that review provides a comprehensive overview of the benefits of training and development at multiple levels of analysis: individual, team, organizational, and societal. The authors synthesize the empirical evidence from various disciplines and domains, such as psychology, management, education, health care, and public policy. They also identify the factors that moderate the effectiveness of training and development programs, such as the characteristics of the learners, the trainers, the content, the context, and the evaluation methods.

Arthur Jr., et al. (2003) reported that review is a meta-analysis of 335 studies that examined the effectiveness of training in organizations across various outcomes, such as reactions, learning, behavior, and results. The authors analyzed the impact of different design and evaluation features of training programs, such as the type of training (e.g. cognitive, behavioral), the method of delivery (e.g. classroom, computer), the level of evaluation (e.g. reaction, learning), and the criteria used to measure effectiveness (e.g., self-report, objective). They found that training programs were generally effective, but their effectiveness varied depending on these features.

Bell, B. S., & Kozlowski, S. W. (2008) reported that review explores the concept of active learning, which refers to the extent to which learners are actively involved in the learning process through self-regulation, feedback seeking, and goal setting. The authors propose a theoretical model that links active learning to four core training design elements: learner control, error framing, feedback, and practice. They review the empirical evidence that supports their model and demonstrate how active learning enhances learning outcomes and adaptability in dynamic and complex environments.

Blume B.D., et al. (2010) found out that review is another meta-analysis of 89 studies that investigated the transfer of training in organizations across different types of outcomes, such as declarative knowledge, procedural knowledge, and retention. The authors examined the influence of various factors on transfer of training, such as the characteristics of the trainees (e.g. ability, motivation), the training design (e.g., behavior modelling, error management), and the work environment (e.g., supervisor support, peer support). They found that these factors had significant and differential effects on transfer of training.

Brown K.G., & Sitzmann T. (2011) found that review provides a comprehensive summary of the current trends and issues in training and employee development research and practice. The authors cover various topics, such as the strategic role of training and development in organizations, the challenges and opportunities of technology-based learning, the best practices and innovations in training design, delivery, and evaluation, and the future directions and implications of training and development for individuals, teams, organizations, and society.

Burke, L. A., & Hutchins, H. M. (2007) revealed that review focuses on one of the most critical issues in training and development: training transfer. Training transfer refers to the

extent to which the knowledge, skills, and attitudes acquired in training are applied on the job and enhance performance. The authors integrate the existing theories and models of training transfer and identify the factors that influence it at three levels: individual (e.g., motivation, self-efficacy), training (e.g., content relevance, feedback), and organizational (e.g., support, climate). They also suggest directions for future research and practice to improve training transfer outcomes.

Kraiger, K., et al. (1993) explained that review introduces a new framework for evaluating training programs based on three types of learning outcomes: cognitive (knowledge), skill-based (skill), and affective (attitude). The authors argue that traditional methods of training evaluation, such as pretest-posttest designs and reaction measures, are inadequate and inappropriate for assessing these outcomes. They propose alternative methods and criteria for each type of outcome, such as cognitive strategies, skill demonstration, and attitude change. They also discuss the implications of their framework for training design and delivery.

Noe, R. A., et al. (2014) explored that review examines how technology has transformed the way people learn and how organizations can leverage it to enhance their training and development programs. The authors discuss the benefits and challenges of technology-based learning, such as increased accessibility, flexibility, engagement, feedback, and collaboration, as well as potential issues such as distraction, isolation, overload, and lack of transfer. They also provide recommendations for designing effective technology-based learning interventions that align with the learners' needs, preferences, and goals.

Salas, E., et al. (2012) reviews that translate the scientific principles and findings of training and development research into practical implications for practitioners. The authors propose a framework that guides the design, implementation, and evaluation of training and development programs based on four key elements: learning outcomes (what to train), design (how to train), delivery (who will train), and evaluation (how to measure). They also highlight the best practices and common pitfalls for each element based on the current state-of-the-art knowledge.

Tharenou, P., et al. (2007) revealed that review examines the relationship between training and organizational-level outcomes, such as productivity, profitability, and customer satisfaction. The authors review and critique the existing empirical studies on this topic, which are mostly based on the Kirkpatrick model of training evaluation. They identify the methodological and conceptual limitations of these studies, such as the lack of rigorous designs, the use of inappropriate measures, and the neglect of contextual factors. They also suggest directions for future research and practice to enhance the validity and utility of training evaluation at the organizational level.

Training and development are essential for any organization that wants to improve its performance, retain its talent, and stay competitive in the market. A literature review is a systematic analysis of the existing research on a topic, which helps to identify the gaps, strengths, and limitations of the current knowledge. In this blog post, we will present the top

ten literature reviews on training and development, based on their relevance, quality, and impact.

2.2 Theoretical Discussion

2.2.1 Training

Training is the systematic process of altering the behavior of employees in a direction that will achieve the organization's goals. Training is related to present job skills and abilities. It has a current orientation and helps employees' master skills and abilities needed to be successful. A formal training program is an effort by the employer to provide opportunities for the employee to acquire job-related skills, attitudes and knowledge.

According to Aswathapa, "Training and development refers to the imparting of skills, abilities and knowledge about their learning in this view:

T&D = Standard Performance - Actual Performance

Training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Training provides employees with specific, identification knowledge and skills for use in their present jobs.

2.2.2 Development

Development is any attempt to improve current or future management by imparting knowledge, changing attitudes or increasing skills.

The general management development process consists of -

- Assessing the company's strategic needs
- Appraising the managers' performance
- Then developing the managers

2.2.3 Why Do We Require Training and Development?

It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviors to enhance the performance of employees.

- Training is activity leading to skilled behavior.
- It's not what you want in life, but it's knowing how to reach it.
- It's not where you want to go, but it's knowing how to get there.
- It's not how high you want to rise, but it's knowing how to take off
- It may not be quite the outcome you were aiming for, but it will be an outcome.
- It's not what you dream of doing, but it's having the knowledge to do it.
- It's not a set of goals, but it's more like a vision.
- It's not the goal you set, but it's what you need to achieve it.

2.3 Types of Training

There are two types of training, is given below:

- On-the-job training (Internal Training)
- Off-the-job training (External Training)

2.3.1 On-the-Job Training

When an employee learns the job in an actual working site in a real life situation, and not in a simulated environment, it is called On-the-job training and also called workplace training. Employees learn while working.

There are some methods of on-the-job training:

- Job Rotation
- Coaching
- Job Instruction
- Committee Assignments
- Apprenticeship

Job Rotation

This type of training involves the movement of the trainee from one job to another. The trainee receives job knowledge and gains experience from his supervisor or trainer in each of the different job assignments.

Coaching

The trainee is placed under a particular supervisor who functions as a coach in training the individual. The supervisor provides feedback to the trainee on his performance and offers him some suggestions for improvement.

Job Instruction

This method is also known as training step by step. Under this method, the trainer explains to the trainee the way of doing the jobs, job knowledge and skills and allows him to do the job.

Committee Assignments

Under the committee assignments, a group of trainees are given and asked to solve an actual organizational problem. The trainees solve the problem jointly. It develops teamwork.

Apprenticeship

Apprenticeship is a formalized method of training curriculum that combines classroom education with on-the-job work under close supervision. The training curriculum is planned in advance and conducted in careful steps from day to day.

2.3.2 Off-the- Job Training

Off- the-job training is conducted in a location specifically designated for training. It may be near the workplace or away from work, at a special training center or a resort conducting the training away from the workplace minimize distractions and allows trainees to devote their full attention to the material being taught- However, off-the-job training programs may not provide as such transfer of training to the actual job as do on-the-job programs.

Off-the-job training methods:

- Classroom Lectures
- Audio - Visual
- Simulation
- Vestibule Training
- Case Studies
- Role Playing
- Programmed Instructions

Classroom Lectures

Off the job methods of training classroom method or lecture method is well-known to train white collar or managerial level employees in the organization.

Audio-Visual

Providing training by way of using Films, Televisions, Video, and Presentations etc. This method of training has been used successfully in education institutions to train their students in subjects to understand and assimilate easily and help them to remember forever. New companies have come up to provide audio visual material for students in their concerned subjects.

Simulation

The simulation Method of training is most famous and core among all of the job training methods. In the simulation training method, trainees will be trained on specially designed equipment or machines that seem to be really used in the field or job. But, those equipment or machines are specifically designed for training trainees, making them ready to handle them in the real field or job.

Vestibule Training

Mostly this method of training will be used to train technical staff, office staff and employees who deal with tools and machines. Employees learn their jobs on the equipment they will be using, but the training is conducted away from the actual work floor by bringing equipment or tools to certain places where training is provided, but not work.

Case Studies

It is a written description of an actual situation in the past in the same organization or somewhere else and trainees are supposed to analyze and give their conclusions in writing. This is another excellent method to ensure full and whole hearted participation of employees and generates good interest among them.

Role Playing

During a role play, the trainees assume roles and act out situations connected to the learning concepts. It is good for customer service and training. This method is also called ‘role-reversal’, ‘socio-drama’ or ‘psycho-drama’. Here trainees act out a given role as they would in a stage

play. Two or more trainees are assigned roles in a given situation, which is explained to the group. There are no written lines to be said and, naturally, no rehearsals.

Programmed Instructions

This involves two essential elements:

(a) a step-by-step series of bits of knowledge, each building upon what has gone before, and

(b) a mechanism for presenting the series and checking on the trainee's knowledge. Questions are asked in proper sequence and indication given promptly whether the answers are correct.

2.4 Training Practices in Bangladesh

Most of the employers in Bangladesh want to hire trained personnel and very few are interested in developing people through investing in them. Education over-emphasizes humanities and concentrates less on the type of training, which develops skills for industrial development. Here are some common problems at the macro level in Bangladesh:

- Training expenditure has a low priority in company budget
- Aggregate expenditures by business on training are inadequate.
- Management training in our country has not been accepted as a top management activity.
- Corporate commitment about training is lacking. Most companies spend nothing at all on training.
- Training is not viewed as an investment; rather it is treated as an expense.

A large number of training institutes and centers in the country are working for the development of HRM including the development of managerial and technical skills of human resources. Public Administration Training Centre (PATC) is offering training to the government officers. Similarly, many other institutes mentioned below are rendering training services to the job incumbents of different sector:

- Bangladesh Institute of Bank Management (BIBM) – for training bank people.
- Bangladesh Insurance Academy – for training human resources of insurance companies.
- Bangladesh Institute of Management (BIM) former (BMDC) – for training Government officials, autonomous body and sector corporation personnel.
- National Institute of Education Management (NAEM) – for training of Government college teachers.

Other than these institutes, Industrial Relations Institute (IRI), Planning and Development Academy (PDA) and Institutes of Personnel management (IPM) are conducting training programs. In Bangladesh, there are more than 50 vocational training institutes, 12 technical training centers that are also involved in the skill development of human resources.

2.4.1 Employee Training

Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve the ability to perform on the job. Training can involve the changing of skills,

knowledge, attitudes or behavior. It may mean changing what employees know, how they work, their attitudes towards their work or their interaction with their coworkers or supervisor. Training is more present-day oriented and its focus is on individuals' current jobs.

2.4.2 Employee Development

Employee development focuses on future jobs in the organization. For example, if you become a sales territory manager, the skills needed to perform that job are quite different from those required for selling the products. Now you will be required to supervise a number of sales representatives; requiring a broad-based knowledge of marketing and very specific management competencies like communication skills, evaluation of employee performance and disciplining problem individuals.

2.4.3 Evaluation of Training

Evaluation of training compares the post-training results to the objectives expected by managers, trainers and trainees. Too often, training is done without any thought of measuring and evaluating it later to see how well it worked. Because training is both time-consuming and costly, evaluation should be done. In fact, at some firms, what employees learn is directly related to what they earn, which puts this principle of measurement into practice.

One way to evaluate training is to examine the costs associated with the training and the benefits received through cost/benefit analysis. Comparing costs and benefits is easy until one has to assign an actual dollar value to some of the benefits. The best way is to measure the value of the output before and after training. Any increase represents the benefit resulting from training.

2.5 Learning

Learning has been described as a relatively permanent change in behavior that occurs as a result of practice or experience. It may be simply a sustain (unlearning a bad habit) or it may be a modification (adjusting new knowledge to old). What is learning is gradually changing. The learning behavior differs from one another that is selective. There are some principles of learning can be found which are:

- Learning is individual
- Motivation is the key
- Relevance of learning experience should be clear to the learner
- "Feedback" to learners is important.

2.5.1 Employee Orientation

New employee orientation is the process that is used for welcoming a new employee into an organization. New employee orientation, often spearheaded by a meeting with the Human Resources department, generally contains information about safety, the work environment, the new job description, benefits and eligibility, company culture, company history, the organization chart and anything else relevant to working in the new company.

2.5.2 Employee Socialization

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become
effective and participating members. Traditional and Modern Approaches of Training and Development:

2.5.3 Traditional Approach

In the past, most of the organizations never used to believe in training. They were holding the traditional view that managers are born and not made. There were also some views that training is a very costly program and it doesn't bring any benefit which is worthless. Organizations used to believe more in executives pinching. But now the scenario seems to be changing.

2.5.4 The Modern Approach

The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training. Training is now considered as more of retention tool than a cost. The training system has been changed to create a smarter workforce and yield the best results.

2.6 Role of Training

- Development of Skills of Employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.
- Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resources that further helps the employee to achieve the organizational goals as well as their individual goals.
- Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- Team Spirit – Training and Development helps in inculcating the sense of teamwork, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees
- Organization Culture – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- Organization Climate – Training and Development helps build the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- Obsolescence Prevention- "Training and development programmers foster the initiative and creativity of employees and help to prevent manpower obsolescence, which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes

- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy Work-Environment – Training and Development helps in creating a healthy working environment. It helps to build good employee relationships so that individual goals align with organizational goals.

2.6.1 Other Roles

- For an employers' organization to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving competitiveness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.
- An employers' organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.
- An employers' organization could develop training material to be used by enterprises for in-house training

2.7 Inputs of Training and Development

Any training and development program must contain inputs, which enable the participants to gain skills, learn theoretical concepts and help acquire vision to look into the distant future. In addition to these there is a need to impart ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem solving capabilities.

2.7.1 Skills

Training is imparting skills to employees. A worker needs skills to use machines and other equipment with least damage or scrap; this is basic without which a worker is not able to work on machines. Same way employees like supervisors, executives need interpersonal skills, popularly known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.

2.7.2 Education

The purpose of education is to teach theoretical concepts and to develop a sense of reasoning and judgement. HR specialists understand the importance of education in any training and development program. Many times organizations encourage employees to do courses on a part time basis.

2.7.3 Development

Another component of training and development, which is less skill oriented but stressed on knowledge. Knowledge about business environment, management principles and techniques,

human relations, specific industry analysis and the like is useful for better management of the company.

2.7.4 Ethics

There is a need for imparting ethical orientation to a training and development program. There is on denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization. This Does not mean that the HR manager is absolved of the responsibility. If the production, finance or marketing personnel indulge in unethical practices the fault rests on the HR manager. It is his/her duty to enlighten all the employees in the organization about the need for the ethical behavior.

2.8 The Five steps of Training and Development Process

The Training Programs Consist of Five Steps

- Need Analysis
- Instruction Design
- Validation
- Implement the Program
- Evaluation

Needs Analysis

Needs analysis is the first step of the training process. It identifies the specific job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.

Instructional Design

In the second step instruction design individuals decide on compiling and producing the training program content including work books exercises.

Validation

Validation is the third step in which the bugs are socked out of the training program by presenting it to a small representative audience.

Implement the Program

The Fourth step to implement the program by actually training the targeted employee group

Evaluation

Fifth is an evaluation step in which management assesses the program's successes or failures. Various methods can be used to collect data on the outcomes of training. Some of these are:

- **Tests**
  Standard tests could be used to find out whether trainees have learnt anything during and after the training.
- **Interviews**
  Interviews could be conducted to find the usefulness of training offered to operatives.

- **Studies**
  Comprehensive studies could be carried out eliciting the opinions and judgments of trainers, superiors and peer groups about the training.
- **Human Resource Factors**
  Training can also be evaluated on the basis of employee satisfaction, which in turn can be examined on the basis of decrease in employee turnover, absenteeism, accidents, grievances, discharges, dismissals, etc.
- **Cost benefit analysis**
  The costs of training (cost of hiring trainers, tools to learn, training centre, wastage, production stoppage, opportunity cost of trainers and trainees) could be compared with its value (in terms of reduced learning time, improved learning, superior performance) in order to evaluate a training program.
- **Feedback**
  After the evaluation, the situation should be examined to identify the probable causes for gaps in performance. The training evaluation information (about costs, time spent, outcomes, etc.) should be provided to the instructors, trainees and other parties concerned for control, correction and improvement of trainees' activities. The training evaluator should follow it up sincerely so as to ensure effective implementation of the feedback report at every stage.

2.9 Training Methods

Training methods refer to the various techniques, approaches, and tools used to teach or enhance the knowledge, skills, and abilities of individuals or groups. These methods are designed to address different learning styles, objectives, and environments, ensuring the training is effective, engaging, and aligned with organizational or individual goals.

2.9.1 Various Methods of Training Which are Given Below

- Lectures, Demonstrations
- Discussions
- Computer based Training (CBT)
- Intelligent tutorial system (ITS)
- Outward Bound Training (OBT) Method
- In -basket Training (IBT) Method
- Work shadowing Method
- Personal Coaching Method
- Mentoring Method
- Program Instruction (PI) virtual Reality
- Behavioral approach is
  - Games and simulations,
  - Behavior modelling,
  - Business games,
  - Case studies,
  - Equipment stimulators, in basket technique, role play.

Lectures and Demonstrations

- **Lectures**: A traditional method of teaching where the instructor delivers information orally to a group of learners. This method is effective for conveying theoretical knowledge, providing detailed explanations, and covering large amounts of material in a structured way.
- **Demonstrations**: A practical approach where the instructor shows how to perform a specific task or activity, often involving hands-on examples. This method is useful for visual learners and is ideal for teaching skills and procedures.

Discussions

- A participatory method where learners engage in group conversations to share ideas, clarify doubts, and collaboratively solve problems. Discussions enhance critical thinking, foster collaboration, and provide opportunities for learners to articulate their understanding and gain diverse perspectives.

Computer-Based Training (CBT)

- A digital learning method where training is delivered via computers, often through interactive software, videos, or online platforms. CBT is self-paced, allowing learners to access content anytime and anywhere. It often includes assessments and progress tracking for personalized learning experiences.

Intelligent Tutorial Systems (ITS)

- Advanced educational systems powered by artificial intelligence that adapt to a learner's needs. ITS provides personalized instruction by analyzing the learner's progress and offering tailored feedback, hints, and additional resources. This method is highly effective for individualized learning paths and improving knowledge retention.

Outward Bound Training (OBT) Method

- As part of OBT, managers and other staff members meet and cohabitate as teams at unfamiliar wilderness out of the workplace and away from the hustles and bustles of daily life, where they would live in cabins or tents for a certain number of days. They test their survival skills and learn about their own personality and hidden potentials for creativity, cooperation and leadership. Participants get opportunities to learn their limits and capabilities. Participants irrespective of their official position and seniority would have to learn to be natural in their behavior and get rid of masks worn in an office situation. It is an expensive method and the learning might not be transferable to others or to other situations.

In -basket Training (IBT) Method

- IBT is a method where the trainee is required to examine a basket full of papers and files relating to his area of work and make recommendations on problems contained in them. This method is meant for trainees in a managerial level to improve their decision-making and problem-solving abilities. This is a form of simulation training designed around day to- day business situations and hence is transferable to the job experiences. The participant is usually asked to establish priorities for and then handle a number of

office papers, such as memoranda, reports, telephone messages and emails that would typically cross a manager's desk. The method has at least two main stages. At the outset, the participant starts by working through the case within a specified time limit all by himself without discussing the details with anyone. Subsequently, other participants analyze and discuss the questions of who's, which's, how's, what's, where's, why's and when's of each decision or step. The merits of this method include the best of traditional case study at the same time combining the refinements to allow greater flexibility, realism and involvement. The emphasis here is to understand things thoroughly, which is an opportunity too rarely presented during busy working days. It is done in a permissive atmosphere of experimenting and learning, rather than within the confines of a boss subordinate relationship.

Work Shadowing Method

- This training method is chosen while preparing a second-line leader to take up the role of the headship, in which case, the candidate could not benefit by sending them to any other formal training program. The best way to be trained for a future executive position would be through direct participant observation of the crucial events that take place in the present incumbent's work life. The trainees are made to remain in the company of the role model whose work is to be learnt by the trainees. Trainees learn the intricacies of a job of high level, by physically being in the presence of the job-holder. Closely following the styles of working permits greater degree of learning besides helping the trainee to imbibe the values and principles adhered to by the model. Yet, care needs to be taken to avoid situations wherein trainees are not warmly welcomed and are seen by supervisors in the department as obstacles to their routines.

Personal Coaching Method

- It is an on-the-job approach in which a manager has the opportunity to teach an employee, usually his immediate subordinate, on a one-to-one basis. Coaching is helping self and others gain new perspectives their intentions and behaviors, to understand what's possible and how to access inner resources such as motivation, commitment, passion, etc. as a coach, the supervisor gently confronts employees with their shortcomings and makes suggestions for corrective actions. The supervisor is also alert to encouraging good performance. Coaching is considered to be one of the most effective management development techniques. Constant guidance makes the trainee learn quickly.

Mentoring Method

- Mentoring is an on-the-job approach to training in which the trainee is given an opportunity to learn on a one-to-one basis from more experienced members of the organization. The mentor is usually an older, experienced executive who serves as a host, friend, confidant and advisor to a new member of the firm. The mentor is given the charge of protecting and responsibility of helping the new employee. The relationship may be formally planned or it may develop informally. For mentoring to be productive, the parties‟ interests must be compatible and they must understand each other's learning styles and personalities. If mentors form overly strong bonds with trainees, unwarranted favoritism might result. A highly successful mentor-protégé

relationship might create feelings of jealousy among other colleagues who are not able to show equally good results out of the mentoring process

Programmed Instruction (PI) and Virtual Reality (VR)

- **Programmed Instruction (PI)**: A structured, step-by-step learning approach where content is broken into small units. Learners complete one unit at a time, receiving immediate feedback before proceeding to the next. This method promotes mastery of concepts at an individual pace.
- **Virtual Reality (VR)**: An immersive training method using VR technology to simulate real-world environments. It is particularly effective for experiential learning, enabling users to practice skills in safe, controlled settings (e.g., medical training, flight simulations).

Behavioral Approaches

- **Games and Simulations**: Interactive activities designed to replicate real-life scenarios, allowing learners to practice decision-making and problem-solving in a risk-free environment. These methods make learning engaging and improve retention through active participation.
- **Behavior Modeling**: A technique where learners observe and imitate the behaviors of a role model, often through videos or live demonstrations. This approach is effective for teaching interpersonal skills, leadership, and customer service.
- **Business Games**: Simulations that replicate business scenarios, enabling participants to learn strategies, decision-making, and teamwork in a competitive setting. This method is often used in corporate training.
- **Case Studies**: Analyzing real-life or hypothetical scenarios to apply theoretical knowledge and develop problem-solving skills. This method is commonly used in business, law, and healthcare education.
- **Equipment Simulators**: Devices or software that mimic the functionality of actual equipment, providing hands-on practice in a controlled environment. Commonly used in aviation, engineering, and medical training.
- **In-Basket Technique**: A role-play exercise where learners manage a simulated workload (emails, tasks, decisions) to practice prioritization, decision-making, and problem-solving under time constraints.
- **Role Play**: An activity where participants act out scenarios to develop communication, negotiation, and interpersonal skills. This method is useful for customer service, conflict resolution, and team-building training.

2.10 Development

Development is the process of increasing efficiency and changing behavioral patterns or mentality toward particular issues for the achievement of organizational objectives. That is, any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skills is called development. Development involves attaining

the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skills.

2.11 Difference between Training and Development

Training is concerned with the immediate improvement of a specific skill of the employee, that is the way to make the employee more effective in his current role, whereas development is a process to make the employee efficient enough to handle critical situations in the future. That is how well he can equip himself for the future demands. The basic difference is, training focuses on the current job skill (Short term process) while the development focuses on the future job skill and efficiency (Long term process).

2.11.1 Career Development

Career development involves managing careers either within or between organizations. It also includes learning new skills, and making improvements to help in career. Career development is an ongoing, lifelong process to learn and achieve more in a career. Whether anyone looking at making a career change, or moving up within a company, planning his/her career development will succeed. By creating a personal career development plan; one can set goals and objectives for personal career growth.

2.11.2 Performance Evaluation

The method of evaluating an employee's performance which involves tracking, evaluating and giving feedback on actual performance based on key behaviors/competencies established in the goals that support the achievement of the overall organizational mission.

2.12 Typical Topics of Employee Training

- Communications: The increasing diversity of today's workforce brings a wide variety of languages and customs.
- Computer skills: Computer skills are becoming a necessity for conducting administrative and office tasks.
- Customer service: Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
- Diversity: Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
- Ethics: Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.
- Human relations: The increased stresses of today's workplace can include Misunderstanding and conflict. Training can people to get along in the workplace.
- Quality initiatives: Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
- Safety: Safety training is critical where working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.

- Sexual harassment: Sexual harassment training usually includes careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

2.13 Benefits of Training and Development

Benefits of training and development are given below:

Improved Quality and Productivity

Training that meets both an organization and employee's needs increases the quality and flexibility of a business by fostering:

- Increased productivity through improved accuracy and efficiency
- Higher work safety practices
- Improved work quality and customer satisfaction

The Flow-on Effect

The benefits of training in one area can flow through to all levels of an organization. Over time, training will boost the bottom line and reduce costs by:

- Decreasing wasted time and materials
- Decreasing maintenance costs for machinery and equipment
- Decreasing workplace accidents through safety training, leading to lower lost time and lower insurance premiums
- Reduced recruitment costs through the internal promotion of skilled staff
- Reduced absenteeism through improved employee morale

Staying Competitive

Businesses must continually improve their work practices and infrastructure to stay competitive in an increasingly global market. Training staff to manage the implementation of new technology, work practices and business strategies can also act as a benchmark for future recruitment and quality assurance practices.

As well as impacting on business profit margins, training can improve:

- Efficient work practices
- Staff morale and satisfaction
- „Soft skills" such as inter-staff communication and leadership
- Time management
- Customer satisfaction.

Employee Benefits

Regular training and learning opportunities are an investment that helps employees to prosper and develop their careers. By investing in their success, employees become more loyal to the business, leading to lower turnover rates and decreased absenteeism. In return, your business benefits from a highly skilled, stable workforce, which gives you a competitive advantage in the market.

Improved Staff Attitude and Morale

People enjoy learning when the material is relevant to their interests and many will be eager to apply their new skills and knowledge in practical situations.

Employees that possess diverse skills are generally more satisfied and positive in their jobs. This decreases the occurrence of work-related stress and improves the overall work environment.
By investing in their training, staff often feel that the employer not only has the confidence in them to do their job, but that the business values them, and is giving something back above and beyond wages or salary.
As a result, employees will become self-starters and develop further competencies such as leadership and teambuilding and be more willing to undertake further training.

Recruitment and Retention
Well-trained and valued employees lead to a positive and productive workplace, leading to lower turnover rates and lower recruitment costs. A supportive environment where staff are trained and valued attracts the best talent, helping to reduce recruitment costs when the time comes to recruit or expand.

New Business Opportunities
Trained and motivated team members who understand the specifics of your business will act as a great advocate for your business, giving you a sustainable competitive advantage. They will give your business the edge by:

- Increasing productivity and standards in production, therefore boosting your business
- reputation
- Being able to undertake a greater variety of work and therefore allow you to expand
- or open up new markets
- Allowing you to bid for more specialized, high value contracts
- Assisting you to meet business objectives faster

Chapter: Three
Profile of the Organization

3.1 Overview

Paper 21 Limited was set up in the year 2016. Pretty much 1.5 kilometers toward the Motored college, Dhaka, the Corporate Head office of Paper 21 Limited located. The different premises of this organization are situated at 53, Anambah and box culvert road, Fakirapul in Motijheel, Dhaka. Open offices and advantages and in addition accessibility of workforce vital for materials and article of paper and garments industry are in the best shapes by nation gauges in and around those territories. Adding these points of interest to its very own aptitude and different qualities, Paper 21 Limited has now effectively advanced into a profoundly incorporated driving gathering in paper assembling and sending out from Bangladesh. Paper 21 Limited completed entire tasks from its own premises. These premises of the organization are structured with the most present day and cutting-edge special and local paper providing company. In Bangladesh, three main sources raw materials are acclimated to manufacture paper are Wood account for 30%, Waste Paper 39% and Agro predicated Raw Materials 31%. The current Ecumenical requisite is to bulwark the environment and preserving of trees to control Ecumenical warming which is the threat to mankind. Paper21 is responding to this call of the day and utilizing paper recycling process to cater the desideratum of paper. Paper recycling is the process of turning waste paper into incipient paper products. At Paper21 Ltd. we engender the finest quality wood free and chlorine free paper with state of art technology and machines. Paper 21 is able to provide high quality paper in all manners of thickness, finish, and patterns subject to availability and including those that are hand-made, sustainable, and can serve a wide range of customers, starting from the corporate and garments to the public sector. Paper 21 sources paper regularly from the world leaders in the paper trade. The paper products can be utilized for making Note Books, Text Books, Novels, Examination Material, Envelopes, Computer Stationery, Annual Reports, Journals, Diaries, Leaflets / Mailers, Calendars, indicting pads, Photocopying etc.

3.2 Company Profile of Paper 21 Limited

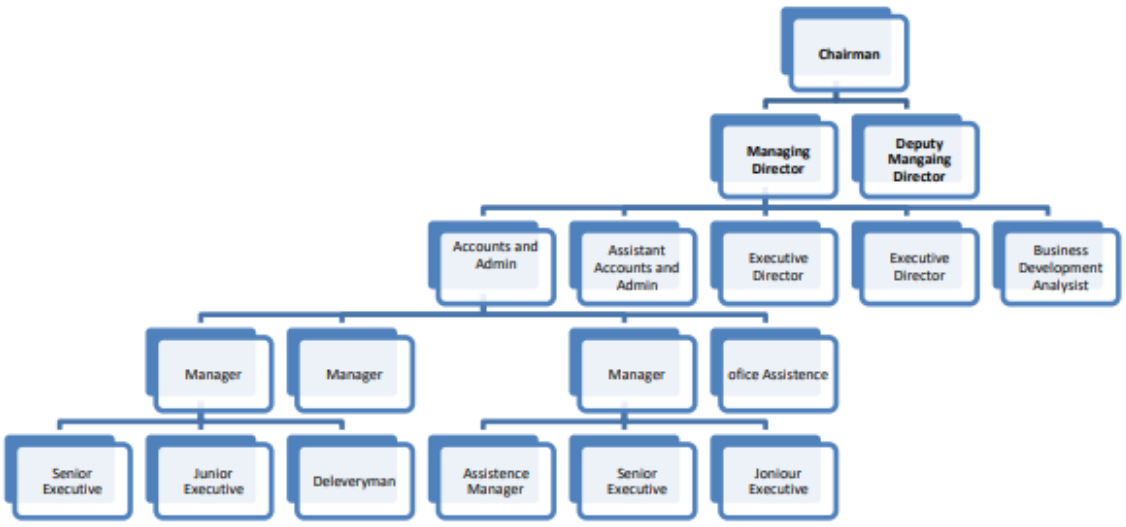
Head Office	:	53, Arambagh, Motijheel, Dhaka, Bangladesh.
Phone	:	+880 2224401216
Fax	:	+880 2224401218
E-mail	:	Paper21ltd.bd@gmail.com
Chairman	:	*Md Saiful Islam Mozumder*
Managing Director	:	*Md M. I. M. Mamun*
Dy. Managing Director	:	*Asma Akhter*
Contact Person	:	*Md M. I. M. Mamun* (Managing Director) E- Mail: mamunpaper21ltd@gmail.com
Year of Establishment	:	2014
Production Capacity/Monthly	:	1.2 Millions Sales
Total Turnover	:	US$ 50.00 million
No. of Workers	:	55 Persons

Main Product	:	All kinds of Handmade Board, Special paper, PVC Film, Tracing paper, Emboss Board, Craft board and so on.
Main Market	:	53 Arambagh, Motijheel, Dhaka, Chattagram
Buyers/Brands	:	Swiss tex groups, Win tag groups, Mont Trims, Unitex Label, Mahin Design, Approach Groups, BBS group, Paper Leaf, Paper World and local buyers.
Suppliers	:	Guangzo International Trading Company, China Shunghi International , China

PAPER 21 LTD.

Your Vision Our Creation

Department Wise Employee Organogram



3.3 Vision of Paper 21 Limited

At Paper21, we believe that progress and preservation of nature go hand in hand. And as one of the most immensely colossal engenderers of fine paper we believe in giving back to the environment, more than we take. Towards this imperative endeavor of PAPER WORLD's, we have undertaken numerous initiatives. We concern to provide a dynamic and challenging environment for our employees. To be a responsible concern - We shall harmonize all our actions and reactions, with the global environment and actively work to reduce our environmental load. Being recognized as one of the best alternatives based on the high quality of our products and the fulfillment of what is offered to our customers. We are consistent about what we offer and what we do.

3.4 Mission of Paper 21 Limited

Our Mission is customers' contentment through the diversify business where feasible by innovative conceptions, works, engenderment and advanced technologies. We combine aggressive strategic marketing with quality products and services at competitive prices in order to provide the best value for consumers. Grow profitable through superior customer service, product innovation, quality and commitment. We will always care for the following aspects to consummate our mission:

- Provide high quality fine paper and outstanding-customized paper products
- Enabling customers' contentment by providing our world-class accommodation experiences
- Consider customers' mind first then ours'
- Provide competitive pricing
- Remain convivially, morally, ethically committed for our customers
- Perpetual development & magnification of fine paper market
- Engender environment that drives astuteness amongst all involved
- Strive to distribute the highest caliber in all aspects of our business relationships by perpetually setting incipient standards

3.5 Objectives of Paper 21 Limited

Paper 21 Limited is one of the largest distributor and agent of various types of fine paper and paper products. Paper21 Limited is always very concerned to maintain the quality along with the diversity types of paper products. At Paper 21 Limited, we prioritize meeting and exceeding the expectations of our clients, whom we regard as our most valued asset. Our business ethics is based on customer services, hard work and honesty. The company's management charter outlines the key attributes for our future success within the paper industry in Bangladesh, which include sincerity, confidentiality and respect for others. We build and maintain our position as a leading paper supplier in each of our chosen segments by ensuring outstanding service, quality, innovation and the value we provide to our customers. The main objectives of our quality management are:

- Identifying critical quality characteristics
- Defining performance standards
- Validating measured systems
- Establishing process capability and limits

- Identifying sources/causes of variation and relationships
- Establishing tolerance on control variables
- Controlling the crucial variables

3.6 Milestones of Paper 21 Limited

2010:	Debut of S.H. Paper Gallery
2014:	Converted into a Private Limited Company
2016:	Started a new branch Modina-A-Intisar
Paper Mart 2020:	Beginning a new showroom
Paper 21	

3.7 Functions of Paper 21 Limited

- Communications
- Human Resources
- New Product Supply (NPS)
- Operational Excellence (OE)

3.8 Distribution Offices & Factory's of Paper 21 Limited

Through a pay-package that includes salary/wages, allowances, bonuses, profit participation, leave salary, superannuation & retirement benefits, Paper 21 Limited works to provide the best remuneration to all of the workers that form the core of the managerial & operational strength of the firm. Paper 21 Limited seeks the greatest possible cooperation with the banks, financial institutions, and debtors and creditors who offer financial support when they require it for all kinds of capital market services. Paper 21 Limited works to meet its obligation to the government by paying all due taxes, duties, and claims from different public entities, such as municipalities, among others.

3.9 SWOT Analysis of Company

3.9.1 Strengths

Strengths are internal capabilities and characteristics that give a business a competitive advantage. These elements can help the company stand out, deliver superior value, and foster growth. Below are the key strengths:

- **Unique Product or Knowledge**
  A distinctive product or specialized knowledge sets a company apart from its competitors. Offering something exclusive—whether through innovative design, technology, or expertise—can create a strong market position and loyal customer

base.

- **Excellent Efficiency and Productivity**
  Efficiency in operations ensures that resources are used effectively, processes are streamlined, and products or services are delivered promptly. High productivity leads to cost savings, increased output, and the ability to scale operations more effectively.
- **Customer Service that Creates Raving Fan Customers**
  Outstanding customer service goes beyond resolving issues. It fosters positive experiences, builds trust, and turns customers into passionate advocates who not only return but actively recommend the company to others.
- **Speed to Market**
  Being able to introduce products or services to the market quickly provides a strategic advantage, especially in fast-changing industries. Companies that are quick to respond to trends or needs can capture market share before competitors.
- **High Adaptability**
  The ability to adapt to changes in the market, technology, or customer behavior is crucial for long-term success. A flexible organization can pivot quickly in response to external forces and seize new opportunities as they arise.
- **Diversification of Products or Services**
  Offering a range of products or services reduces the risks associated with dependence on one revenue stream. Diversification helps businesses reach a broader audience, mitigate market fluctuations, and grow in different sectors.
- **Strong, Decisive Leadership**
  Effective leadership is essential for guiding the organization, making key strategic decisions, and motivating teams. Strong, decisive leaders set clear goals, manage change, and inspire confidence in both employees and customers. Paper 21 Limited gives the job Security.
- Friendly Environment.
- Great opportunity to learn how to work.

3.9.2 Weaknesses

Weaknesses refer to internal factors that hinder a company's performance or growth. These are areas that need improvement or attention to increase efficiency, competitiveness, and overall success. Here are the key weaknesses:

- **High Price**
  High pricing can limit a company's customer base, especially in price-sensitive markets. If the product or service is perceived as too expensive compared to competitors, potential customers may seek more affordable alternatives.
- **Low Variety of Products**
  Offering a limited range of products or services can restrict a company's ability to meet diverse customer needs. A lack of variety may drive customers to competitors that offer more options and better cater to different tastes or requirements.
- **Low Packing Size**
  A small packaging size may not appeal to customers looking for more cost-effective or convenient options. It can also be a barrier in markets where bulk

purchases are preferred, especially in industries like groceries or consumer goods.

- **Lack of Availability of Products**
  Inconsistent availability of products can create frustration among customers, potentially leading to lost sales and a damaged reputation. Poor inventory management or supply chain inefficiencies may be contributing to this issue.
- **High Cost of Distribution**
  Expensive distribution costs can erode profit margins and make the product less competitive in the marketplace. If a company's logistics and shipping processes are inefficient or costly, it may impact the overall pricing strategy.
- **Lack of Sufficient Promotional Effort**
  Without effective marketing and promotional strategies, the company may struggle to build brand awareness and attract new customers. Insufficient investment in advertising, online campaigns, and other promotional activities can limit growth potential.
- **Some Branches Are Not Properly Maintained**
  Poor maintenance of physical locations or branches can reflect negatively on the company's image. It may give the impression of neglect and affect customer experience, potentially driving customers away.
- **Problems in Recruitment Policy**
  Ineffective recruitment policies can lead to hiring the wrong talent, which negatively impacts productivity, employee morale, and customer service. A lack of clear hiring strategies or insufficient training and development programs may contribute to this weakness.

3.9.3 Opportunities

Opportunities are external factors that a company can capitalize on to achieve growth, enhance its competitive advantage, or expand its market share. These factors often represent potential areas for business development. Here are the key opportunities:

- **High Confidence Brand Name and Quality**
  A strong brand reputation and established product quality present opportunities to expand market share, build customer loyalty, and potentially enter new markets. Leveraging the brand's trustworthiness can help the business gain a competitive edge and increase customer retention.
- **Market is Significantly Large and Growing**
  A large and growing market provides vast opportunities for expansion. This could include entering new geographic regions, attracting a larger customer base, or launching new products tailored to emerging customer demands. Growth in the market often signals rising demand and opportunities for innovation.
- **Proper Utilization of Yarn May Arise Much Profit**
  Maximizing the use of materials like yarn can improve production efficiency and reduce waste, leading to higher profitability. The business could explore advanced manufacturing techniques or new product lines that use yarn in creative or more cost-effective ways.
- **Incredible Export Potential**
  Expanding into international markets offers significant growth potential. Exporting products to countries with rising demand for the company's goods or services can increase revenue streams, reduce dependency on local markets, and

enhance brand visibility worldwide.

- **New Innovative Therapeutic Products**
  The introduction of innovative therapeutic products, especially in health and wellness sectors, presents opportunities to tap into emerging consumer needs. Research and development into new products can attract attention, build customer loyalty, and diversify the product portfolio.
- **Income is Increasing Day by Day**
  As consumers' incomes rise, they have more disposable income to spend on goods and services, particularly higher-end or premium products. This trend creates an opportunity for businesses to position themselves as premium providers, offering enhanced products or services that appeal to wealthier customers.

3.9.4 Threats

Threats are external challenges or risks that could negatively impact a business's performance or its ability to achieve long-term goals. These are factors often beyond the company's control but can significantly affect its operations, reputation, and profitability. Below are key threats that businesses may face:

- **Social Perception**
  With the rise of social media, consumers have become more informed about a company's practices, including environmental impact, ethical issues, and corporate social responsibility. Negative social perception, whether due to poor business ethics, bad publicity, or controversial actions, can quickly damage a brand's reputation and customer trust.
- **Natural Disasters**
  Natural disasters, such as hurricanes, earthquakes, floods, and wildfires, can cause severe disruptions to supply chains, damage infrastructure, and halt operations. These events can lead to costly repairs, delays in production, and loss of revenue, particularly in regions prone to frequent natural disasters.
- **Technological Changes**
  Rapid technological advancements can render existing systems, products, or services obsolete. Companies that fail to keep up with these changes may fall behind in terms of innovation and competitiveness. Additionally, the cost of investing in new technologies can be high and challenging for businesses with limited resources.
- **Legislation**
  Changes in laws and regulations can have a significant impact on how businesses operate. New tax policies, labor laws, environmental regulations, or data protection laws may impose additional compliance costs, operational restrictions, or liabilities that could disrupt the business model
- **Competition**
  Increased competition from existing or new entrants can erode market share and drive down profits. Competitors offering better quality, lower prices, or more innovative products may attract customers away from the company, especially in highly saturated or fast-paced markets.

- **Globalization**
  While globalization opens up new markets, it also exposes businesses to risks such as economic volatility, geopolitical tensions, and competition from international companies. Increased interconnectivity can lead to greater exposure to global market shifts and international regulations that impact business operations.
- **Data Security**
  With the growing reliance on digital systems and online transactions, data security has become a critical threat. Cyberattacks, data breaches, and privacy concerns can result in financial losses, legal liabilities, and damage to a company's reputation. Consumers and regulatory bodies are increasingly prioritizing data protection.
- **Rising Costs**
  Rising costs in raw materials, labor, energy, or transportation can affect profit margins. If a company cannot pass these increases onto consumers through higher prices, its profitability may be compromised. Additionally, economic inflation can contribute to overall cost increases that impact business operations.

Chapter: Four
Analysis of the Study

4.1 Training and Development Practices of Paper 21 Limited

The training and development of all employees is critical to the Company's success. It improves the performance of the company, teams and individuals and makes an important contribution to the retention of staff and the development of future talent. Paper 21 Limited is committed to providing an environment which enables continuous learning, growth and personal achievement of all employees. The achievement of this commitment by the Company is also reliant on employee commitment and their willingness to learn, develop, take on new roles and responsibilities and seek opportunities for self-development. Training and development plans are based on the future business strategy and through the output of regular individual appraisals. These plans identify where individual performance may be enhanced through development initiatives including training courses, coaching, job experience, formal studies, etc. The Company is committed to the effective induction of all employees and in supporting all employees to realize their full potential. Training and development opportunities are offered on a fair basis to all employees. The Company ensures that no employee receives less favorable treatment or consideration.

4.2 Objectives of Training and Development in Paper 21 Limited

- To help the employees perform more effectively in their jobs
- To prepare the employees for future growth and advancement by providing supervisory and other management programs
- To build effective work teams through developing staff communications and interpersonal skills
- To inculcate a sense of dedication to the highest quality
- To keep an employee up-to-date with changes that affect the business environment

4.3 Steps in Training and Development Process of Paper 21 Limited

- Training Needs Assessment
- Training Administration
- Training Evaluation

4.3.1 Training Needs Assessment

In this step of Training Needs Assessment, individual employees and line supervisors have essential and inexcusable role playing. Paper 21 Limited recognizes that employees are an integral part of an organization and that they themselves have the potential to judge what kind of training will improve their performance at work. Therefore, they have the privilege to analyze their own abilities in line with their job responsibilities and can discuss these with their line supervisors. On the contrary, it is one of the key responsibilities of the supervisors to keep their subordinates' performance on constant check. They have to support their employees' learning and development by scrutinizing and finding out the training needs. This is done in discussion with the employees. The supervisors have to give priorities according to importance

and availability of resources and then in preparing Annual Training Plan and External Training Recommendation which are forwarded to the Human Resource Department, upon completion. Need assessment is the first step in the training and development process and it focuses on detecting and solving performance problems. The purpose is to identify if there is a need for training and the nature of the content of the training program. This phase determines the relevance of particular training to employee's jobs and how it will improve the performance. It also addresses the organizational problems and then distinguishes the training needs with an objective to identify an appropriate training need which will link to improved job performance with Paper 21 Limited goals and bottom line.

4.3.2 Training Administration

Administration of Training and Development is mainly done by the Human Resources Department. After receiving Annual Training Plan and External Training Recommendation from the line supervisors, it is the responsibility of the HR Department to assess whether there is an actual necessity of the training which will be viable for the improved performance of the employees to achieve organizational objectives. Once this is done, HR searches through a number of resources and channels to find out about the related training availability and the associated costs with it. An approval from the Managing Director is then required prior to registering an employee with a training program. Employees and supervisors are also informed about the training details before registration. Hereafter, registration of the training program is done with proper documentation and the employees are able to attend the training. Finally, a record of training programs attended by each employee is maintained.

4.3.3 Training Evaluation

Employees and line supervisors again have a major role playing in this segment of Training and Development of Paper 21 Limited It is believed that active cooperation of all the parties will generate an accurate final output. Training Evaluation consists of four segments including Reaction, Learning, Transfer of learning and improvement in organizational work, and finally a cost-benefit analysis of the training program. Employees who attend the training programs are expected to apply the newly learnt skills and knowledge at work and evaluate how it has helped to perform a task compared to the ability the incumbent possessed preceding training. They have to identify the differences and report their findings along with other views and suggestions to their line supervisors. This information flow can also include important notes on the first three segments of Training Evaluation, i.e. Reaction, Learning and Transfer of learning and improvement in organizational work.

Line supervisors, on the other hand, have to carry out multiple tasks. First and foremost, they have to prepare questionnaires and conduct surveys of the trainees about their reaction towards the training program. This will then be followed by an interview of the trainees regarding what they have learned from the program. Information is all accumulated and kept for future references and comparison with previous performances of the employees. Problems identified in the training programs are recorded in order to be addressed in future. In the meantime, supervisors have to perform activities for the third segment of Training Evaluation. They have to create work samples or allow and observe employees transfer their knowledge at work and

at the same time evaluate how it improves the jobs. Occasional discussions are carried out to identify problems.

Finally, supervisors prepare a report consisting of records of all the evaluation of trainees and send it to the HR Department. The HR Department, after receiving the reports from the line supervisors, makes a thorough analysis and determines whether the training programs are actually effective. This is then finally followed by the fourth segment of Training Evaluation, i.e. Cost-Benefit Analysis. These are done by determining the Return on Investment of the Training Program and compare it with the cost of training.

4.4 Training Methods Followed by Paper 21 Limited

Several methods can be used to satisfy an organization 's training needs and accomplish its objectives. The Paper 21 Limited classified their training by two categories:

Non-Supervisory Training

Non-Supervisory Training is the training for workers and operators of the company. Permanent and casual workers are included for these.

Supervisory Training

The training for the managerial employees is called supervisory Training. Different department’s officers and management trainee are included to thin

4.5 Training Provide by the Paper 21 Limited

- Orientation Training
- Code of conduct Training
- PPE Training
- Mid-level management meeting Training
- Machine Operating Training
- Occupation Health and safety Training
- EHS (environment health and safety) Training
- First Aid Training
- Grievance handling and procedure Training
- Disciplinary action procedure Training
- Risk Assessment Training
- Waste handling Training
- Workers’ rights and privileges freedom of association Training
- Child labor, Forced labor abuse and harassment Training
- Fire training
- Security Training
- Metal detection Training
- Hand book and wage deduction Training
- Termination policy Training

Orientation Training

Orientation training is a training program organized for a newly hired employee to get used to work and adapt to the company. Orientation training, which has a critical place in the recruitment processes of companies, is of great importance in terms of ensuring the rapid adaptation of employees to work and their colleagues. With orientation training, employees begin to get to know the corporate culture closely. Employees who have the opportunity to meet and blend with their managers and colleagues during this training process also gain a lot of information about the workplace in this process.

Code of Conduct Training

Code of conduct training increases awareness of a wide range of ethical and legal issues in the workplace, such as conflicts of interest, bribery and corruption, insider trading, data privacy, information security, diversity and inclusion and social media use.

PPE Training

PPE training covers the proper use of personal protective equipment that guards the health and safety of employees. It lays out the standards for proper use and helps keep employees safe.

Mid-Level Management Meeting Training

Middle management is the intermediate management level of a hierarchical organization that is subordinate to the executive management and responsible for 'team leading' line managers and/or 'specialist' line managers.

Machine Operating Training

Machine Operator Training is the perfect course to increase knowledge of the Volvo machine, learn safe operating techniques, and discover how to use the machine to minimize wear and tear. The result is a more effective operation with reduced costs and more uptime.

Occupation Health and Safety Training

Occupational Health and Safety Training (OHS) is a great way for employees to learn additional skills and knowledge and to reinforce quality work practices which will result in a change in workplace behavior.

EHS (Environment Health and Safety) Training

The term “EHS” is commonly used in the corporate world to encompass environmental, health, and safety issues in the workplace. For HR professionals, EHS includes everything from ensuring compliance with OSHA regulations to managing employee wellness programs.

First Aid Training

First Aid training means training in which a person reacts to injuries and performs simple emergency medical care procedures before emergency medical professionals are available as necessary.

Grievance Handling and Procedure Training

Grievance handling procedure is a part of Labor Laws. It is the successive phase of domestic enquiry, which is mandatory as per Labor Law. Through grievance handling, conflict in the workplace is resolved. To motivate the employees, grievance handling is compulsory.

Disciplinary Action Procedure Training

It is a practical training course that covers key disciplinary procedures and measures, including investigations, hearings and appeals. Through this course, you will learn about the aims of the disciplinary procedure and the responsibilities of management staff when dealing with employee misconduct.

Risk Assessment Training

Risk assessment training teaches you both what risk assessments are, as well as how and when to perform them. It provides you with an understanding of the benefits of comprehensive risk assessments and how to comply with basic legislation.

Chemical Handling in Spot Room Training

Hazardous chemicals can destroy health, cause severe injury, harm the environment and damage property. Training on the safe handling of chemicals is key for any teams who work with, supply, or store hazardous materials.

Waste Handling Training of Paper 21 Limited

This course is designed for employees and managers who have a duty to handle or manage waste. It provides a greater awareness of proper waste separation, categorization, collection and disposal, especially concerning hazardous materials.

Workers' rights and privileges freedom of association Training

Freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; the elimination of discrimination in respect of employment and occupation

Child Labor, Forced Labor Abuse and Harassment Training

The term "child labor" is often defined as work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development**.** The primary purpose of harassment training is to provide basic information about what constitutes harassment in the workplace to employees at all levels. The training offers a discussion of the many consequences of harassing behavior and strategies to take to avoid engaging in such illegal behavior.

Fire Training

Training consists of basic knowledge and skills in exterior firefighting operations. Duties are performed from the exterior of the structure and away from areas that may be immediately dangerous to life and health. Includes safe response, scene security and exposure protection activities.

Security Training

Security awareness training is a formal process for educating employees and third-party stakeholders, like contractors and business partners, how to protect an organization's computer systems, along with its data, people and other assets, from internet-based threats or criminals.

Metal Detection Training

The Metal Detector Operator course is a full-day training program designed for the new-to-experienced metal detector operator. It covers the correct operation of both hand-held and walk-through metal detectors. The class covers hard-to-detect threat items like improvised explosive devices and small metal objects.

Hand Book and Wage Deduction Training

An employee handbook is a guide and an ever-changing document used by employers that states their company policies, history and culture for current and new employees.

Termination Policy Training

Termination of Training means the process whereby a student may have their training terminated as a result of behavior that is confirmed to be damaging or dangerous to either service users, other students or Course Providers, or creates unacceptable risk for themselves or others.

Chapter: Five
Findings

5.1 Findings

- The approaches of training need assessment are not scientific.
- There is no particular process routinely followed by Paper21 Limited for identifying the deficiencies in performance level and skill before providing the training program.
- In Paper 21 Limited the budget of Management Development Program (MDP) is not adequate.
- Training methods are not sufficiently clarified and structured.
- In Paper 21 Limited the Notification of training is not given to the nominated employees by the HR manager. For this the trainee is not able to get a proper idea about the training.
- Paper 21 Limited doesn't provide proper concentration on before and after training assessment.
- In Paper 21 Limited the employees don't have off the job training facilities. It is necessary to train an employee with off the job training.

Chapter: Six
Recommendations
&
Conclusion

6.1 Recommendations

- The Human Resource Division Paper 21 Limited needs to be more rigid in conducting the need assessment and has to make it obligatory.
- Training methods should be more clarified and structured. Different types of training methods may be introduced. Such as- vestibule school, special courses.
- Paper 21 Limited has to provide proper concentration on before and after training assessment by an effective use of pre-post training performance method.
- For developing executive's different types of development programs may be introduced.
- The evaluation of the training program should also be scientific.
- The trainer may be qualified with various types of training methods and techniques.
- The trainers of Paper 21 Limited must provide expert advice to HRD, usually about the importance of the training program and how to make the training program more effective.
- Time schedule of the training and development program may be arranged properly.
- Paper 21 Limited should start off the job training for employees.

6.2 Conclusion

Lots of new Organizations have been established in the last few years and these Organizations have made this sector very competitive. Paper 21 Limited setting new standards in the Industrial sector in the time of turbulent economic conditions. From the very inception it has played a vital role in the national economy. To keep pace with the motto, they provide proper attention to every department including the Human Resources Department and an important function of this HR Department is Training and Development. An industrial sector no longer depends on a traditional method of business. In this competitive world, this sector has trenched its wings wide enough to cover any kind of product and service anywhere in this world. This report has tried to present the HR practices in Paper 21 Limited in comparison to its closest competitor in the same industry. From the analysis I found the Training and Development system is a very satisfactory one. In the time of my internship, I got the support as per my demand for attaining this knowledge and to get proper information about my topic, which is the Training and Development Process of Paper 21 Limited. From the phase of need assessment to evaluation of training, Paper 21 Limited tries to provide proper attention to enrich their employee's skill for reaching their desired goal. With the help of training and development programs, an organization can improve its productivity and efficiency level to an utmost position. Despite a few problems in the training and development section in Paper 21 Limited it is improving its employee and executive skill to reach the summit.

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