

Internship Report
On
“Training and Development Practices of TSS Corporation”
A Comparative Study on Head Office, Mirpur Dhaka

Supervised By

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Date of Submission: 14-12-2019

Daffodil International University

**“Training and Development Practices of
TSS Corporation”-
A Comparative Study on Head Office
Mirpur, Dhaka**

The logo of Daffodil International University is a shield-shaped emblem. It features a blue upper section with a white book and a green lower section with a white book. The text 'Daffodil International University' is written in a small font across the top of the shield. The shield is surrounded by a decorative border.

Letter of Transmittal

Letter of Transmittal

14th December, 2019

To
Gouranga Chandra Debnath
Associate Professor & Head
Daffodil International University

Subject: Submission of Internship Report.

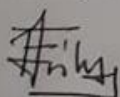
Dear Sir,

I would like to inform you that I have done my internship program in TSS Corporation and also made my report on "**Training and Development Practices of TSS Corporation**". Now I am submitting my report to attain your attention and kind valuation.

This report helps me to attain the best enriched knowledge in both practically and theoretically. The report will reflect my best possible trying to present the experience gathered in the organization. It will be immense pleasure to inform you that, I finished my internship program in TSS Corporation and prepared my internship report titled "**Training and Development Practices of TSS Corporation**". This report has been made as it is the part of Masters of Bachelors Administration Program.

Now I therefore would like to thank you to give such a unique theme for gathering the practical view through my working experience. I will be very thankful by you kind acceptance of this report and honored to provide additional information if needed.

Sincerely Yours,

 13/12/19

Fariha Islam

ID: 171-14-2304

Major in Human Resource Management

Department of Business Administration

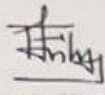
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Declaration

Declaration

I, Fariha Islam, hereby state that the report of internship titled "**Training and Development Practices of TSS Corporation**" is prepared by me as I am working in this company last eleven months.

Also I would like to declare that the report is presented upon the requirement of academic purpose not for other intention.

 13/12/19

.....
Fariha Islam
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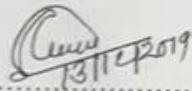


Certificate of Supervisor

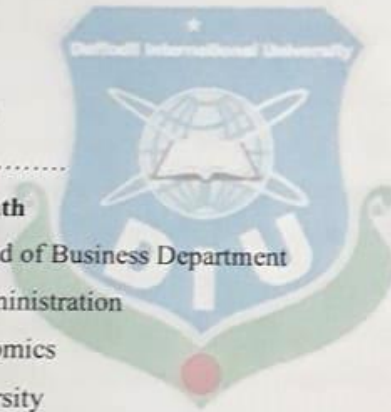
Certificate of Supervisor

This is to certified that Fariha Islam, ID: 171-14-2304 major in Human Resource Management has effectively accomplished her Internship Program and arranges a report on "**Training and Development Practices of TSS Corporation**" in my direction as this is the partial requirement of MBA Program

Under my direction and guidance, she attempts to present the report in a perfect way. I wish her luck to get success in her future career


13/11/2019

Gouranga Chandra Debnath
Associate Professor and Head of Business Department
Department of Business Administration
Faculty of Business & Economics
Daffodil International University



Acknowledgement

The very first thank will be given to my **Almighty Allah** who has given me the sense to understand what I am doing and for everything.

I would like to take this chance to state my thankfulness to my internship supervisor, Gouranga Chandra Debnath, Assistant Professor and Head of Business Administration, Daffodil International University; for nonstop stimulation, supervision and patient. Without his direction and support it would not have been possible to come this far.

I would like to convey my deepest thankfulness to Mr. Shubuth Debanath, Chief Executive Officer ,Head Office for giving me the opportunity to made this easy for me to by giving me such information about TSS Corporation to made my report. Also I would like to thank Mr. Al-Arafat, Managing Partner, TSS Corporation for his kind support.

I also want to remember Mr. Tanveer Morshed, Sales Officer, and Sales Division, whose support inspires me from beginning to end of my period in TSS Corporation. My warm thanks go to Mr. Tapos Halder, Head of Import & Export Section and Ms. Mahbuba Ferdous, Senior Office Executive in HR Division, for providing valuable information and suggestions to carry out the project right way. A warm gratitude for some officers in Accounts Division who helps me to gather every important information that can help me to make this report. My special sincere indebtedness to Mr. Saddam Hossen, Head Officer and Technical in charge of Service Division, who help me a lot in difference capacities to conduct.

I also thank to all my colleagues of TSS Corporation for sharing their experience and knowledge with me.

My sincerest gratitude goes to all who were concerned and assisted directly and indirectly in prepare this report.

Executive Summary

It is quite tough to match up the practical knowledge where a person works with the theoretical knowledge that have gathered from the academy. To get that experience internship program has been required to know get this difference. The internship report has been made from the information of TSS Corporation over the topic which is **“Training and Development Practices of TSS Corporation”**.

Training and Development is a generic term that refers to the process of assessing, in a structured way, to maintaining, training, developing, and balancing the employees in institution. In short, training is the short term process for improving employee’s different practical and technical skills. On the other hand development is a long term approach for building an improved workforce through continuous training. TSS has a structured procedure for training and development of its human resource.

In this report I have tried my best to analyze the whole training and development program of TSS Corporation to identify their training method, to know about the systems chosen by trainee and trainer and to identify the employee’s satisfaction about the training. Here at first I gave introduction and methodology of my study .Then in next chapter I gave company’s profile. Then I gave a theoretical framework of my topic where I tried to give the core information about training and development. The next chapter is about the training and development practices of TSS where every aspect of training and development that practiced in TSS is discussed. In this report I gave a general analysis on training and development procedure of TSS and a questionnaire analysis on “Training and Development procedure of TSS” to assess and find out if the workers were satisfied (to what extent) through the training and development of TSS Corporation.

In TSS, before launching a training and development program the first task is to prepare needs analysis for employee training and development. The second task is to develop training procedure and manuals and then deliver training to employees. Finally, TSS makes an evaluation on training programs success. It is prepared by the Human Resource Department (HRD). The aim of program evaluation is to examine the need which a program is designed to meet and judge, whether the program is likely to meet this need in an efficient way. Program evaluation provides a rational basis for decision making. The training and development program is taken by HRD and implemented by the composition of different

functional department. Training and Development helps not only to improve individual performance but also to get better the entire performance of the company. Training was crucial for the success of any organization because trained and improved human resource personnel are the main operating force of the organization. In order to build up an improved and trained workforce TSS offer different practical and technical training program to its employees.



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1. Introduction

Bangladesh is a developing country. The economic situation in Bangladesh is on the way to prospect. Due to the smooth and well-mannered procedure many private companies are emerged. With the explosion of technology all over the world, many companies are emerging. Bangladesh and commercial banks are now making the import and export procedure easy so that there are many supplier companies started their business and people are getting foreign product easily.

In every company there are many divisions and each division has its own way of working procedure. People learn their academic knowledge by book and other staffs but sometimes find the difference in the practical world. Internship program is one of most significant period of student life where they will get the practical view of the corporate life.

It is a requirement to do internship in any institution to matchup the theoretical concept with the practical concept. Though in Masters Level most of the people will have the practical knowledge as well as they were already deal with the corporate tasks. In this regards TSS Corporation has given the chance to complete the internship period. As a part of MBA program requirement, I have to finish my internship course by working in the TSS Corporation. Here my concentration lied on the “Training and Development Practices of TSS Corporation”. The information was collected from the company’s website, service manual, training manual, direct discussion and survey conducted by the questionnaire with the executives and operational employees.

TSS Corporation is one of the fastest growing supplier companies in Bangladesh. It is a great opportunity for me to get the practical knowledge of corporate life by being an employee there. Being an employee of HR section I get the opportunity to know deeper about the HR activities especially in Training and Development Policy of TSS Corporation. This report helps to understand the detail information about their training and development program.

1.1. Background of the Study

The internship report is made of the information that I have gathered during my working period in TSS Corporation. I have collected them from my activities, my colleagues and also the annual staffs. The topic is “Training and Development Practices of TSS Corporation”. Without theoretical knowledge practical knowledge will not be understandable and vice versa. In MBA program internship period is given to apply the theoretical knowledge in the real world. The most common reason of this study is compare the knowledge with the real corporate world. Training and development is one of significant among the HR activities and Working in TSS Corporation helps me to get depth knowledge about the process and policies.

1.2. Scope of the Study

The scope of the study is quiet wide as this report has covered the Human Resource Training and Development Practices of TSS Corporation. While preparing this report, I get the opportunity of practicing almost all aspects of HR activities as an employee. The report has been shown up in three views:

- ✓ Evaluation Requirement of Training and Development
- ✓ Present Training and Development Activities Conducting Ways
- ✓ The Assessment Procedure of Those Activities

That will be expressive type of report. Findings of the report will be perfectly designed on the base of information that will collected from the employees and regards.

1.3. Objectives of the Report

Objectives are divided into following parts:

- Broad Objective
- Specific Objective

1.3.1. Broad Objective:

The main objective of the report is to attain the practical view of the company activities with clear essence of Training and Development of TSS Corporation. The training and development procedure of TSS is going to examines by this report.

1.3.2. Specific Objectives:

To know the detail information of the procedure of Training and Development program of TSS.

Specified objectives of TSS are given below:

- To recognize the objective of the training and development of TSS Corporation.
- To identify the training method of TSS Corporation.
- To know the opinion of the employee regarding and development program of TSS Corporation.
- To evaluate the problems of training and development of TSS Corporation.
- To recommend some possible recommendations to overcome the problem relating to training and development of TSS Corporation.

1.4. Methodology

For a perfect completion of research will needed observance of some rules and techniques. To finish the internship report, various data are collected from primary and secondary sources.

1.4.1. Study design:

My study's design is very simple. It is to see and learn. As I works in HR Division it was very easy for me to collect information and see practically that how training is been given, programs are held, exams are taken, duration, people as trainee and trainer are selected and

performance after training is evaluated also compensation and benefits along with selection and recruitment details was available for me. I just had to collect HR information from the computers there like the training manual, evaluation form, list of trainings provided and the marking system at the TI exams. Even I visited the training institute in Senpara, Mirpur-10, saw how trainees are taught and in braches I saw how they apply things they have learned.

1.4.2. Sources of data and information:

To make interpretation about something information is needed about that thing. For this purpose I have to collect bona fide and correct data from reliable source. There are two types of sources for collecting data namely- primary and secondary source. Primary data are more reliable but it is costly to collect. On the other hand secondary data are less reliable but available to collect easily.

Following sources are used for making the report mort effective and efficient.

1.4.2.1. Primary sources:

The primary data have been collected from-

- ✓ Oral interview of respective officials and employees of TSS,
- ✓ Realistic desk work,
- ✓ Direct observation of various organizational procedure,
- ✓ Direct collaboration with the officer and staff of the training institution.

1.4.2.2. Secondary sources:

The secondary data are collected from:

- ✓ Yearly Report of TSS,
- ✓ Brochures, Reports, Documentary, Books,
- ✓ TSS Manuals, Publications,
- ✓ Internet and websites of TSS etc.

1.4.3. Methods of data collection:

Data are collected and then directly investigated various document, books, brochure, paper, different personnel, and operational process. The interviewers are administering by casual conversation. To prepare this internship report, I have also prepared a questionnaire on “Training and Development procedure of TSS Corporation”.

1.4.4. *Sampling unit:*

The sampling unit of the study was each level of employees who are working as Manager, Senior Executive officer, senior officer, and Officer and Probationary officer and also the Training institute principal All of them gave me a lot of necessary information for the report.

1.4.5. *Analysis of Data:*

The data gathered from both primary and secondary sources were arranged orderly to get a clear picture of the TSS's activities mainly, training and development department. Secondary source data are manually and qualitative way for the report.

Qualitative approach was taken to data analysis and to interpret the data for base for which report will be consider as judgmental and critical reasoning report.

Based on the observational information I also tried to assess and consider the problem mixed up in diverse aspects of training and development of the bank.

1.4.6. *Interpretation of Data:*

A critical analysis of the data has been made through the Bar diagram to illustrate the result of questionnaire. This has enabled me to visualize the trend of the variables of interest over time; indicators of bank performance have been computed through ratios of variables and spread- sheet analysis.

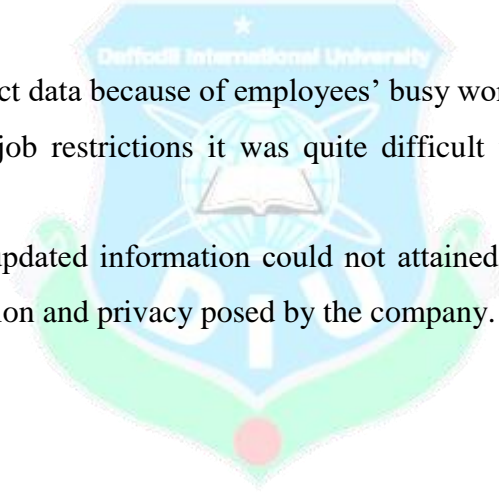
Suggestions are prepared depends on the observation and significant evaluation of the diverse segments of procedure and procedures concerned in training.

1.5. Limitations

Training and Development are intangible assets for an organization. It is not that much easy to analyze entire training program of company. Due to security and confidentiality, company employees are less likely to disclose all the information about their policy and procedure regarding the Training Program's. Working in a branch where the HR activities are not practiced, it was not possible to gather the sufficient knowledge from the Head Office of TSS.

Though some limitations faced while preparing this report are given:

- ✚ Time constrain is considered one of the major limitation.
- ✚ It was not easy to cover up all aspect of the company also many of them are not discussed.
- ✚ It was hard to collect data because of employees' busy working schedule.
- ✚ Due to employee job restrictions it was quite difficult to gather information from them.
- ✚ Most of the time updated information could not attained. Large scale search wasn't possible for limitation and privacy posed by the company.



2. Overview of TSS Corporation

TSS Corporation is one amongst the quickest growing Survey, Civil and Electrical Instrument importer and Retail provider in Bangladesh. They have started their journey in 2005. They have pride of themselves to provide their customers with the quality and range of products and services. In a very short way of time they are well known for their good service to the civil engineering, surveying and construction industries and also they are committed to provide their clients by accumulating original, innovative and improved products, solutions and services. With the best after sales servicing support they are most remarkable company to their customers. In a very short time they have already achieved the trust of the clients for their high competence, best product quality, realistic price, rapid service, innovation & improvement of technology. The expert engineers are always dedicated to improve the company. Their products which they import are manufactured and designed based on the latest survey situation of Bangladesh so that those are appreciated from many corners of our valued customers.

2.1. Vision of TSS Corporation

To be the leading equipment supplier in every industry we serve, and offer products and solutions that constantly offer value in terms of price and quality.

2.2. Mission of TSS Corporation

To be an active partner in the technological development of the country by promoting the state of the art technology with a commitment to achieve excellence in education, research & industry.

2.3. Values of TSS Corporation

TSS Corporation believes in providing quality by considering customer's demand and expectation. Nonstop modernization and enhancement is the main intention of the organization by focusing the customers and tries to keep up the fairness and transparency in all aspects.

2.4. Management Hierarchy of TSS

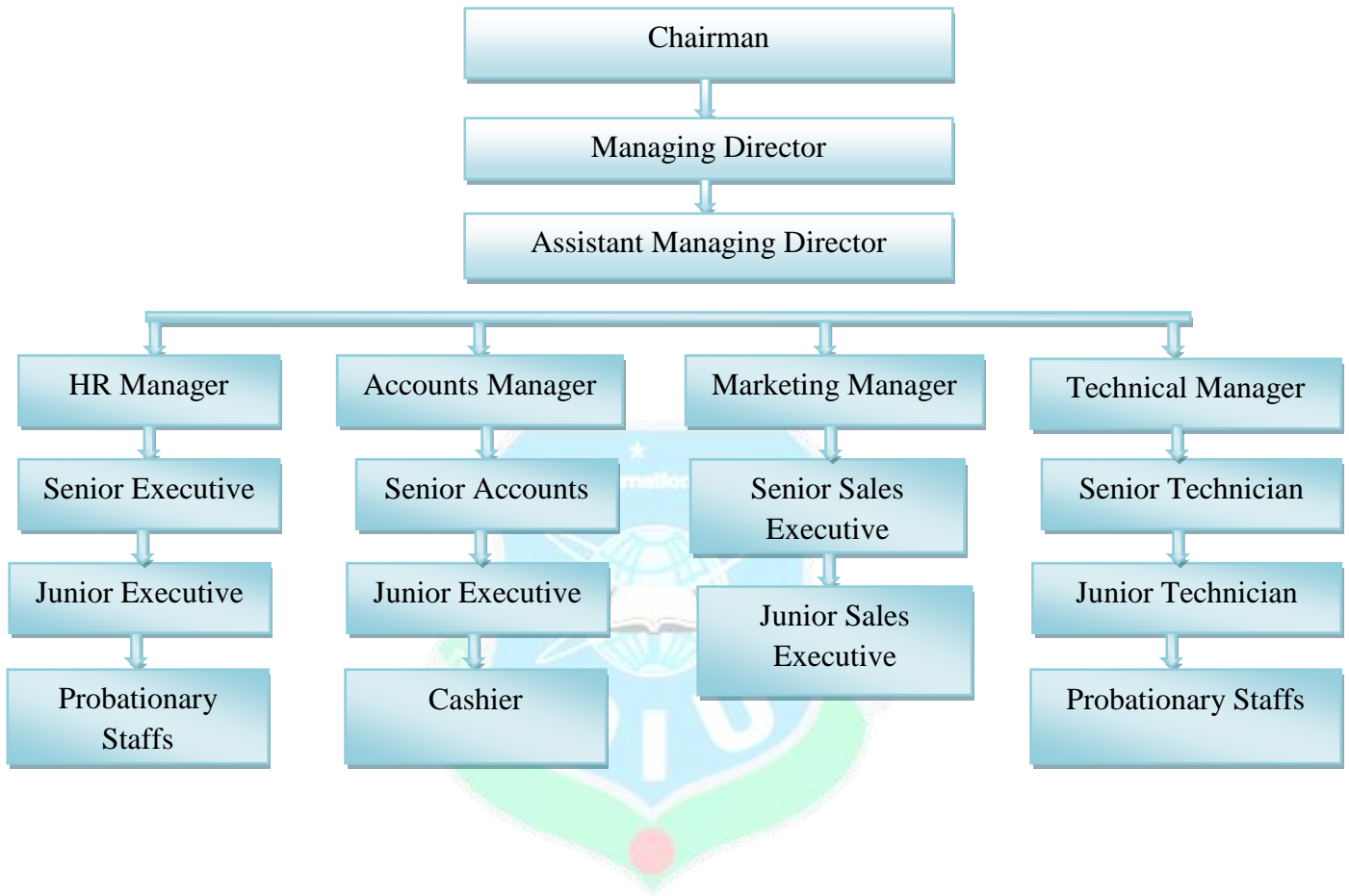


Figure 2(a): Management Hierarchy

3. Theoretical Introduction

In the field of human resource management, training and development is the ground which is concerned by company actions aimed at improving the performance of individuals and groups in organizational settings. It has been known by several names, including human in the field of human resource management, training and development, human resource development, and learning and development.

The "stakeholders" in training and development are divided into various classes. The supporter of T&D are superior managers. The customers of T&D are business planners. Line managers are in charge for coaching, resources, and performance. The participants will go through the procedure. The facilitators are HRM staff. And the contributors are expert in the field. All groups have their own schedule and inspirations, which sometime conflicts with others. The conflicts are considered as the good part of career penalties that happens in between employees and their bosses. One of the major reason behind leaving the job by the employees are conflicts with their boss. And yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." To get the long term success training is needed for the employees to cope up with authority and with people who entertain diverse points of view. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or customer.

3.1. Theory of Training and Development

Training and development is considered as the subsystem of a company. It makes sure that arbitrariness is reduced and knowledge or behavioral change takes place in structured format. Training and Development programs are intended to help out employees to entirely know what functioning is about in the company and help them befall completely dynamic as quickly as possible. When workers better understand and admit behaviors the company observation as enviable, likelihood increase that each employee will attain his or her goals.

After recruiting and placing the human resources in the accurate place the next step is to train and develop the Human Resources collected recently. There remain several methods of training and development. Training is considered as the learning process where persons skill, concept, attitude and knowledge to assist in the attainment of goals.

3.2. Difference between Training and Development

Training	Development
1. Training is a process of learning a sequence of programmed behavior.	It is a related process.
2. It gives people an awareness of the rules and procedure to guide their behavior.	It covers not only those activity which improve job performance but also those which brings about growth of personality.
3. Training is short term process developing a systematic and organized procedure by which non-managerial personnel learn technical knowledge and skills for definite purpose.	Development is a long-term process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge of general purpose.
4. It refers only to instruction in technical and mechanical operations.	It refers to philosophical and theoretical educational concepts.
5. It is planned for non-managerial.	It is planned for managerial personnel.

Table 1: Difference between Training and Development

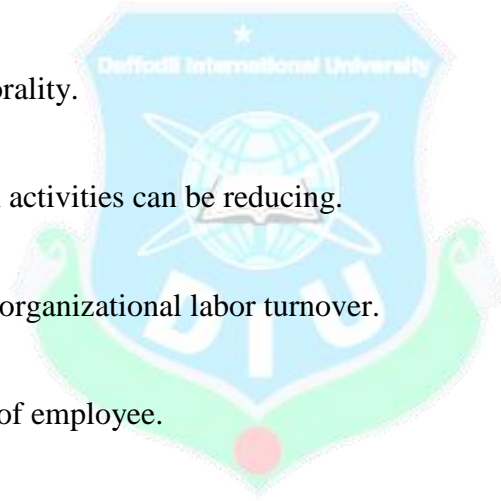
3.3. Training and Development Objectives

One of the major objectives of training and development division is to ensure the accessibility of skilled and willing personnel to an organization. Moreover, there are also other four objectives: Individual, Organizational, Functional, and Societal.

- **Individual Objectives** – Basically this objective deals with the individual personal goal attainment which will in contrast with the individual contribution for the company.
- **Organizational Objectives** – Organizational objective will help the organization with its principal objective by conveying individual effectiveness.
- **Functional Objectives** – Functional objective will help to provide departmental contribution at a level that is suitable according to the organization's needs.
- **Societal Objectives** – Societal Objectives will make sure that organization is performing well at societal challenges and needs ethically and socially.

3.4. The Goals of Training and Development

- ✓ Enabling each individual member to utilizes and develops their full potential.
- ✓ Providing capable substitute.
- ✓ Make sure the long-term constancy and flexibility of the organization.
- ✓ Operational mistakes will be removed.
- ✓ Increasing confidence among the workers.
- ✓ Provide perfect and accurate knowledge.
- ✓ Increase morality.
- ✓ Supervision activities can be reducing.
- ✓ Stability of organizational labor turnover.
- ✓ Usefulness of employee.



3.5. Significance of Human Resource Training and Development

- ✚ The HR training and development will make sure the perception of Total Quality Management (TQM).
- ✚ Equal Employment Opportunity (EEO) will be ensured by HR department.
- ✚ HR training and development department will deal with weak employees, training system for the new employees, and if any new technology or theory is adopted.
- ✚ Employees' compensations and other benefits are cared by this department.
- ✚ Provides with newest and best components and topics of training giving value to the changing technology and newly adopted techniques in the organization.
- ✚ Performance appraisal, promotion, and transfer are looks after by this department.
- ✚ Set up and keep up sequence of command and management hierarchy.
- ✚ Motivational level of employees is always trying to improve by this department.
- ✚ To set up all sort of proceeds about employee, organization etc.
- ✚ To progress the employees ability.
- ✚ To set up and make sure proper organizational performance and environment.
- ✚ Primarily it allows the employees to become competent and attain the preferred stage according to their slogan which is "Efficiency".

3.6. Training Steps

Developing a training program inside a company consider the following four basic training steps. These four steps are equally essential for any training program to be effectual and capable:



Figure 3(a): Four Basic Training Steps.

Step 1: Establishing a Need Analysis

This is the first step of find out the actions to justifying for training. The methods essential for the data gathering are interviews, observations, surveys and customer comment cards. Numerous examples of an analysis demarcation specific training needs are customer disappointment, low down morale, low output, and high turnover.

Step 2: Developing Training Programs and Manuals

This pace establishes the expansion of current job descriptions and principles and procedures. Job descriptions must be transparent and consider as one of chief training tool for the guidelines recognition. Formerly the job description has been accomplished; a full chart of principles and procedures ought to be established from each responsibility outlined in the job description. This will fix up the important guidelines for further training.

Step 3: Deliver the Training Program

This step deals with instruction and delivery of the training program. After fixing up the trainer one need to select the training techniques. Some most popular methods are One-on-one training, on-the-job training, group training, seminars, and workshops

Step 4: Evaluate the Training Program

The procedure of training assessment has been outlined as any try to get data on the results of training performance and to judge the significance of training on the base of that information. This step can verify how much efficient and gainful the training program has been. Ways for assessment are pre-and post- surveys of client comments cards, the establishment of a cost/benefit analysis demarcation your everyday expenditure and returns, and an enlarge in customer satisfaction and profits.

The assessment of training programs is an important step in the training process. This step will point out the effectiveness of both the training and the trainer.

3.7. Common Training Methods

Training is vital for institutional progress and success. It is consider one of the very essential stages for both the employer and the employees. An employee will obviously perform well if he/she gets training properly. Training is primarily done by two ways:

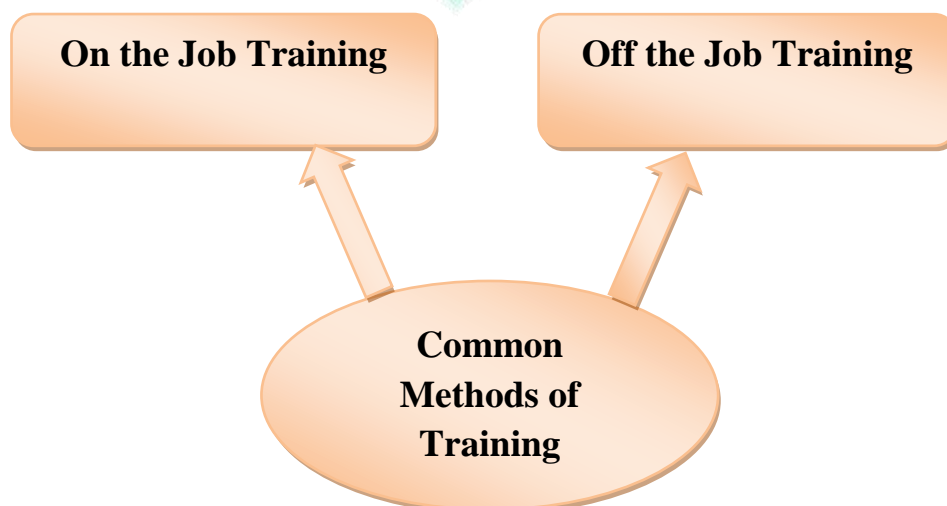


Figure 3(b): Common Methods of Training

- **On the Job Training:** On-the-job training is the training which is given inside the organization within their work situations. It is easy to understand that knowledge and skill can be attained while employees are go through their jobs and this will give benefit for both the employee and the organization. Through this training employee will learn through the practical working experiences, facing practical challenges and learn how to solve their faced problems. Organization will be benefited by this training by reducing addition cost for training and also the specific task will be done.
- **Off the Job Training:** Off-the-job training is performed in a specifically fixed location for training. It is outside the organization, may be a particular training center or resort. Basically this way of training helps to reduce the distraction of employees from work also helps to grab their attentions. Though, off-the-job training programs does not give as much convey of training to the real job as do on-the-job programs.

3.8. Methods of Evaluating Training Program

The specification of values forms a base for assessment. The base of assessment and the form of gathering information is essential for assessment ought to settle on the planning phase. Assessments help in controlling and accurate the training program.

3.8.1. Kirkpatrick's four steps of Training Program Evaluation

Kirkpatrick suggested four levels for evaluation of training. These are as follows:



Figure 3(c): Kirkpatrick's Four Steps of Training Program Evaluation

3.8.2. Other Methods of Evaluation:

Various methods can be used to collect data on the outcomes of training. Some of these are:

- Questionnaires
- Tests
- Interviews
- Studies
- Human resource factors
- Cost benefit analysis
- Feedback



3.9. Inputs of Training and Development

Input is the most important of training and development. Any training and development program requires input, which consists of the members to increase skillfulness, gain knowledge of theoretical concepts and assist in gaining vision to glance into isolated future. It helps to contains choice building and difficulties resolve ability.

- ✚ **Skills:** A worker needs skills to use machine and other equipment with last damage or scrap, this is basic without which a worker is able to work on machines. Same way employees like supervisors, executives need interpersonal skills, popularity known as people skills. Interpersonal skills are necessary to understand oneself and others too and act accordingly.
- ✚ **Education:** The purpose of education is to teach theoretical concept 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 course on a part time basis.

- ✚ **Development:** Another component of a 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 loke is useful for better management of the company.
- ✚ **Ethics:** There is need for imparting ethical orientation to a training and development progrm. There is no denial of the fact that ethics are largely ignored in business. Unethical practices abound in marketing, finance and production function in an organization.



4. Training and Development Practices of TSS Corporation

The newly hired people have to leaning with the organization and their jobs too. They have to get training correctly to perform their allocated works efficiently and to attain efficient job ability. Basically one major responsibilities of Human Resource Division is to give introduction direction and on-the-job training for new employees also to the existing employees for better and improved performance.

Orientation is the preamble of newly employed people to the organizations, their job component and their jobs. Employees will get introduction from co-workers, and from the top management of the organization. The orientation get as of co-workers is typically unintended and informal and it frequently gives the new employee through confusing and inexact data. Due to this reason official orientation is consider as most important regarding new employees. Efficient orientations have an instantaneous and long-lasting impact on the newly employed people and help to differentiate among his or her achievement and failure.

Before hiring job applicant gets some sort of orientation about the newly employed people also learn about common features of company, duties, operational situation, and pay it will be company's reputation, type, product/service they offer.

Newly hired employees will get the formal introduction program. Regardless of the type of organization, orientation should usually be conducted at two distinct levels:

- Organizational orientation- will show relevant topic and interest to all employees.
- Departmental and job orientation-will show topics which are exceptional to the new employees' particular department and job.

Training and Development programs of TSS Corporation enable the employees to improve their skills, maintain them upgrade by new changes. Equally on-the-job and off-the- job is offered by them with equally theoretical and practical training chances throughout an array of Local, Regional and International Training programs which will comprise both functional and managerial levels based on Training Need Assessment. Training Need Analysis (TNA) is performing by division heads and Human Resource Department together based on job analysis.

4.1. TSS Corporation Training Institute (TSSC TI)

TSS training institute in Mirpur Section 10 has embarked on numerous “need based” training conferences for its executives functioning mainly in the desk of the branches. It has some key personnel and a group of trainers, and guest lecturers, they are the board of the institute and the training programs to take place are decided by the HR and management divisions. Main purpose of the institute were to improve and update the executives on the current modification in the area if any, and to make them more capable and competent to deliver proficient services so that the company can attain escalating growth.

In order to materialize this company, perpetual aim of training institute has designed its training program in 5 annual training plan in sequential order giving proper weightiness to all the areas of organizational operations so that present workforce of the organization grows with harmony to become all-rounder and there by the organization creates its second line of defense to help prevent the ominous impact of indispensability in the day business and administrative operations of the field and corporate office.

During the quarter under reference training institute has conducted as many as 22 short term and medium training courses in the area of instrument servicing, customer services, credit, foreign trade, internal compliance and control, code of conduct and confidentiality, case study, dispute of foreign trade etc. Moreover in second part together by added courses it shall activate the plan to train up specially the lastly hired provisional and assistant executives so that they can be confident to powerfully add to the healthy manpower strength to pull the bank up further in future more.

4.2. Training and Development Program and Company’s General Benefits

Training and Development program comes with a lot of general benefits for the employees of a company. TSS has experienced these benefits through their training and development program. They realize the strength and importance of the benefits and views these benefits from different angles:

4.2.1. Benefits to the Organization:

- ✓ It will help to improve company profitability also make optimistic attitudes to revenue orientation.

- ✓ Help to improve knowledge and proficiency about job at every level of the company.
- ✓ Helps to increase morality among the human resource.
- ✓ Assists to identify organizational goals.
- ✓ Assists to make a good corporate picture.
- ✓ Promote genuineness, sincerity and faith.
- ✓ Help to improve good relationship among subordinate and supervisor.
- ✓ Helps to company development
- ✓ Assists to make working guideline.
- ✓ Help to make better understanding about company policies.
- ✓ Helps to find out future need of the organization at every aspects.
- ✓ Organization gets more effective decision-making and problem-solving skills.
- ✓ Helps to enhance productivity and better quality full work.
- ✓ Help to minimize the cost in many areas.
- ✓ Labor-management relationship gets improved.
- ✓ Motivates protective management as opposite to put out fires.
- ✓ Produces a suitable atmosphere for expansion, communication.
- ✓ Helps to improve managerial communication.
- ✓ Helps employees adjust to change.

4.2.2. Benefits to the Individual in essence of benefit the Organization:

- ✓ Individual will learn to make quick decision and sensible problem solving.
- ✓ Helps to encourage and attain self-development and self-assurance.
- ✓ Assists to cope up with pressure, anxiety, irritation and conflict.
- ✓ Helps to increase knowledge about management, leadership, communication ability and manners.
- ✓ Enhance job fulfillment and acknowledgment.
- ✓ Helps to attain individual goals at the same time progressing interactive skills.
- ✓ Gratify personal requirements of the trainer (and trainee).
- ✓ Enlarges a sagacity of development in learning.
- ✓ Assists a person to build up speaking and listening skills with writing skills when workouts are required.
- ✓ Helps to get rid of fear in doing new jobs.

4.2.3. Benefits to Personnel and Human Relations, Intra-group and Inter-group Relations and Policy Implementation:

- ✓ Develops good communication among groups and individuals.
- ✓ Helps to give direction to newly hired people and also getting new jobs by transfer or promotion.
- ✓ Give information on equal opportunity and positive action.
- ✓ Give information on other government laws and organizational policies.
- ✓ Progress interpersonal proficiency.
- ✓ Organizational policies, rules and regulations will be feasible.
- ✓ Morality Improves.
- ✓ Make up consistency in groups.
- ✓ Gives a better atmosphere for knowledge, growth, and co-ordination.

4.3. Training and Development from TSS's Viewpoints

Several organizations are using several training method of training depending on the situation and training objectives. Training referred as the gaining of, skills, knowledge, and competencies by the lessons of occupational or practical skills and information that relate to precise useful competencies. The training are enhance employees work skills.

On the basis of dimension there are basically three type of training technique:-

- Presentation techniques.
- Hands on techniques.
- Group building techniques.

On the basis of time training is divided in two parts, these are:-

- On the job training
- Off-the job training

The term development refers to the proceed of developing or unveiling the unknown; a steady unfolding procedure by which something is developed, as a plan or method, or an image upon a photographic plate; gradual advancement or growth through a series of progressive changes

also, the result of developing, or a developed state. Future oriented training, focuses on the personal growth of the employee.

- Training = Altering behavior
- Development = Increasing knowledge
- Learning = Permanent change in behavior

4.4. Training Methods of TSS Corporation

TSS believes that training is vital for organizational growth and achievement. It knows very well that a worker will turn into more capable and creative he/she get well training. As Training is usually described in two ways TSS follows both these method:

On the job training- On the job training techniques are given to the employees within the daily functioning of a concern. It is easy and less costly.

Off the job training- Off the job training techniques are training which is offered outside the working condition. Usually it is used for new employees.

4.4.1. Types of On-the-Job Training Used in TSS

Job Rotation: In job rotation training people usually get training by their experience of job, as they go by a series of job for attain good understanding of needs of each. It is useful for small business than big companies for its feature less role specialization. By this training the person move from one job to another which ultimately helps to get primary understanding of functions of organization. The principle of job rotation is to give trainees a larger organizational outlook and a better appreciative of diverse functional areas as well as a better logic of their personal career objectives and interests. Separately from ease monotony, job rotation permits trainees to construct link with a extensive series of individuals within the organization, make possible potential collaboration among departments. The cross-trained personnel present a great elasticity for organizations at time of transfers, promotions or

replacements become expected.

Job rotation has several disadvantages, particularly when the trainees are enrolled on a variety of jobs at recurrent space. At this situation, trainees do not typically keep on extended sufficient in any sole stage of the operation to build up a high degree of expertise. Trainees be able to turn into puzzled when they are uncovered to rotating managers, with distinct styles of operation. More, job rotation can be quite costly. A considerable quantity of managerial time is missing when trainees vary positions, since they have to be familiar with different people and methods in every department. To get the best results out of the system, TSS modified to the needs, interests and capabilities of the individual trainee.

Mentoring: Mentoring is a connection by which superior manager in a company anticipate the accountability for preparing a subordinate person. Technological, interpersonal and political talents are usually expressed in connection from the more skilled person. A mentor is a teacher, spouse, counselor, developer of skills and intellect, host, guide, exemplar, and most importantly, supporter and facilitator in the understanding of the visualization the young person has regarding the kind of life he wishes as an adult.

One of the major objectives is assists an employee attains mental development and effectiveness and gets integrated with the organization. This type of mentoring can be both formal and informal levels depends on the current work culture and the obligation from the top management in a working situation. Formal mentoring may be very productive, if management devotes time and money in such relationship construction exercises.

4.4.2. Types of Off-the-Job Training Used in TSS

In this training method, the trainee is alienated from the job site and his concentration is paying attention upon learning the objects connected to his potential job performance. As the trainee is not abstracted by job necessities, he be able to center of attention his whole deliberation on learning the job relatively than use his time in performing it. There is a chance for autonomy of appearance for the trainees. Off-the-job training methods are given below:

Vestibule Training: Vestibule training method, practical working circumstances are replicated in a classroom. Substances, files and equipment – which are being use practical task performance, are too used in the training. This training used for training employees for office and semi-skilled tasks. The period of those training arrays from a few days or a few

weeks. This method can practice theory.

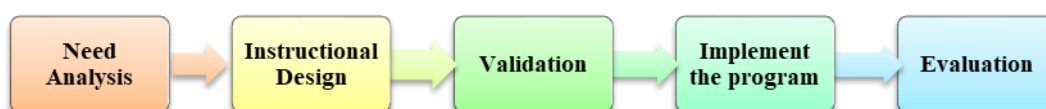
Lecture Method: The lecture is a long-established and straight method of training. The trainer arranges the objects and provides them to the trainees in the type of a talk. To be useful the lecture have to stimulate and generate interest between the trainees. A benefit of lecture method is direct and can be used for a large group of trainees. Consequently, it is costs and time effective. The major drawback of the lecture method is, it does not offer for move of training efficiently.

Programed Instruction: One of the popular methods is programed instruction in recent years. The subject matter what is to attain is shown in an array of carefully organized series units. Simple to more complex levels of instruction are arranged these units. The trainees have to go through these units by answering questions or filling the blanks. Though this method is quite expensive and time consuming.

4.5. The Five steps of Training and Development procedure of TSS

Training is most important for every employee for growth in an organization. Five steps of training and development process that TSS follows are:

Figure 4(a): The Five steps of Training and Development Process of TSS



Source: Training and Development Manual of TSS Corporation

1. **Need Analysis:** Need analysis is consider as the opening step of training process. It recognize the precise job performance skills needed, assesses the prospective trainee's skills and develops specific measurable knowledge and performance objectives based on any deficiencies.

2. **Instructional Design:** In the next step instruction design, persons choose on accumulate and create the training program contented with work books exercises.
3. **Validation:** In the step of validation where the bugs are thumped out of the program of training by presenting it in mini representative audience.
4. **Implement the program:** At fourth step the program has to implement through actual training the sorted group of employees.
5. **Evaluation:** Evaluation is the fifth step where management evaluates to identify whether the program get the success or failure.

4.6. Training Need Assessment of TSS Corporation

The reason of training need assessment of TSS is to recognize performance necessities and the acquaintance, skill, as well as capabilities desired by the personnel to attain the requirements. A successful training need assessment shall assist to allocate the resources to the slots where the demands are high. The assessment be supposed to distribute resources desirable to accomplish company mission, progress output, and offer superiority in products and services. A need assessment is the procedure of find out the difference between required performance and present performance. An entire need assessment too regard as the penalty for not paying attention to the difference. a training need assessment have three levels which are given below:

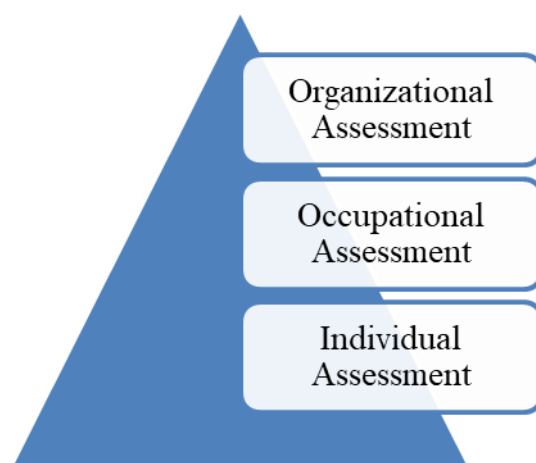
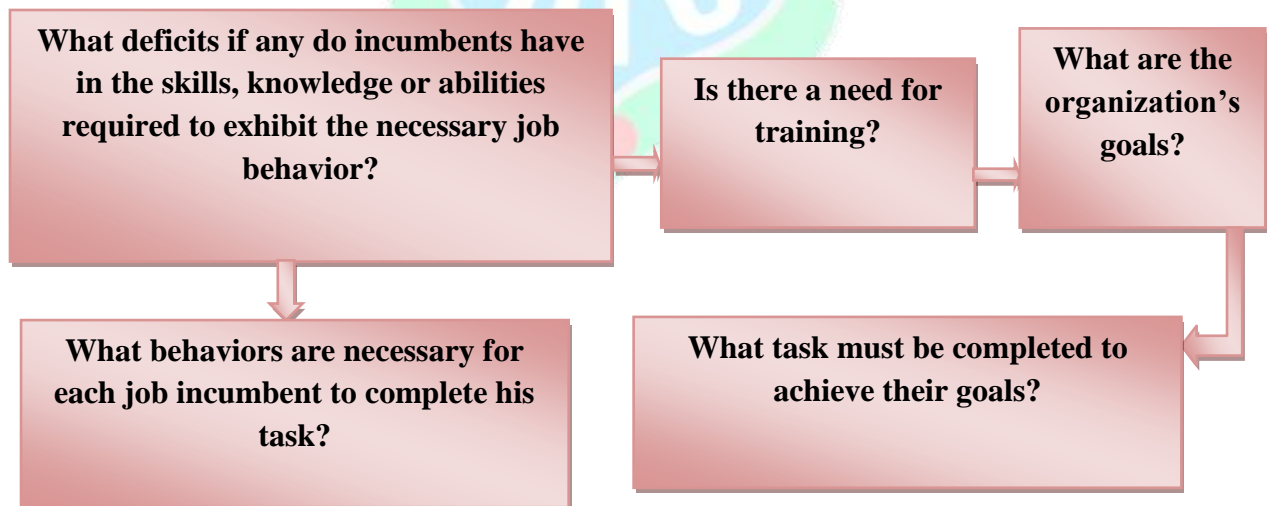


Figure 4(b): Levels of Training Need Assessment.

1. **Organizational Assessment:** Organizational performance will be evaluated by the organizational assessment. This type assessment will decide the amount of skill, awareness, and capabilities an organization desires. It finds out what is necessary to improve the troubles and limitations of the organization also to increase strength and capability, particularly for Mission Critical Occupation's (MCO).
2. **Occupational Assessment:** This assessment scrutinizes the knowledge, skills and capacity essential for exaggerated working Groups. This recognizes what professional inconsistency or gap subsists and also verifies new paths to perform work which will remove the gaps.
3. **Individual Assessment:** This evaluates how good a person employee is performing a work and decides the person's ability to perform new or diverse job.

TSS Corporation determines their training needs by answering the following questions:

Figure 4(c): Questions for Determining Training Needs.



Source: Training and Development Manual of TSS.

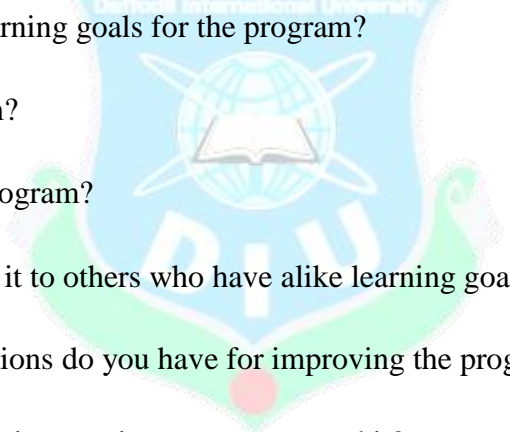
4.7. Methods of Evaluating Training Program of TSS

Evaluation helps in controlling and correcting the training program. Methods that TSS follows to evaluate their training program are:

4.7.1. *Kirkpatrick's method:*

As we seen that Kirkpatrick suggested four steps for the evaluation of training program, TSS follow this method-

1. Reactions: Trainee's reactions to the largely helpfulness of the training with the exposure of the subjects, the method of presentation, and the systems used to explain things, repeatedly fling illumination on the usefulness of the program. possible questions to trainees may be:

- 
- What were your learning goals for the program?
 - Did you attain them?
 - Did you like this program?
 - Would you suggest it to others who have alike learning goals?
 - What recommendations do you have for improving the program?
 - Should the organization continue to recommend it?

2. Learning: Training program, trainer's capability and trainee's capability are assessed on the base of amount of contented learn and time in which it is learned and learner's capability to use or relate the contented learned.

3. Job behavior: This assessment takes in the behavior and degree to which the trainee has functioning his learning to his job.

4. Results: It is the dimension of final result of the assistance of the training program to the organization goals like endurance, expansion, prosperity, etc. and to the person goals like progress of personality and societal goals like maximizing societal advantage.

4.7.2. *Other Methods of Evaluation:*

TSS also follows some other methods for evaluating training program which are given below:

- **Questionnaires:** Complete questionnaires might be used to gain views, reactions, and visions of trainees.
- **Tests:** Ordinary tests might be used to know does trainees have learnt anything in and after the training.
- **Interviews:** Interviews might be carried out to discover the efficacy of training accessible to operatives.
- **Studies:** Comprehensive studies might be passed out extracting the view and verdicts of trainers, superiors and peer groups about the training.
- **Human resource factors:** Training also can be assessed on the base of employee fulfillment, which in twist may be observe on the foundation of lessen in employee turnover, non-attendance, accidents, accusation, expulsion, dismissals, etc.
- **Cost benefit analysis:** The costs of training which includes appoint trainers, tools to learn, training center, wastage, production strike, opportunity cost of trainers and trainees might be contrasted with its significance in terms of reduced time of learning, enhanced learning, superior performance) in array to assess a training program.
- **Feedback:** After the assessment, the condition supposed to be inspected to spot the possible reasons for gaps in performance. The training evaluation data about costs, spent time, results, etc. ought to be presented to the instructors, trainees and other parties concerned for manage, modification and development of trainees' activities. The training assessor should go after it up honestly so as to make sure successful accomplishment of the opinion report at each stage.

4.8. **Formally informing employees for Training**

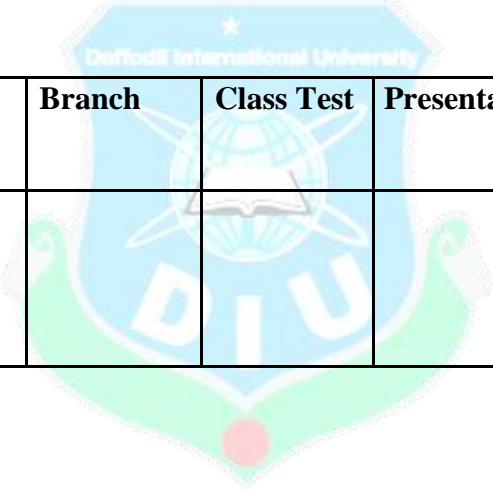
Employees need to be formally informed about the training program. The subject, time, duration and trainer of the training program have to be given to the employee.

In TSS the general practice of informing employees is to use an inter-office memo send to the head of the department with carbon copies (CC) send to employees. Also, a session guide is given to the trainee in order to give them a sort of preview to the program, some time employees are informed informally i.e. through telephone, e-mail.

The employees of TSS are enthusiastic about the training program. They instantly accept the training program generally. In fact the employees are eager to learn new ways, and develop their skills.

4.9. Training Mark Sheet of TSS

Table 2 :

TSS Corporation Training Institution						
Senpara, Mirpur-10, Dhaka						
Course No. :						
Total Mark:						
Grade :						
						
Name	Designation	Branch	Class Test	Presentation	Final	Total
Faculty:						
Principal:						
Total Mark:						

4.10. Development

Basically development has a paying attention on management level employees. While line employees accept training, intended to get better a precise set of skills required for their present job. Development is the process of increasing efficiency and changing behavioral pattern. Development refers to formal education, job experience, relationship and assessments of personality and abilities that help employees perform effectively in their current or future job and company. Because development is future oriented, it involves learning that is not necessarily related to the employee's current job.

4.11. Management Development

TSS is very much concern about Management Development. Management development is an attempt that improves the learner's ability to administer organizations (or oneself). Exceptionally just put, managing comprises activities of planning, organizing, leading and coordinating resources. A significant skill for any person is the skill to manage their own learning.

4.12. Career Development

In TSS, Career development engages managing career moreover inside or among organizations. It as well comprises learning new skills, and making development to help in career. Career development is a constant, lifetime procedure to learn and attain further in career. Whether anyone looks at building a career alter, or moving up within a company, planning his/her career development will succeed. By generate an individual career development plan; one can put goals and objectives for personal career growth.

4.13. Methods of Development

TSS Corporation follows the following methods of developments:

A. On the job: On the job method includes-

- **Job rotation:** Moving employees straight or upright to develop their skills, knowledge and abilities.
- **Assistant to positions:** Employees with established probable are sometimes given the chance to job in an experienced and successful manager.

B. Off the Job: Off the job method includes-

- **Lecture course and seminars:** Traditional type of training revolves approximately official lecture courses and seminars. These are accessible on chance for persons to obtain knowledge and expand their systematic capability.
- **Simulations:** Any artificial environment attempts to closely mirror an actual condition.



5. General Analysis of HR Training and Development of TSS Corporation

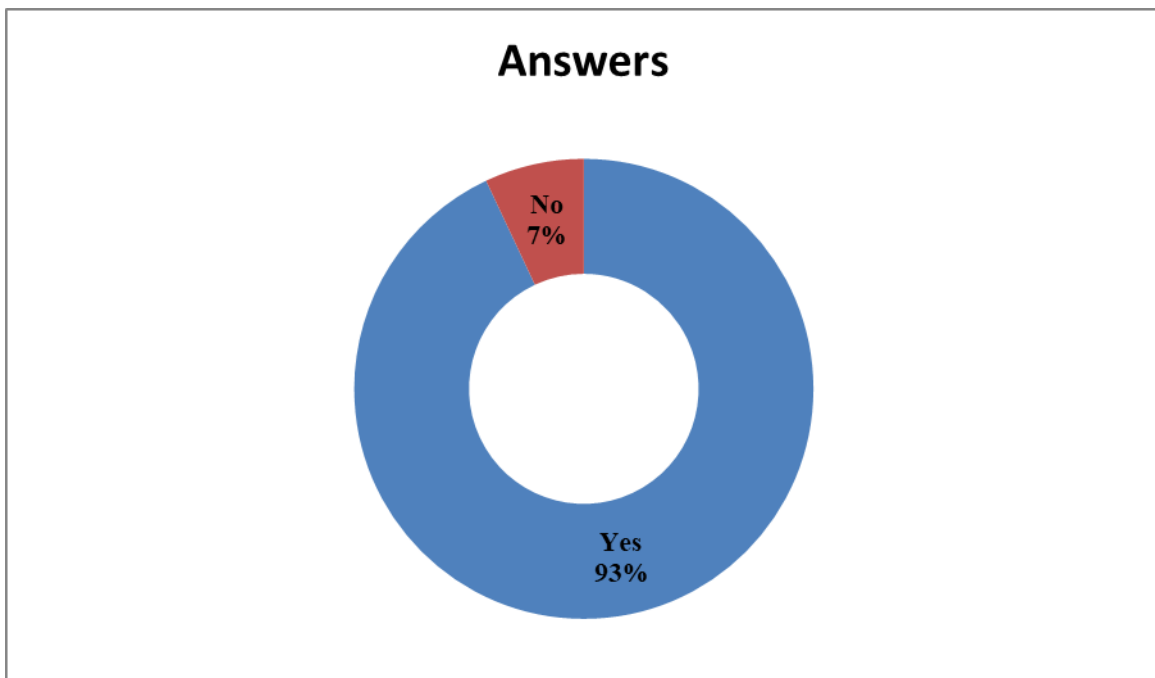
In TSS, HR training is used not only for employee control purpose but also for maintaining rules and regulations among the branches and Head Office.

- Training goes whole year long and it is the most used HR function.
- Other functions like Compensation and salary management gets the second priority, selection and recruitment process in the third one and performance appraisal gets the least attention.
- Training programs are mandatory for everyone after some period.
- For special purpose trainings from every branch one person is selected who is normally the second in charge of a particular department.
- He/she acquires knowledge from the training and after coming back teaches that to everyone in his/her department.
- When a new system is going to be started soon or government has plans to have a change in banking processes for that purpose workshops are arranged.
- Trainers are chosen randomly by the HR division.
- General training duration is 20 days-30 days, special purpose training duration is 1 day and 3-5 days and workshops are held for 1 day.
- Evaluation is done by the TI principal, lecturers and results are given at the end of the project.
- New projects, technologies and techniques are been adopted and updated every six months.
- If anyone fails to achieve the desired mark he/she has to attend it again and his/her chance of getting promotion gets delayed, other benefits are not been given even he/she might get himself/herself in probationary period.
- Individual performance evaluation is done by the manager operations and branch managers in every branch and total branch wise evaluation is done by HR based on their earned profit, dealing made, contract achieved and service provided.

5.1. Questionnaire Analysis

Questionnaire analysis is very important for any research activities. With the help of a questionnaire, we can get the real scenario of any survey. To prepare this internship report, I have also prepared a questionnaire on “Training and Development procedure of TSS Corporation” to assess and find out whether the employees are satisfied (to what extent) with the training and development of TSS Corporation. For this regard, I have collected data from 25 employees of TSS to prepare this report.

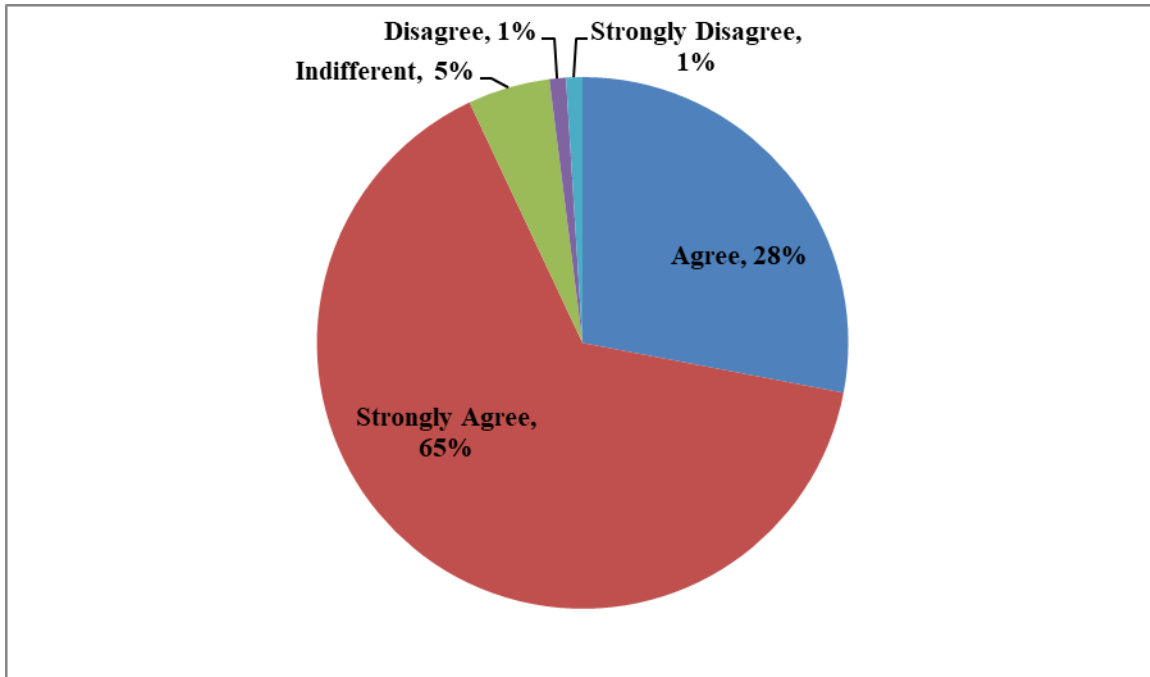
1. Employees received training after joining the organization-



Explanation:

From this figure, it is seen that 93% of employee received training on different works after joining in TSS and only 7% of employee who are new comers did not get training yet but they will receive training very soon. That means almost all employees of TSS receive training on their work.

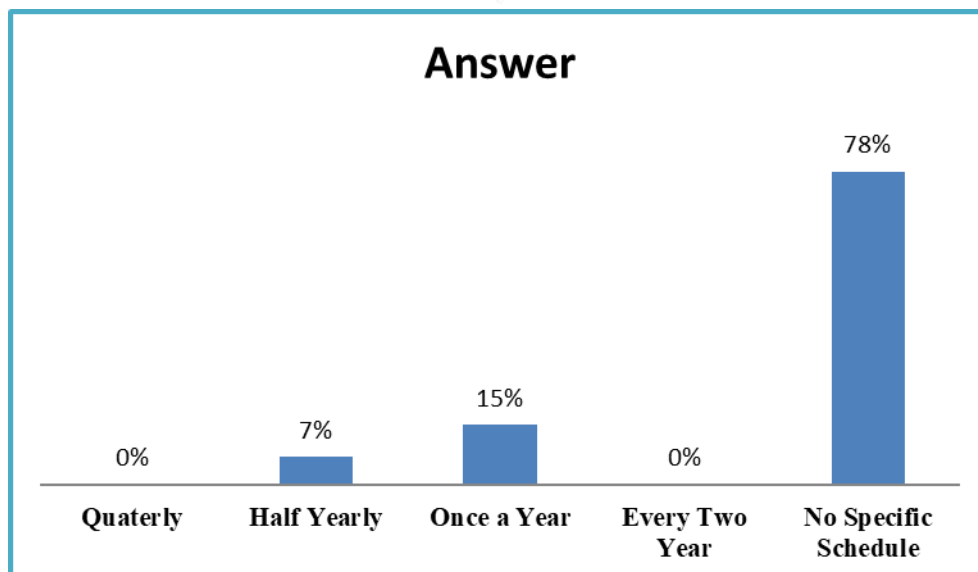
2. Organization identifies the training needs for the employees-



Explanation:

This figure shows that, 65% of employees are strongly agree on the fact that training is compulsory for all employees, 28% of employee are normally agree and 5% employees are indifferent on the statement. Only 1% of employees disagree and 1% strongly disagrees on the statement because they think that training is compulsory for officer level employees only.

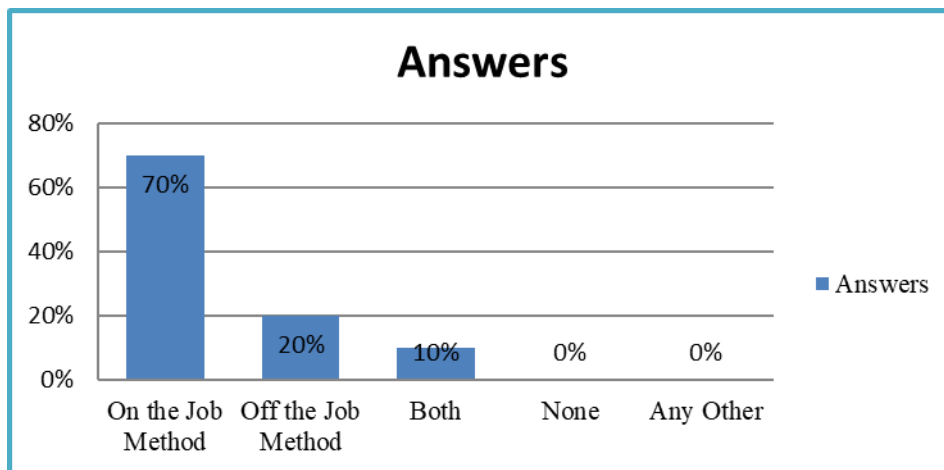
3. How often employee undergo training-



Explanation:

From this figure we seen that, 78% of employee said that there is no specific schedule for receiving training, while 15% of employee said that they go for training once a year who are generally executive officer and 7% of employee said that they receive training in every six month who are generally perform technical work.

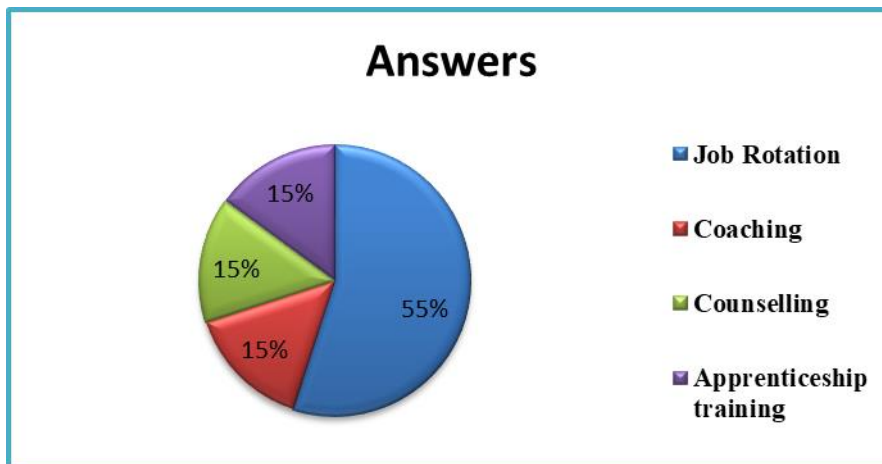
4. Training Methods used in Training Program-



Explanation:

In this figure we can see that, TSS use 70% on-the-job Training method because TSS is so much conscious about their customer service as well as they also support and use 20% off-the-job training method but some employees (10%) want both training for them.

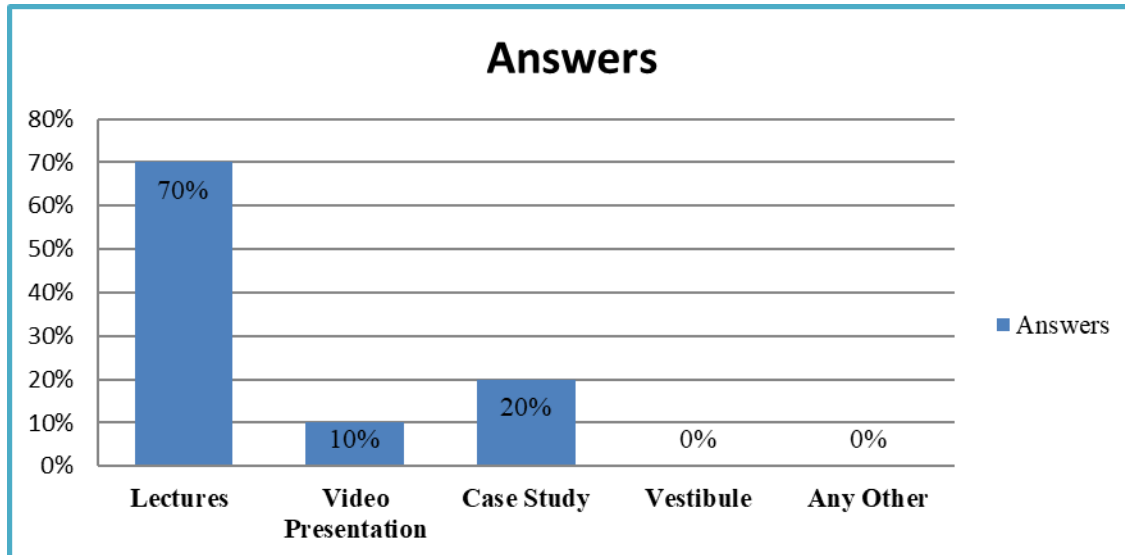
5. Mostly followed On-the-job training method -



Explanation:

From the figure, it is seen that, 55% of the employee said TSS followed the job rotation training method. But 15% employee said TSS support the coaching method. 15% of employee support counseling method and 15% of employee support the apprenticeship.

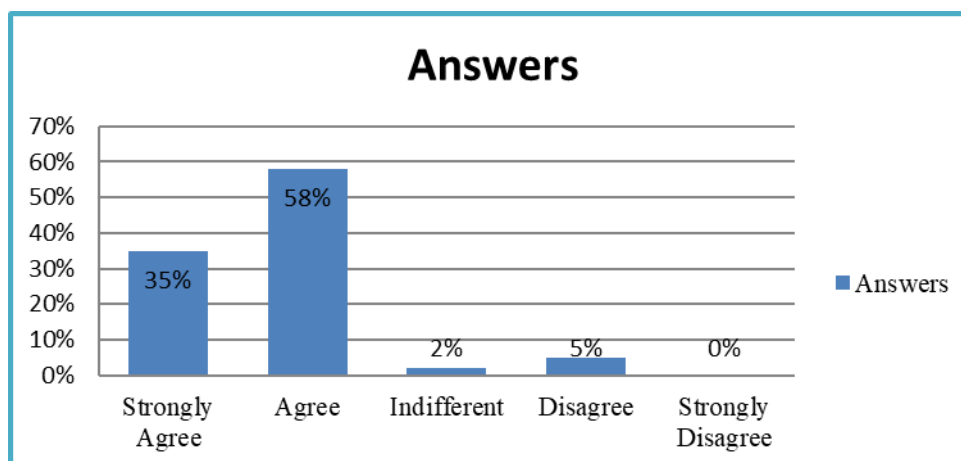
6. Mostly followed Off-the-job training method is-



Explanation:

From the figure, it is found that 70% of the employee said TSS use lecture, 20% said case study and only 10% said video presentation as a training method. On the other hand it does not prefer the vestibule training. It also identifies, gather and provide various types of knowledge at different position. For this, based on their preferences the Human Resources Division identifies the necessary training method.

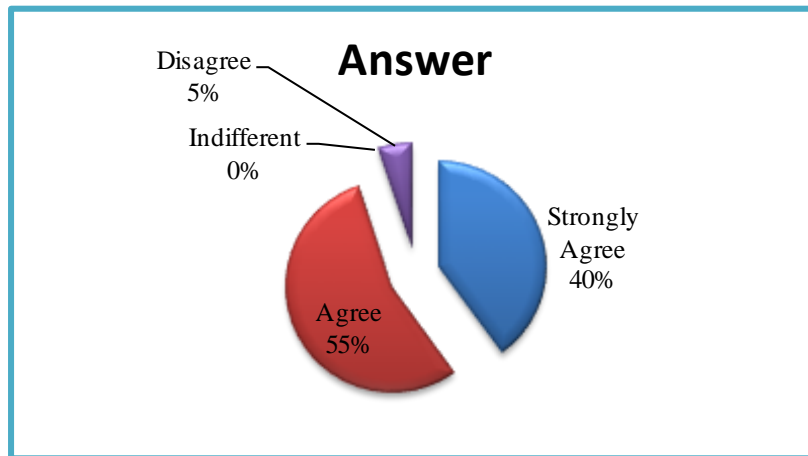
7. Methods used during training have create impact on your skill



Explanation:

This figure shows that, 35% of employees strongly agree that training creates impact on their skill, while 58% of employees agree on that statement. On the other hand only 5% employees disagree on that fact and only 2% employees are indifferent.

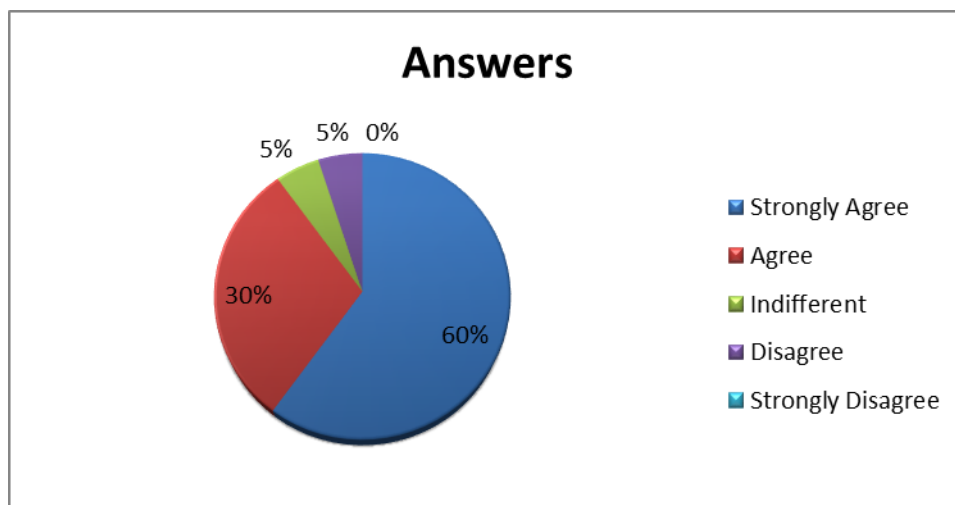
8. Training and development minimize the faults in operations-



Explanation:

In this figure we see that, 55% of employees agree that training and development minimize the faults in operation, 40% employees strongly agree over the statement and only 5% employees express disagreement.

9. Evaluation of training and development program of TSS is much satisfactory-



Explanation:

This figure shows that, 60% of employees think that yes- evaluation of training and development program of TSS is much satisfactory, 30% are strongly agree on this. On the other hand only 5% employees disagree on this. Because, they think after completion of the training program, evaluation is not conducted to measure the actual performance. Only 5% employees are indifferent about the fact.



5.2. Findings

After analyzing all the factors related to HR training and development some positive and negative factors were found, these are highly affecting the bank in many ways. These are:

- Training programs take place when management decides it's needed rather than asking employees that do they need training or not.
- From the employees response it is seen that the trainers were knowledgeable to operate the training operation to the trainees. But TSS training department has average number of trainers.
- In this organization fresh employee's training is compulsory but in some case for senior employees training is not compulsory.
- Most of the employees think the trainers do not encourage themselves to participate in the class and to do interaction regarding the training topics.
- Most of the employees are motivated for training because it directs them towards remuneration, job security, and relationship with supervisor or subordinate except few employees.
- Mostly used off the job training method is lectures given by the training teachers and also some other methods like case study, video presentation etc. are used.
- In my working period, it was found that the entry level employees are highly dissatisfied because of benefits, repetitive task, working hour, and work force stress. The mid-level employees starting at senior principle officer (SPO) to top level employees are fully motivated because of strong compensation package, decision making power and benefits packages.
- Some employees think that training time for specific training is not enough to learn that thing easily.

6. Recommendations

It is very difficult to give any recommendation with very little working experience. But some recommendations that are related to Training and Development are given below:

- ✓ Training department should be made more independent for easy decision making process. Performance appraisal report should be followed to know which employee need training and also employees must get the freedom to discuss their weak points with their supervisors that helps them to get trained up.
- ✓ As in TSSC training institution has average number of trainers so they should recruit more skilled trainers to train in different topics. Also there must have some training programs for the trainer.
- ✓ Training at all level must be compulsory. New employees may need training but other employees must get training on compulsory basis in order to sharpen up their skills.
- ✓ Trainers must have the influence power for that they must get trained up to encourage the employees to participate in the training sessions. Some motivational tools should be introduced with training program. Trainers may influence the employees by giving them break in the training session, encourage them to ask questions, give them a chance to present their opinion.
- ✓ Using lectures in training as a training method may be a reasons not to attend the training session by the employees. Trainer should use methods like case study, video presentation, and presentation of rationale behind key behaviors, video of a model performing key behaviors, practice opportunities using role play, evaluations of performance in the videotape, and a planning session devoted to how key behaviors can be used on the job.
- ✓ Most of the employees are motivated for training because it directs them towards remuneration, job security, and relationship with supervisor or subordinate except few employees. This situation may discourage those employees. Training session must be neutral and its objective should train up all level employees. Also TSS

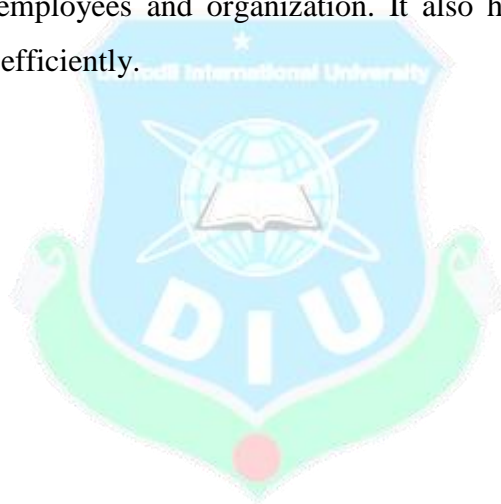
should not make any difference in giving benefits their employees.

- ✓ Training time should be enough that helps the employees to learn properly.
- ✓ Other functions like compensation and salary management gets the second priority, selection and recruitment process in the third one and performance appraisal should get much attention.



7. Conclusion

The TSS human resource division and its training and development play a very vital role for total performance of the organization. The world is very competitive in this new millennium. Every organization is increasing the usage of technology. In this position human resource is the thing which can make the difference. In this paper it has been tried to analyze the training and development of TSS from different point of view. To train employees effectively, organization need to understand what things employees need to learn. For this TSS TI and management evaluates what types of training is needed according to other activities like deciding topics to train, selecting trainees and trainer, arranging workshops, having a place as TI, updating technology and evaluating and measuring performance, giving salary and different other activities are done. In this competitive world of banking business having a training institute and managing this is most important. TSS's TI is very active and dedicated towards working for the employees and organization. It also helps the bank to bring the ultimate success and work efficiently.



Appendix

QUESTIONNAIRE

(For Manager, senior executives, Technical Officer, Junior Officer)

Dear Respondent,

I, the student of Daffodil International University, am going to conduct a survey on “Training and Development procedure of TSS Corporation” to assess and find out whether the employees are satisfied

(To what extent) with the training and development of TSS Corporation. For this regard your kind cooperation is highly appreciated.

Please read the following questions carefully and answer it.

- Name:
- Contact:
- Designation:

1. Have you had any form of training since you joined the organization?

- a) Yes b) No

If “yes” to the question above, please continue with the questions below:

2. Your organization identifies the training needs for the employees.

- a) Strongly Agree b) Agree c) Indifferent d) Disagree e) Strongly Disagree

3. How often do you undergo training?

- a) Quarterly b) Every six month c) Once a year d) Every two years e) No Specific schedule

4. Training Methods used in Training Program:

- a) On-the-job method b) Off-the-job method c) Both d) None e) any other

5. Mostly followed On-the-job training method is:

- a) Job rotation b) Coaching c) Counseling d) Apprenticeship training e) any other

6. Mostly followed Off-the-job training method is:

- a) Lectures b) Video presentation c) Case study d) Vestibule e) any other

7. Methods used during training have create impact on your skill.

- a) Strongly Agree b) Agree c) Indifferent d) Disagree e) Strongly Disagree

8. Training and development minimize the faults in operations.

- a) Strongly Agree b) Agree c) Indifferent d) Disagree e) Strongly Disagree

9. Evaluation of training and development program of TSS is much satisfactory.

- a) Strongly Agree b) Agree c) Indifferent d) Disagree e) Strongly Disagree

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