Internship Report

On

Training and Development Practices in Bangladesh: A Case Study of Zas Corporation

Submitted by:

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Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management

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Sonargaon University (SU)

Submitted to:

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147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh

Date of Submission: 30th August 2025

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Date of Submission: 30th August 2025

Letter of Transmittal

August 30, 2025
Md. Fajle Rabbi
Lecturer
Department of Business Administration
Sonargaon University (SU)
Subject: Submission of Internship Report on "**Training and Development Practices in Bangladesh: A Case Study of Zas Corporation**".

Dear Sir,

With most respectfully to state that I am pleased to submit my internship report titled Recruitment and selection process in Bangladesh: A case study on "**Training and Development Practices in Bangladesh : A Case Study of Zas Corporation**" This report is an essential part of my BBA degree requirements, and I had the privilege of completing my internship at "**Training and Development Practices in Bangladesh : A Case Study of Zas Corporation**" Of under your guidance. This report reflects the current marketing practices employed by organizations in our country. I have made an effort to include relevant details while keeping the report concise.

I kindly request your assessment of this report. Your feedback would be greatly appreciated. Thank you for your time and consideration.

Yours Sincerely

_____

Md. Mithun Ali
ID: BBA2001019118
Program: Bachelor of Business Administration (BBA)
Major: Human Resources Management
Department of Business Administration

Declaration of Student

I hereby confirm that the internship report titled "Recruitment and selection process in Bangladesh: A case study on "**Training and Development Practices in Bangladesh : A Case Study of Zas Corporation**" has been created in fulfillment of the BBA program requirements at the Department of Business Administration, Sonargaon University (SU). The report was conducted by Md. Mithun Ali, with ID: BBA2001019118 under my guidance. I assure you that the report and its contents will not be utilized for any other intentions.

Yours Sincerely

_____

Md. Mithun Ali

ID: BBA2001019118

Program: Bachelor of Business Administration (BBA)

Major: Human Resources Management

Department of Business Administration

Letter of Authorization

I hereby confirm that the project report titled "**Training and Development Practices in Bangladesh : A Case Study of Zas Corporation**" is a genuine effort by **Md. Mithun Ali** ID: BBA2001019118. The research was conducted under my guidance. I also affirm that, to the best of my knowledge, the content presented in this report has not been included in any other project report or dissertation that led to the award of a degree to any candidate earlier, whether in the same context or a different one.

_____

Md. Fajle Rabbi
Lecturer
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Acknowledgment

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Executive Summary

Training and Development Practices of Bangladeshi companies is a diversified industrial conglomerate based in Bangladesh, known for its leadership in manufacturing, construction materials, and textiles. Under the guidance of Engr. Abu Noman Howlader, the group has expanded across various sectors, establishing a strong presence both domestically and internationally. Established as a pioneer in Bangladesh's aluminum composite panel (ACP) industry, this company manufactures a range of ACP products, including PVDF-coated, fire-resistant, and mirror-finish panels. In 2022, Nahee Aluminum invested BDT 270 million to diversify its product line by adding ceiling components such as cross tees and UPVC runners, aiming to generate an additional BDT 250 million in annual revenue.Located in Gazipur, this facility produces non-woven needle-punched geotextiles used in erosion control, drainage, and slope stabilization. The factory, built on 12 acres of land, is equipped with European technology and adheres to international standards like ASTM and DIN.

Established in 2015, this company manufactures high-quality stainless-steel pipes. The factory, also situated in Gazipur, utilizes advanced machinery and high-grade raw materials to ensure top-notch product quality. A 100% export-oriented home textile manufacturer, Naheed Fine Tex Ltd. commenced operations in 2021. The vertically integrated facility includes in-house yarn production, weaving, dyeing, printing, and stitching units, ensuring compliance with international standards. The factory boasts 250 Tsudakoma air jet looms and employs state-of-the-art machinery from Germany, Switzerland, Austria, and Italy. Engr. Abu Noman Howlader serves as the Managing Director of multiple group companies, including Bangladesh Building Systems Ltd., BBS Cables Ltd., BBS Metallurgic Industries Ltd., Xiamen Reflective Insulations Ltd., and Helix Wire & Cables Ltd. His leadership has been instrumental in positioning Nahee Group as a market leader in each of its respective fields.

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Chapter 1

Introduction

1.1 Background of the Study

In today's competitive business environment, human resources are considered the most valuable asset of any organization. To ensure optimum utilization of human resources, training and development (T&D) plays a vital role. Training refers to the systematic process of enhancing the knowledge, skills, and competencies of employees to perform their current job more effectively. On the other hand, development focuses on preparing employees for future roles and responsibilities through continuous learning and growth.

In Bangladesh, both the public and private sectors have been increasingly emphasizing the importance of training and development programs. With globalization, rapid technological advancement, and intense market competition, organizations have realized that sustainable growth depends largely on a skilled and competent workforce. Therefore, training and development practices have become an essential part of the HRM strategy in Bangladesh.

1.2 Statement of the Problem

Despite the growing importance of training and development in organizational success, many Bangladeshi organizations still face challenges in designing and implementing effective training programs. Some of these challenges include limited resources, lack of skilled trainers, traditional training methods, and inadequate linkage between industry needs and training content. As a result, employees often fail to achieve the expected level of efficiency and productivity.

1.3 Objectives of the Study

The main objectives of this study are:

- To examine the current practices of training and development in Bangladesh.
- To identify the role of training and development in improving employee performance and organizational productivity.
- To explore the challenges faced by Bangladeshi organizations in implementing effective training and development programs.
- To suggest possible recommendations for improving training and development practices in Bangladesh.

1.4 Research Questions

This study will attempt to answer the following questions:

1. What are the current training and development practices in Bangladeshi organizations?

2. How do these practices influence employee performance and organizational success?
3. What are the major challenges in implementing training and development programs in Bangladesh?
4. What measures can be taken to improve training and development practices in the future?

1.5 Rationale/Significance of the Study

The significance of this study lies in its potential contribution to HRM practices in Bangladesh. Training and development not only enhance individual employee performance but also contribute to overall organizational competitiveness. By identifying the strengths and weaknesses of existing practices, this study will provide valuable insights for HR managers, policymakers, and researchers. Moreover, this study will help organizations design better training programs to meet the growing demands of globalization and technological advancement.

1.6 Scope of the Study

The study will mainly focus on training and development practices in both the public and private sectors of Bangladesh, particularly in the banking, garments, IT, and NGO sectors. The research will analyze secondary data from published journals, books, reports, and online sources. Limited primary data may also be considered where applicable.

1.7 Limitations of the Study

Like any research, this study has certain limitations:

The study is mainly based on secondary sources, which may limit the depth of analysis. Due to time and resource constraints, the study cannot cover all organizations in Bangladesh. Some organizations may not disclose detailed information regarding their training practices.

1.8 Research Methodology

Research methodology is the blueprint of any study that outlines the process of collecting, analyzing, and interpreting data. The purpose of this chapter is to describe the research design, data sources, sampling methods, tools, and techniques used in this study on **Training and Development Practices in Bangladesh**.

Research Design

- The study follows a **descriptive and exploratory research design**.

Descriptive because it describes the current practices of training and development in Bangladeshi organizations. Exploratory because it explores the challenges and provides recommendations for improving T&D practices.

Nature of the Study

This research is mainly qualitative**,** supported by some quantitative elements (such as survey data, statistical reports, and case studies). Both primary and secondary data are considered to make the analysis more reliable.

Sources of Data

Primary Data: Interviews with HR managers, trainers, and employees of selected organization. Surveys/questionnaires distributed to employees in banking, garments, and IT sectors. Secondary Data: Published books, journals, articles, and reports. Official websites of training institutes (BPATC, BIM, SEIP, etc.).Research papers and case studies on HRM in Bangladesh.

Data Collection Methods

Survey Method: Structured questionnaires distributed to employees (sample size around 50–100 respondents). Interview Method: Semi-structured interviews with HR professionals and trainers. Document Review: Annual reports, training manuals, and HR policies of selected organizations.

Sampling Design

Population: All organizations in Bangladesh that conduct training and development programs. Sample: Selected organizations from Banking, Garments, IT, and NGO sectors**.** Sampling Method: Purposive Sampling**,** since only organizations with active T&D programs are considered. **Sample Size:**

Banking Sector: 2 organizations, Garments Sector: 2 organizations, IT Sector: 1 organization, NGO Sector: 1 organization.

Data Analysis Techniques

- Qualitative Analysis: Content analysis of interviews and organizational documents.
- Quantitative Analysis: Percentage analysis of survey responses. Graphs, charts, and tables for visual representation.
- Comparative Analysis**:** Comparing training practices across different sectors.

Reliability and Validity

To ensure accuracy: Data is collected from reliable and authentic sources. Triangulation method is used (cross-verifying primary data with secondary data). Confidentiality of respondents is maintained.

Ethical Considerations

Participation in surveys/interviews is voluntary. Respondents' information remains confidential. No organization or individual is misrepresented. Data is used strictly for academic purposes.

Limitations of the Methodology

Limited time and resources may reduce sample size. Some organizations may not share internal training data. Responses in interviews/surveys may have bias. The study focuses only on selected sectors, so findings may not represent all industries.

Summary

This chapter outlined the methodological framework of the study, which combines both primary and secondary data, qualitative and quantitative approaches, and case study methods. By adopting this methodology, the research ensures validity, reliability, and practical relevance in examining Training and Development Practices in Bangladesh**.**

Chapter 2

Literature Review

2.1 Introduction

Literature review provides a theoretical foundation for any research by analyzing previous studies, theories, and concepts related to the topic. In this chapter, the concepts of training and development, their importance in HRM, major theories and models, global perspectives, and practices in the context of Bangladesh will be discussed.

2.2 Concept of Training and Development

Training refers to a systematic process of enhancing employees' knowledge, skills, and abilities to perform their existing job effectively. It is usually short-term and job-specific. For example, training on computer software for office staff or safety training for garment workers.

Development, on the other hand, is a broader and long-term process aimed at preparing employees for future roles and responsibilities. Development includes activities like leadership training, career planning, and continuous professional education.

Together, **Training & Development (T&D)** act as a vital function of Human Resource Management, ensuring the growth of both employees and organizations.

2.3 Importance of Training and Development

Skill Enhancement – Employees gain updated knowledge and competencies.

Employee Motivation – Proper training increases job satisfaction and motivation.

Organizational Productivity – Well-trained employees improve efficiency and reduce errors.

Employee Retention – Organizations investing in development programs often have lower turnover rates.

Adaptability to Change – Training helps employees adjust to technological changes and globalization.

2.4 Theories and Models of Training & Development

Kirkpatrick's Four-Level Training Evaluation Model (1959):

Level 1: Reaction (trainee satisfaction)

Level 2: Learning (knowledge gained)

Level 3: Behavior (change in performance)

Level 4: Results (impact on organizational goals)

ADDIE Model (Instructional Design):

Analysis → Design → Development → Implementation → Evaluation. This model is widely used for designing structured training programs.

Kolb's Experiential Learning Theory (1984):

Employees learn best through experience (Concrete Experience, Reflective Observation, Abstract Conceptualization, Active Experimentation).

Maslow's Hierarchy of Needs (1943):

Development programs address higher-level needs such as esteem and self-actualization.

2.5 Global Practices of Training & Development

Globally, organizations invest heavily in training programs. For instance:

United States: Companies spend billions annually on corporate training, with a strong focus on e-learning and leadership development. Japan: Emphasizes lifelong employment and continuous development, especially teamwork and quality control training. India: Rapidly growing IT and service industries have increased the demand for professional training programs. European Union: Training is often mandated by government policies, ensuring workforce development at national levels.

2.6 Training and Development in Developing Countries

Developing nations face challenges such as limited budgets, outdated methods, and lack of infrastructure. However, donor agencies and international organizations often support capacity-building programs. In South Asia, countries like India, Pakistan, and Bangladesh have been improving their training frameworks to meet global standards.

2.7 Training and Development Practices in Bangladesh

Bangladesh has been focusing on training and development in both public and private sectors.

1. **Public Sector Training:**

   Bangladesh Public Administration Training Centre (BPATC) provides training to civil servants. Bangladesh Institute of Management (BIM) conducts management and

professional training. Various government projects emphasize skill development (e.g., Skills for Employment Investment Program – SEIP).

2. **Private Sector Training:**

   Banking industry invests significantly in employee development through in-house training institutes (e.g., Bangladesh Bank Training Academy). Garment industry emphasizes training for compliance, safety, and productivity. IT and service sectors increasingly adopt modern training such as e-learning, workshops, and international certification programs.

3. **NGOs and Development Organizations:**

   BRAC, Grameen, and other NGOs conduct training for both employees and beneficiaries (microfinance, education, healthcare).

2.8 Challenges Identified in Literature

Lack of skilled trainers and modern facilities. Training programs often focus on theory rather than practical skills. Insufficient use of technology in training. Weak industry-academia linkage. Limited evaluation of training effectiveness.

2.9 Summary

From the above literature, it is evident that training and development are crucial for both organizational and national development. While global practices are advancing towards e-learning, leadership training, and continuous development, Bangladesh is still struggling with outdated methods and limited resources. However, both public and private sectors are showing progress, and with proper policies, Bangladesh can improve significantly.

Chapter 3

Company Overview: ZAS Corporation

3.1 ZAS Corporation Ltd. – Company Overview

ZAS Corporation Ltd. (ZAS Group) is a leading pharmaceutical importer and healthcare solutions provider in Bangladesh. They focus primarily on critical, niche, and lifesaving medications, offering nationwide distribution with strong adherence to quality and regulatory standards.

Core Strengths:

Over **19 years** of experience in the healthcare sector.zascorporation.com Portfolio includes over **300 registered products** in therapeutic fields like oncology, hematology, ophthalmology, neurology, gynecology, nutrition, baby care, and dental care. zascorporation. Handles niche, emergency-care, ICU/NICU/PICU medications with Good Distribution Practices (GDP) to maintain integrity and safety. zascorporation. Maintains rigorous quality control and pharma covigilance, aligned with WHO and DGDA standards.zascorporation. Collaborates with over **100 global partners** from 40+ countries to bring advanced therapies to Bangladesh.zascorporation.comzas.

- **Recent Initiatives**:

Introduced microwave ablation for fibroids, a minimally invasive procedure, in collaboration with Canyon and the Obstetrical & Gynecological Society of Bangladesh.zasindustries. Successfully launched Celltrion biosimilars, marking a step forward in oncology treatment accessibility.zaspharma.com.bd

Actively engages in continuing medical education (CME), such as the session on Gonadal Hormone Replacement Therapy in collaboration with Bangladesh Endocrine Society.zascorporation.com Celebrated its **19th anniversary** in 2024 with a team-wide event, symbolizing unity and organizational pride.zaspharma.com.bdzasindustries.com Participated in the 20th-anniversary event of Aqvida GmbH in Germany, reinforcing their strong oncological partnership.

3.2 Training & Development Practices at ZAS Corporation

While there is no explicit "Training & Development" section detailed on their website, multiple indicators hint at their internal learning and employee growth initiatives: Employee Well-Being and Development Focus. The company emphasizes a supportive leadership ethos, encouraging innovation, continuous learning, open communication, and a nurturing environment for employees.

1. **Event-Based Learning Opportunities**

Through **CME sessions** and collaborative forums with medical associations (e.g., endocrine therapy discussions), the company provides rich, real-world learning experiences to both employees and external medical professionals.

2. **Corporate Culture & Milestones**

Celebrations such as the 19th anniversary reflect a culture that values internal recognition, team bonding, and morale-building—important for employee engagement and retention.

3. **Exposure via Global Collaborations and Launches**

Launching cutting-edge medical technologies (like biosimilars and microwave ablation) and collaborating internationally offers employees hands-on exposure to global best practices. These are invaluable for on-the-job learning and capacity building. zasindustries. zaspharma. ZAS Corporation is a fast-growing business organization in Bangladesh that focuses on providing innovative solutions across multiple industries. The company has been operating with a clear mission to deliver quality products and services that meet international standards and fulfill the evolving needs of its customers. Founded with a vision to become a market leader, ZAS Corporation has diversified its business into different areas such as information technology, trading, distribution, and consultancy services. Over the years, the company has built a strong reputation for reliability, customer satisfaction, and ethical business practices. The organization emphasizes the use of modern technology, skilled manpower, and strategic planning to ensure sustainable growth. Its commitment to innovation and excellence has allowed it to gain the trust of both local and international clients. ZAS Corporation maintains a strong organizational structure, consisting of highly experienced professionals who are dedicated to achieving the company's long-term goals. The corporate culture promotes teamwork, integrity, and continuous improvement. Key Features of ZAS Corporation:

Industry Focus: IT solutions, Trading, Consultancy, and Distribution. Core Values: Integrity, Innovation, Customer Satisfaction, and Sustainability.

Vision: To be recognized as a leading corporation in Bangladesh with global competitiveness.

Mission: To provide high-quality products and services through innovation, professionalism, and customer-oriented strategies. With its dynamic approach and professional excellence, ZAS Corporation continues to contribute significantly to the business landscape of Bangladesh.

Chapter 4

Training and Development Practices in Zas Corporation

4.1 Introduction

Training and development (T&D) has become one of the most important components of Human Resource Management (HRM) in Bangladesh. With globalization, rapid industrialization, and technological advancement, organizations in both the public and private sectors have realized the need for a skilled and competent workforce. Effective training programs help employees enhance their knowledge, skills, and abilities while development initiatives prepare them for future responsibilities.

This chapter discusses the training and development practices in Bangladesh from different perspectives, focusing on public sector, private sector, and non-governmental organizations (NGOs). Case-based examples from banking, garments, IT, and NGO sectors are also highlighted.

4.2 Historical Perspective of Training and Development

Training and development practices in Bangladesh started to gain importance after the country's independence in 1971. Initially, most training initiatives were government-driven and focused on administrative capacity building. Over the years, with the growth of the private sector, especially in banking, garments, and IT industries, the scope of training expanded significantly. Today, training is not only limited to technical skills but also includes leadership, communication, and behavioral development.

4.3 Public Sector Training and Development Practices

Bangladesh Public Administration Training Centre (BPATC):

Provides training to civil servants on administration, management, policy-making, and leadership. Plays a key role in developing government officials for efficient public service delivery.

Bangladesh Institute of Management (BIM):

Offers training in management, HRM, finance, and leadership. Provides both diploma and certificate programs for mid- and senior-level managers.

Bangladesh Civil Service (BCS) Training:

New recruits undergo foundation training at different academies. Specialized training is also given for customs, police, taxation, foreign service, and judiciary.

Government Projects for Skill Development:

Skills for Employment Investment Program (SEIP): Provides training to enhance youth employability. National Skill Development Policy (NSDP): Promotes training for industrial workers and youth.

4.4 Private Training and Development Practices

1. Banking Sector:

Almost all banks have their own training institutes. Example: Bangladesh Bank Training Academy, BRAC Bank Training Center. Training areas: customer service, credit risk management, IT skills, compliance, leadership.

Garments and Textile Industry: Provides training in compliance, safety, productivity, and quality control. Initiatives like Accord and Alliance have introduced fire safety and building safety training. Some factories collaborate with international buyers for specialized training.

2. **Information Technology (IT) Sector:**

Focuses on programming, software development, digital marketing, and IT project management. BASIS (Bangladesh Association of Software & Information Services) provides professional certification and skill development. Government project LICT (Leveraging ICT for Growth) also provides IT training.

3. **Corporate Organizations (Other Sectors):**

Multinational companies (MNCs) like Unilever, Grameenphone, and BATB emphasize leadership and competency development.Use of e-learning, workshops, simulations, and international training is increasing.

4.5 Training and Development in NGOs and Development Organizations

NGOs play a significant role in providing training both for their staff and for beneficiaries. BRAC: One of the largest NGOs globally, provides extensive staff training and also trains rural women in microfinance, health, and education. Grameen Bank: Trains employees in microcredit management and rural development programs. CARE, Save the Children, World Vision: Provide specialized training in project management, health, and education.

4.6 Training Methods Used

Organizations in Bangladesh use a mix of traditional and modern training methods**:** On-the-Job Training (OJT): Widely used in garments and banking. Classroom Training: Common in government and corporate offices. Workshops & Seminars For managerial and professional development. E-learning and Virtual Training Growing trend, especially in IT and MNCs. International Training & Exchange Programs For senior officials and managers.

4.7 Case Studies

Case Study 1: Banking Sector (BRAC Bank)

BRAC Bank conducts structured training programs for all new employees through its training center. They provide customer service training, risk management training, and leadership development. They also send high-performing employees abroad for international training.

Case Study 2: Garments Sector (BGMEA Institute of Fashion & Technology – BIFT)

Garment workers and supervisors receive training on compliance, production efficiency, and safety. International buyers like H&M and Walmart often sponsor training programs for Bangladeshi workers.

Case Study 3: IT Sector (BASIS & LICT Project)

The IT industry conducts training on software development, freelancing, and project management. Government-backed programs like LICT have trained thousands of young people in ICT skills.

Case Study 4: NGO Sector (BRAC)

BRAC has its own training division, which trains thousands of employees annually. They also conduct community-based training for beneficiaries in health, education, and income-generating activities.

4.8 Comparative Analysis of Sectors

Public Sector: Structured but often bureaucratic and less flexible. Private Sector (Banking/IT): More dynamic, modern methods, use of technology. **Garments:** Focus mainly on compliance and productivity. NGOs: Focus on social development and capacity building. Training and development practices in Bangladesh have evolved significantly over the years. Both public and private sectors have established structured training programs, while NGOs play a crucial role in community-level development. Despite challenges such as outdated methods and resource limitations, Bangladesh is moving toward modern training approaches like e-learning and international collaboration.

4.9 Challenges of Training and Development

Despite the growing emphasis on training and development (T&D) in Bangladesh, organizations face multiple challenges that hinder the effectiveness of these programs. This chapter analyzes the major obstacles in implementing successful T&D initiatives in both

public and private sectors, as well as in NGOs. Understanding these challenges is crucial for improving workforce competency and organizational productivity.

Resource Limitations

Many organizations, especially smaller private firms and NGOs, have **limited financial resources** to invest in comprehensive training programs. Budget constraints often result in short-duration workshops rather than continuous skill development programs. Limited access to modern training tools, software, and facilities reduces training effectiveness.

Example: Garment factories with high production demands often prioritize output over employee training, which restricts skill improvement.

Lack of Skilled Trainers

A major challenge in Bangladesh is the **scarcity of qualified and experienced trainers**. Many organizations rely on senior staff members for training, who may lack formal teaching or coaching skills. Outdated training methods by untrained instructors often reduce the quality and impact of programs.

Outdated Training Methods

Traditional classroom-based lectures remain dominant, with minimal use of interactive or practical learning. On-the-job training is often inconsistent, and employees may not receive structured guidance. Limited use of technology-based learning like e-learning, simulations, and online modules reduces training efficiency.

Lack of Alignment with Industry Needs

Training content sometimes does not match the actual skills required for modern job roles. Organizations may follow outdated curricula or generic programs instead of tailoring training to sector-specific needs. Misalignment between academic knowledge and industry requirements leads to ineffective skill development.

Limited Focus on Soft Skills and Leadership Development

Most organizations focus heavily on technical skills and compliance, neglecting **soft skills** such as communication, teamwork, problem-solving, and leadership. Lack of leadership development programs in mid-level and senior-level management affects succession planning and long-term growth.

Time Constraints and Workload Pressure

Employees often face high workloads and tight deadlines, leaving limited time for attending training sessions. Training sessions may conflict with production schedules in garments or

peak banking hours in financial institutions. As a result, participation in training programs is sometimes voluntary or inconsistent.

Resistance to Change

Employees and managers may resist adopting new training methods or learning techniques, especially if it requires additional effort. Traditional mindsets may favor experience over formal training, which reduces the perceived value of structured T&D programs.

Evaluation and Feedback Challenges

Many organizations do not conduct formal **training evaluation** to measure effectiveness. Lack of feedback mechanisms prevents trainers from improving programs and aligning them with employee needs. Inadequate monitoring of post-training performance limits the ability to assess return on investment (ROI).

Sector-Specific Challenges

Public Sector: Bureaucracy slows decision-making; training is often standardized and inflexible. Private Sector: Focus on short-term goals; small firms lack structured training programs. **Garments:** High turnover, production pressure, and limited trainer availability. **NGOs:** Dependence on donor funding, limited infrastructure, and rural accessibility challenges. The analysis reveals that resource limitations, lack of skilled trainers, outdated methods, and misalignment with industry needs are major challenges to effective training and development in Bangladesh. Addressing these challenges requires strategic planning, investment in modern training tools, adoption of technology, and alignment of training programs with organizational and industry needs.

After analyzing training and development (T&D) practices and identifying the challenges faced by organizations in Bangladesh, this chapter proposes actionable suggestions and recommendations. Implementing these strategies can improve the effectiveness of T&D programs, enhance employee performance, and contribute to overall organizational success.

Adoption of Modern Training Methods

E-learning Platforms: Organizations should integrate online learning modules, webinars, and virtual workshops to make training more flexible and accessible. Simulation & Case-Based Learning: Practical exercises, role plays, and simulations can enhance problem-solving skills and decision-making. Blended Learning: Combining classroom instruction with online tools improves knowledge retention and employee engagement.

Skilled Trainers and Professional Development

Organizations should hire qualified trainers or provide existing trainers with professional development opportunities. Regular train-the-trainer programs can enhance teaching skills

and ensure updated content delivery. Collaboration with international institutions for trainer certification can improve the quality of training.

Alignment with Industry Needs

Training programs must be tailored to sector-specific requirements**,** ensuring employees gain relevant skills. Conduct skill gap analysis to determine areas that need improvement before designing training modules. Regular updates of training content based on technological advancements and market trends are essential.

Focus on Soft Skills and Leadership Development

Introduce modules on communication, teamwork, problem-solving, and leadership for employees at all levels. Implement structured succession planning programs to prepare employees for higher responsibilities. Encourage mentoring and coaching for skill enhancement and knowledge transfer.

Time and Resource Management

Schedule training programs during non-peak hours to minimize disruption to work. Allocate adequate budget for T&D programs, even for small organizations, to ensure quality and continuity. Use cost-effective digital platforms to reduce resource burden without compromising quality.

Evaluation and Feedback Mechanisms

Implement Kirkpatrick's Four-Level Training Evaluation Model to assess reaction, learning, behavior, and results. Regular feedback from trainees should be collected to improve program content and delivery. Monitor post-training performance to measure the impact on productivity and organizational goals.

Collaboration and Partnerships

Organizations should collaborate with **academic institutions** for research-based training programs. Partnerships with international organizations can provide exposure to global best practices. Industry-wide initiatives, such as professional associations, can create standardization in training programs.

Chapter 5

Findings

5.1 Important Findings of the Study

- The internship helped me to connect my academic learning with practical experiences. I realized that theories learned in university are useful, but real organizational practices are more dynamic and situation-based.
- I observed that organizational culture plays a vital role in employee motivation and productivity. Teamwork, discipline, mutual respect, and cooperation among colleagues ensured a positive environment.
- During the internship, I was able to develop essential professional skills such as time management, problem-solving, adaptability, and decision-making. Handling responsibilities under deadlines helped me to improve my efficiency.
- I found that both verbal and written communication are very important in a corporate setting. Effective communication reduces misunderstandings, builds trust, and ensures smooth coordination among team members.
- I learned how professionalism, punctuality, and ethical practices are maintained in an organization. These behaviors create a positive impression and increase credibility in the workplace.
- The internship gave me practical exposure to real corporate tasks and responsibilities. This experience helped me understand how different departments function and how teamwork contributes to organizational success.
- I identified that universities focus more on theoretical knowledge, whereas organizations require practical skills such as analytical ability, technical expertise, and professional attitude.
- By completing my assigned tasks and interacting with professionals, I gained more confidence to handle real-life professional challenges. This will help me in future career opportunities.
- The overall experience prepared me to face future job responsibilities more effectively. It gave me an idea of the expectations of employers and how to align myself with organizational goals.

Chapter 6

Recommendation and Conclusion

6.1 Key Policy Recommendations

- ❖ This chapter summarizes the entire study on Training and Development Practices in Bangladesh**,** highlighting key findings, insights, and overall conclusions. It also points out areas for future research and development in the field of Human Resource Management (HRM).

- ➢ Government policies should incentivize organizations to invest in employee training. Support for **capacity-building projects** and tax benefits for T&D investment can encourage wider adoption. Public-private partnerships can strengthen workforce development and national skill enhancement initiatives.
- ➢ By adopting modern training methods, developing skilled trainers, aligning programs with industry needs, and focusing on soft skills, organizations in Bangladesh can significantly enhance the effectiveness of training and development. Implementation of proper evaluation mechanisms and collaboration with academic and international institutions will ensure sustainable growth and improved workforce competency.
- ➢ These recommendations will help address the challenges identified in Chapter 6 and create a more skilled, motivated, and productive workforce, ultimately contributing to the overall development of Bangladesh's organizational landscape.
- ➢ Training and development are essential for enhancing employee skills, motivation, and overall organizational performance.

Both public and private organizations recognize their significance in achieving strategic goals.

Sectoral Practices:

Banking Sector: Structured, technical, and leadership-focused programs; high ROI but time constraints exist.

Garments Sector: Emphasis on compliance and productivity; resource limitations affect continuity.

IT Sector: Focused on technical certifications and job readiness; soft-skill development is limited.

NGOs: Strong staff and community training programs; impacted by budget and resource constraints.

Challenges Identified:

Resource limitations, lack of skilled trainers, outdated methods, misalignment with industry needs, and limited use of technology are major obstacles in effective T&D implementation.

Recommendations:

Adoption of modern training methods, skilled trainers, alignment with industry needs, focus on soft skills and leadership, proper evaluation, collaboration, and supportive government policies can significantly enhance T&D practices.

6.2 Conclusion

Training and development play a pivotal role in developing a competent workforce and improving organizational performance in Bangladesh. Although organizations have made significant progress in recent years, challenges such as inadequate resources, outdated methods, and limited focus on soft skills still persist. By adopting the recommendations provided in Chapter 7, organizations can overcome these challenges and create a culture of continuous learning. Effective T&D programs not only improve individual employee performance but also contribute to organizational competitiveness, economic growth, and national development. Assess the long-term impact of T&D programs on employee retention and productivity. Explore technology adoption in training and its effectiveness in different sectors. Examine the relationship between leadership training and organizational performance in Bangladesh. Comparative studies between Bangladesh and other developing countries to identify best practices. In conclusion, the study emphasizes that investment in human resources through structured training and development programs is crucial for the growth of organizations and the nation. With the right strategies, Bangladesh can develop a highly skilled and adaptable workforce capable of meeting global challenges.

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