Internship Report

on

Training and Development Practices in Bangladesh: A Case Study on Daraz Bangladesh Limited

Submitted by:

Md. Sakib Al Hasan Shanto
ID: BBA2003021021
Program: Bachelor of Business Administration
Major: Human Resource Management
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfilment of the degree of
Bachelor of Business Administration

Sonargaon University (SU)
147/I, Green Road, Tejgaon, Dhaka-1215, Bangladesh.

Date of Submission:
9th September, 2024

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Supervised by:

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

Submitted for the partial fulfilment of the degree of
Bachelor of Business Administration



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

Date of Submission:
9th September, 2024

Letter of Transmittal

September 09, 2024
To
Md. Rasel Hawlader
Assistant Professor
Department of Business Administration
Sonargaon University (SU)
Subject: Submission of Internship Report on "Training and Development Practices in Bangladesh: A case study on Daraz Bangladesh Ltd."

Dear Sir,

I am pleased to submit my internship report titled "Training and Development Practices in Bangladesh," which is a requirement for my BBA degree. I had the privilege of completing my internship at Daraz Bangladesh Ltd. under your guidance.

This report highlights the training and development practices of organizations in our country, and I have included relevant details while maintaining conciseness.

I kindly request your assessment of this report, and I would greatly appreciate your feedback. Thank you for your time and consideration.

Yours Sincerely,
Md. Sakib Al Hasan Shanto
ID: BBA2003021021
Program: BBA
Major: Human Resource Management
Department of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

I confirm that the internship report titled "Training and Development Practices in Bangladesh: A case study of Daraz Bangladesh Ltd." has been prepared to fulfill the BBA program requirements at the Department of Business Administration, Sonargaon University (SU). The report was conducted by Md. Sakib Al Hasan Shanto, ID BBA2003021021, under my guidance. I assure you that the report and its contents will not be used for any other purposes.

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

Declaration of Student

I am Md. Sakib Al Hasan Shanto, a current student in Bachelor of Business Administration degree with the ID BBA2003021021 at Sonargaon University (SU). I hereby affirm that the report entitled "Training and Development Practices in Bangladesh" is entirely my own work. Throughout the preparation of this report, I adhered strictly to international copyright laws. Additionally, I wish to confirm that this report has not been submitted elsewhere for any degree-related purposes.

Yours Sincerely
Md. Sakib Al Hasan Shanto
ID: BBA2003021021
Program: BBA
Major: Human Resource Management
Department of Business Administration
Sonargaon University (SU)

ACKNOWLEDGEMENT

I confirm that the Internship report titled “Training and Development Practices in Bangladesh: A Case Study of Daraz Bangladesh Ltd” is an original work by Md. Sakib Al Hasan Shanto, completed under the supervision of Md. Rasel Hawlader. To the best of my knowledge, the content has not been used in any other project or dissertation for degree awarding purposes.

I sincerely thank Daraz Bangladesh Ltd. for the opportunity to intern with their esteemed organization. I am especially grateful to my supervisor, Md. Rezwan Nabi Tazin Bhai, for his invaluable guidance and support throughout my internship, as well as to all the employees at Daraz Bangladesh Ltd. for their insights and practical knowledge that greatly enhanced my learning experience.

Executive Summary

This report offers an overview of the training and development practices at Daraz Bangladesh Ltd., where I interned. It highlights the company's commitment to employee growth, the structure and delivery of training programs, and their effectiveness based on my observations, training participation, and discussions with HR and employees. With the rise in internet users in Bangladesh, e-business platforms like Amazon and Alibaba, along with local sites such as Rokomari, Bikroy.com, Shajgoj, Daraz.com.bd, Pickaboo, Food Panda, and Fodi, have gained traction. This expanding industry creates opportunities to enhance the online shopping experience, making it crucial to identify service-related issues for improved customer satisfaction. Since its launch in 2013, Daraz Bangladesh has experienced significant growth but now faces challenges that hinder its ability to provide an exceptional online shopping experience. In this competitive market, ongoing improvement is essential for maintaining market presence. A survey was conducted to gain insights into the current situation, as understanding consumer perspectives on the company's strengths and weaknesses is vital. Chapter one includes the introduction, objectives, scope, methodology, and limitations of the study, while chapter two offers a company overview, background, Daraz's business model, management structure, commercial department, and the current state of the e-commerce sector in Bangladesh. Chapter three shown HR activities of the organization. Chapter four discus the main part of the report Training and Development process.

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Chapter-One

Introduction

1.1 Introduction

To complete my BBA with a major in Human Resource Management, I interned at Daraz Bangladesh Ltd., an e-commerce site. After finishing the theoretical coursework, I focused on the company's HR practices. This experience allowed me to blend theoretical knowledge with practical application, covering various HR areas. I gained insights into the company's general HR aspects and identified issues hindering its growth. I conducted a SWOT analysis of Daraz HRM practices, discussed critical points encountered during my internship, and provided recommendations based on my findings. My project centered on the HR policies of Daraz Bangladesh Ltd.

As a rapidly growing organization, Daraz places significant emphasis on training and development, recognizing that equipping its employees with the necessary skills and knowledge is essential for driving the company's success. This report aims to provide a thorough analysis of the training and development practices at Daraz, highlighting their impact on employee performance and overall organizational effectiveness.

1.2 Objectives of the Study

The primary objectives of this report are:

1. To gain a comprehensive understanding of the training and development practices currently implemented at Daraz Bangladesh Ltd. This involves examining the various training programs offered, the methodologies used, and how these practices align with the company's overall goals and objectives.
2. To analyze the effectiveness of these training and development practices in enhancing employee performance within the organization. This includes evaluating how well these programs contribute to employee productivity, motivation, and skill enhancement, ultimately impacting the company's performance as a whole.
3. To identify any existing gaps or areas for improvement within the current training programs. This objective aims to uncover any shortcomings or inconsistencies in the training processes, ensuring that the programs remain relevant and beneficial in meeting the evolving needs of

both employees and the organization. Through this analysis, the report seeks to provide actionable recommendations for refining and enhancing the training initiatives at Daraz.

1.3 Methodology of the Study

The data for this report was collected through a carefully designed combination of qualitative and quantitative methods, ensuring a well-rounded perspective on the training and development practices at Daraz Bangladesh Ltd. This comprehensive approach included the following key methodologies:

1. **Observation:** Actively participating in and observing various training sessions conducted by the company allowed for firsthand insights into the training environment, participant engagement, and instructional techniques used. This method provided valuable context regarding the dynamics of the training process and how employees interacted with the material and each other during sessions.
2. **Interviews:** Conducting structured interviews with HR personnel, trainers, and employees was instrumental in gaining in-depth insights into the training and development practices. These conversations facilitated an exchange of information about individual experiences, perceptions of the training programs, and suggestions for improvement, offering a rich narrative to complement the quantitative findings.
3. **Document Analysis:** A thorough review of company documents, training manuals, and other relevant materials was undertaken to better understand the structure, content, and objectives of the training programs. By analyzing these documents, the report aimed to identify the specific components of the training initiatives and how they align with the overarching goals of the organization. This multifaceted methodology provided a robust foundation for the analysis presented in the report.

1.4 Limitation of the Study

In carrying out this investigation, a number of issues arose. Hence, the study has a number of flaws. The restrictions include the following:

Scope Restrictions: For reasons of internal security, certain members of this department withheld some secret information. Digital data were also collected during a certain time period, and the statistics and data are subject to periodic change.

Copyright Issue: Important information and resources are heavily guarded by higher authorities.

Lack of Knowledge: Because although the area of my study is very broad, I am unable to conduct an analytical, thorough, or important investigation due to my lack of knowledge, experience, and expertise.

Communication issues: The cops were so busy with their regular duties that they scarcely had any time to talk to them.

Chapter-Two

Literature Review & Theoretical Discussion

2.1 Literature Review

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

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

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

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

Burke, L. A., & Hutchins, H. M. (2007) Revealed that review focuses on one of the most critical issues in training and development: training transfer. Training transfer refers to the extent to which the knowledge, skills, and attitudes acquired in training are applied on the job and enhance performance. The authors integrate the existing theories and models of training transfer and identify the factors that influence it at three levels: individual (e.g., motivation, self-efficacy), training (e.g., content relevance, feedback), and organizational (e.g., support, climate). They also suggest directions for future research and practice to improve training transfer outcomes.

Arthur Jr., et al. (2003) Reported that review is a meta-analysis of 335 studies that examined the effectiveness of training in organizations across various outcomes, such as reactions, learning, behavior, and results. The authors analyzed the impact of different design and evaluation features of training programs, such as the type of training (e.g. Cognitive, behavioral), the method of Page

delivery (e.g. Classroom, computer), the level of evaluation (e.g. Reaction, learning), and the criteria used to measure effectiveness (e.g., self-report, objective).They found that training programs were generally effective, but their effectiveness varied depending on these features.

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

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

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

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

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

2.2 Theoretical Discussion

2.2.1 Training

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

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

T&D = Standard Performance - Actual Performance

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

2.2.2 Development

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

The general management development process consists of -

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

2.3 Types of Training

There are two types of training, is given below:

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

2.3.1 On-the-Job Training

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

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

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

Job Rotation

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

Coaching

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

Job Instruction

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

Committee Assignments

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

Apprenticeship

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

2.3.2 off-the- Job Training

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

Off-the-job training methods:

- Classroom Lectures

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

Classroom Lectures

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

Audio-Visual

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

Simulation

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

Vestibule Training

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

Case Studies

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

Role Playing

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

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

Programmed Instructions

This involves two essential elements:

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

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

2.4 Training Practices in Bangladesh

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

 Training expenditure has a low priority in company budget

 Aggregate expenditures by business on training are inadequate.

 Management training in our country has not been accepted as a top management activity.

 Corporate commitment about training is lacking. Most companies spend nothing at all on training.

 Training is not viewed as an investment; rather it is treated as an expense.

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

 Bangladesh Institute of Bank Management (BIBM) – for training bank people.

 Bangladesh Insurance Academy – for training human resources of insurance companies.

 Bangladesh Institute of Management (BIM) former (BMDC) – for training Government officials, autonomous body and sector corporation personnel.

 National Institute of Education Management (NAEM) – for training of Government college teachers.

Other than these institutes, Industrial Relations Institute (IRI), Planning and Development Academy (PDA) and Institutes of Personnel management (IPM) are conducting training programs. In

Bangladesh, there are more than 50 vocational training institutes, 12 technical training centers that are also involved in the skill development of human resources.

2.4.1 Employee Training

Training is a learning experience in that it seeks a relatively permanent change in an individual that will improve the ability to perform on the job. Training can involve the changing of skills, knowledge, attitudes or behavior. It may mean changing what employees know, how they work, their attitudes towards their work or their interaction with their coworkers or supervisor. Training is more present-day oriented and its focus is on individuals' current jobs.

2.4.2 Employee Development

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

2.4.3 Evaluation of Training

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

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

2.5 Learning

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

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

2.5.1 Employee Orientation

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

2.5.2 Employee Socialization

Organizational socialization is the process through which organizational culture is perpetuated; by which newcomers learn the appropriate roles and behaviors to become

Effective and participating members. Traditional and Modern Approaches of Training and Development:

2.5.3 Traditional Approach

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

2.5.4 The Modern Approach

The modern approach of training and development is that Bangladeshi Organizations have realized the importance of corporate training. Training is now considered as more of retention

Tool than a cost. The training system has been changed to create a smarter workforce and yield the best results

2.6 Role of Training

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

- which may be due to age, temperament or motivation, or the inability of a person to adapt him to technological changes
- Quality – Training and Development helps in improving upon the quality of work and work-life.
- Healthy Work-Environment – Training and Development helps in creating a healthy working environment. It helps to build good employee relationships so that individual goals align with organizational goals.

2.6.1 Other Roles

- For an employers' organisation to raise awareness among employers of the need for increased investment in the development of human capital as an essential condition for achieving competitiveness.
- In the training of personnel or human resource managers, given the fact that their role still tends to be downgraded relative to other management functions such as finance, marketing

and production. This role could also be undertaken through training support given to professional bodies like an institute of personnel management.

- An employer's organization should be able to influence the provision of training incentives to be offered to employers, through the tax system or training levies. Numerous examples in countries abound which can provide useful ideas to employers' organizations.
- An employer's organization could develop training material to be used by enterprises for in-house training

2.7 Inputs of Training and Development

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

2.7.1 Skills

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

2.7.2 Education

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

2.7.3 Development

Another component of training and development, which is less skill oriented but stressed on knowledge. Knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of the company.

2.7.4 Ethics

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

2.8 The Five steps of Training and Development Process

The training programs consist of five steps:

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

Needs Analysis

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

Instructional Design

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

Validation

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

Implement the Program

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

Evaluation

Fifth is an evaluation step in which management assesses the program's successes or failures.

2.9 Training Methods

2.9.1 Various methods of training which are given below:

- Lectures, Demonstrations,
- Discussions,
- Computer based Training (CBT).
- Intelligent tutorial system (ITS).
- Program Instruction (PI) virtual Reality.
- Behavioral approach is:
- Games and simulations,
- Behavior modelling,
- Business games,

- Case studies,
- Equipment stimulators, in basket technique, role play.

2.9.2 Development

Development is the process of increasing efficiency and changing behavioral patterns or mentality toward particular issues for the achievement of organizational objectives. That is, any attempt to improve current or future management performance by imparting knowledge, changing attitude or increasing skills is called development. Development involves attaining the long-term efficiency in the workplace that is getting the benefit in future rather than the present improvement in certain skills.

2.10 Difference between Training and Development

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

2.10.1 Career Development

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

2.10.2 Performance Evaluation

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

Chapter-Three

Company Overview

3.1 Background of the Organization

Daraz Bangladesh was established in 2012 as part of the larger Daraz Group, which originated from the initiative of Rocket Internet, a prominent German investment organization. Initially, the company concentrated on providing a diverse range of products through its online platform, and over the years, it has successfully expanded its offerings and market presence to become a key player in the e-commerce sector.



Daraz, derived from the Urdu word for "drawer," represents the e-retail marketplace and launched in Bangladesh as daraz.com.bd. It became the fourth largest online business site in 2013. Besides Daraz, there are other active e-commerce platforms like Pickaboo, Evaly, Rokomari, and Shajgoj, with over 20 e-commerce businesses in total. Daraz has a verified Facebook page with 4 million followers and focuses on online customer engagement. Its strong SEO ensures that Daraz ranks first in searches for the largest online sites. It is the biggest online marketplace in South Asia.

Founded in 2012 by German Venture Capital, Daraz operates in five South Asian countries: Pakistan, Nepal, Sri Lanka, Bangladesh, and Myanmar. In 2018, Alibaba acquired 100% of Daraz's shares. As the market leader in Bangladesh, Daraz offers a wide range of products and serves as an online mall, bringing consumers the latest domestic and foreign goods. Using a strategy similar to Amazon, customers can choose products from various categories. Daraz has experienced exceptional growth,

with annual growth rates of 350% to 400%. Among its national sites, Pakistan's daraz.com.pk is the most profitable. Currently, Alibaba operates Daraz under the same brand name.

For more details please visit: https://daraz.com/who-we-are/

3.2 Mission and Vision

Daraz aims to be the leading online marketplace in South Asia, with a mission to make it easy to do business anywhere in the digital economy. Their vision is to serve 50 million customers by 2030, focusing on creating memorable experiences for users.

3.3 Objectives

To achieve its mission and vision, Daraz has established several objectives aimed at enhancing efficiency and unlocking potential. These include:

- Collaborating closely with sellers to ensure a superior online shopping experience for customers.
- Offering quality products at the lowest prices and delivering them quickly to capture a larger market share in the online sector.
- Enhancing customer shopping experiences by improving effectiveness and efficiency.
- Providing training to sellers to promote efficient operations and recruit dedicated talent, thereby supporting the organization's mission and resource development.
- Cultivating an organizational culture, with support from Alibaba, that fosters employee growth and contributes to the company’s ROI. Daraz aims not only for growth but also to set market trends in Bangladesh's e-commerce sector.

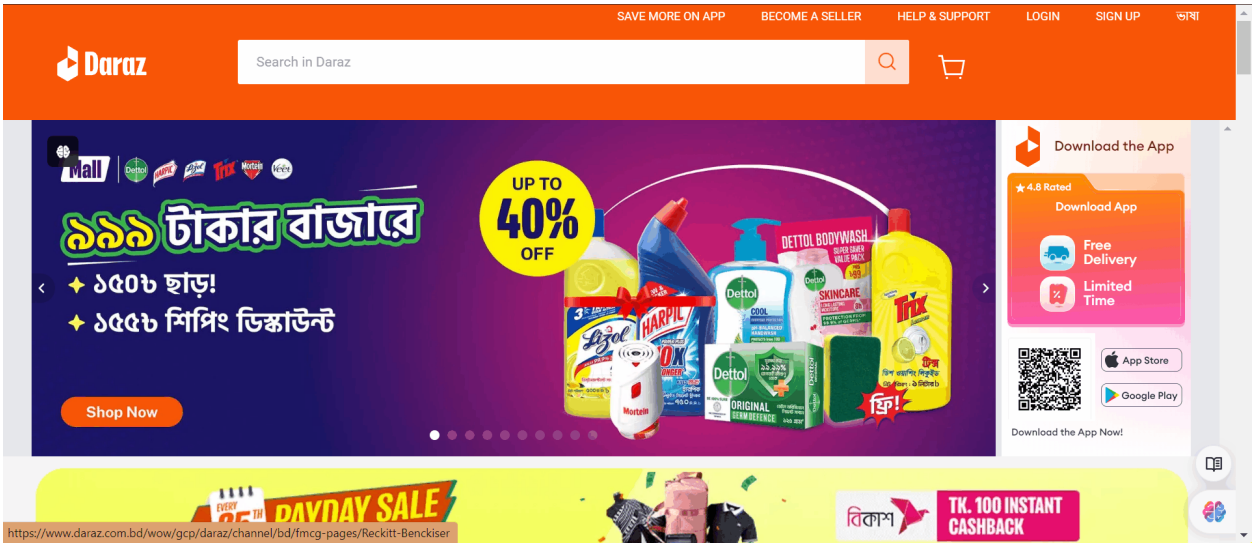
3.4 Business of Daraz

Daraz is an intermediary for sellers and clients where the vendors are given the opportunity to exhibit their products and customers get the chance to get all at once. It is an internet B2B and B2C kind of offering and this business model seems to have taken a favorable perspective from the side of the customers. By adding more sellers to the website, Daraz is concentrated on further

expanding its client variety even more. It is a location where the clients can readily find sellers 7 easily and choose from a wide selection of product choices. There are eleven wide categories of accessible at Daraz now. The categories are:

- Fashion products
- Phones & Tablets
- Sports & Travel
- TV, Audio & Camera
- Computing and Gaming
- Home & Living
- Baby, children, and Toys
- Beauty & Health
- Grocery shop

Initially the website focuses more on the fashion industry in the original phase as the primary issue was to create the consumers feel satisfied, authentic and reliable about purchasing with buying online fashion products. Gradually when the website was created and obtained reliability, the website attempted to capture each and every category. In the current age, individuals not only prefer buying products online, but also, they prefer services as well and Daraz Bangladesh has entered Tourism and Travel industry as a result of this upcoming trend. There will be a list of hotels, resorts and travel agencies in this category that will provide Daraz customers with the finest packages and deals.



Customers frequently receive various advertising deals from Daraz. However, some offers are rare, occurring once a year or at year-end. To take advantage of these deals, clients often order additional units through the portal. By using different email addresses, customers can place multiple orders with Daraz. To enhance the purchasing experience, Daraz strives to offer updated and improved products. Top Selling categories Fashion, Mobile, Mobile Accessories, Laptops, LED TV and Home Appliance and Top selling brands Sony, Samsung, Unilever, Walton.

3.5 Organization and Management of Daraz:

The journey of Daraz in Bangladesh began in 2015 and from the time the company is growing with its various departments. At present, 76 HUBS are being operated outside the Dhaka and some inside Dhaka there are offices that are operating to run the company in a more efficient way.



Ben (Qian) Yi is currently serving as the chief business officer at the Philippines operation of Lazada, Alibaba's Southeast Asian e-commerce arm.

Crucial Departments:

Every department with an organization is important depending upon the size and nature of the work. The departments operate in their own strategy to be successful from their point. The departments are filled with some talented bunch of people to carry out the operational activity in a more efficient manner. As Daraz is a Multinational Company in the industry of e commerce, each department's activity is planned and implemented according to their standard which is set from the Headquarter Alibaba. The crucial departments of Daraz are:

- Finance Department
- Account Department
- Marketing Department
- Human Resources Department
- Commercial Department
- Business Development Department

- Administration Department
- Sales Management Department
- Information Technology Department
- Department of Public Relation
- Onsite and Content Management Department
- Issue and Resolution Department
- Graphic Design Department
- Operations Department
- Customer Services Department
- Department of Category Management

Each of these above-mentioned departments has their sub departments. Each of the departments operational activities are carried out in a such manner which helps Daraz to be the best platform for online business in Bangladesh.

Chapter Four

Analysis of the Study

4.1 Overview of HR Activities of Daraz Bangladesh Ltd.

4.1.1 Human Resource

The main functions of human resource management involve strategically planning, developing, and managing policies and programs to optimize an organization's human resources. This field focuses on the workforce and their interactions within the organization. The primary goals of HR management are to achieve efficient recruitment, foster positive working relationships among all employees, and promote individual growth. Key functional areas include planning, recruitment, employee development, and compensation, along with welfare initiatives.

E-commerce is a rapidly growing sector in Bangladesh. If labor is not managed effectively, it can lead to significant issues that disrupt our e-commerce operations. The work requires skilled professionals, and proper training is essential. When salary disputes arise, the HR department is responsible for addressing the situation. HR must maintain contact with skilled workers to facilitate quick recruitment when needed, avoiding the challenges of training new employees from scratch. Additionally, regular employees are leaving for various reasons, leading to a constant cycle of urgent recruitment. Thus, HR policies at Daraz Bangladesh Ltd. are highly dynamic.

4.1.2 HR Planning

To establish effective HR systems, it is essential to align them with the organization's goals and a clear mission or vision statement. For the organization to grow, a strategic HR plan must be implemented. In simple terms, HR management serves as a bridge between upper, middle, and lower management levels. Some HR professionals employ various strategies, such as labor planning and forecasting. Completing tasks effectively is crucial, as organizations strive for excellence to achieve optimal results. Daraz Bangladesh Ltd successfully implements proper manpower planning to operate efficiently and effectively.

4.1.3 Recruitment

The Recruitment Unit focuses on enhancing the organization's selection processes and talent management tools to ensure swift and effective hiring while upholding principles of equal opportunity, transparency, and fairness. Over the past decade, experts have emphasized the importance of the initial phase of the recruitment process, as it is crucial for selecting the right candidates for the right positions. Recruitment strategies can be refined to clarify how and when targeted advertising influences candidates' intentions to apply.

Daraz recruitment and selection policy aims to attract individuals who align with the organization's vision and goals, contributing to its business objectives. Various guidelines must be considered, especially regarding strikes and employee turnover after payment. Female candidates are prioritized in the recruitment process due to their lower physical demands compared to male candidates.

4.1.4 Training

Managers at all levels of the organization emphasize the need for employees to achieve desired outcomes quickly. In today's competitive global economy, effective training and education of the workforce are essential for gaining a competitive edge. The importance of effective training continues to grow, especially as companies seek fewer but more productive employees in the wake of economic downturns. The rise of technology in the workplace, empowerment, teamwork, and a shortage of high-quality graduates for entry-level positions highlight the critical need for training to maximize employee effectiveness.

4.1.5 Compensation and Benefits

This aspect of a job is often the most compelling factor influencing whether employees stay or leaves an organization. Most employees work to financially support themselves and their families, making compensation a crucial element of job satisfaction. Benefits also serve as a significant motivator for employees. In HR terms, compensation includes both monetary pay and intangible benefits such as vacation pay, performance bonuses, and other incentives.

Daraz strives to be transparent about its compensation and benefits packages. The company regularly reviews its pay structure and identifies compensation standards based on best practices. Daraz also recognizes an Employee of the Month to encourage healthy competition among staff. Additionally, it assesses internal pay equity and analyzes market rates and trends to maintain external competitiveness.

4.1.6 Safety and Security

Safety and security are crucial for any company, and Daraz Bangladesh prioritizes these concerns. In Bangladesh, safety is a serious issue; ensuring a safe environment encourages employees to work freely and confidently. Daraz has implemented measures to prevent theft, including hiring quality security personnel. Smoking is strictly prohibited on company premises, and smoke detectors are installed in all departments. Fire drills are conducted with trained volunteers from each department, and fire protection equipment is provided as needed.

4.2 Training and Development Practices at Daraz Bangladesh Ltd.

Daraz Bangladesh Ltd. provides a comprehensive range of training programs that cater to employees at various levels within the organization, spanning from entry-level staff to senior management. These training programs are thoughtfully designed to address the specific needs and requirements of different departments, ensuring that each group receives relevant and applicable training. For instance, the sales department may focus on enhancing sales techniques and customer engagement strategies, while the customer service team might receive training aimed at improving communication skills and problem-solving abilities. Similarly, logistics personnel may benefit from training that emphasizes supply chain management and operational efficiency, whereas IT staff can engage in programs that keep them updated on the latest technological advancements and best practices. By offering such a diverse array of training options, Daraz aims to foster a skilled and knowledgeable workforce that can effectively contribute to the company's overall success and growth.

4.2.1 Types of Training:

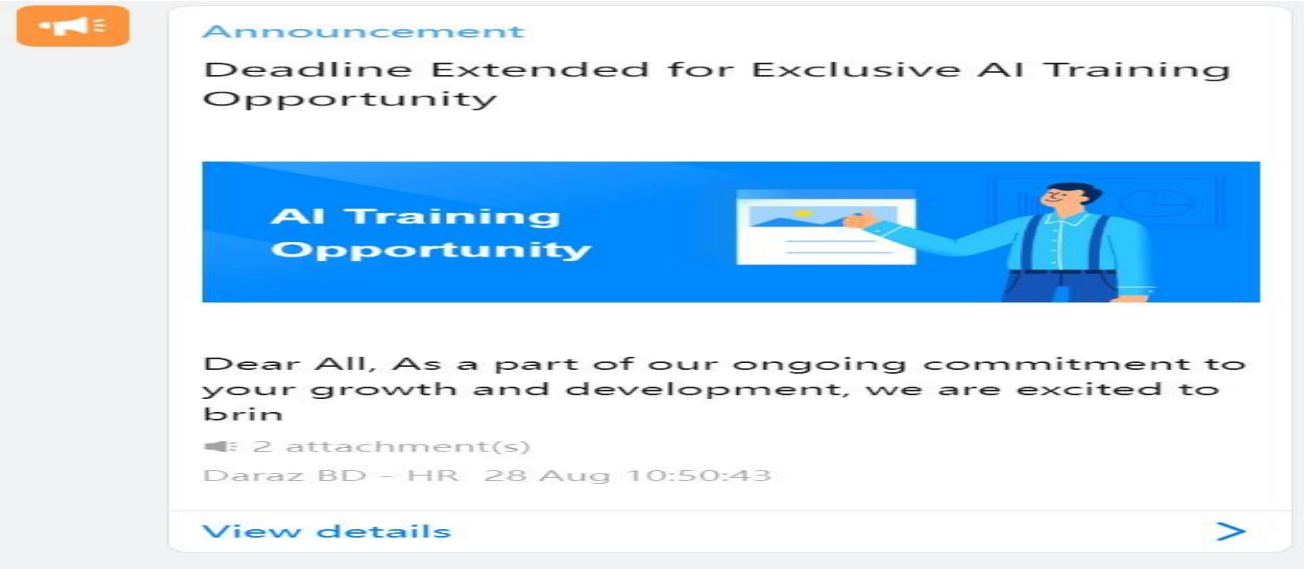
• **Onboarding Training:** Onboarding training is a crucial program provided to new employees to help them become familiar with the company's policies, culture, and specific job responsibilities. This comprehensive onboarding program duration includes an introduction to the company's rich history, its core mission, and the values that guide its operations. Additionally, new hires receive a detailed explanation of the organizational structure, which helps them understand how different departments interact and collaborate. They are giving paid training by ensuring that new employees more focus on the training so that have a solid understanding of these foundational elements, the onboarding process aims to facilitate a smoother transition into their roles and promote long-term engagement with the company.

• **Technical Training:** Daraz recognizes the importance of equipping employees in specialized roles such as those in IT (Ali Tools), data analysis, digital marketing and Internal operating tools like (Alilang, Lazada, LOP, LMP, RMS)—with the necessary skills to excel in their positions. To address this need, the company offers targeted technical training programs that are specifically designed to enhance employees' technical competencies. These programs not only focus on strengthening existing skills but also aim to keep employees informed about the latest industry trends and technological advancements. By investing in technical training, Daraz ensures that its workforce remains competitive and adept in a rapidly evolving digital landscape.

• **Soft Skills Training:** Understanding the critical role that interpersonal skills play in the workplace, Daraz conducts regular soft skills training sessions aimed at improving essential competencies such as communication, teamwork, and leadership. These training sessions cover a variety of important topics, including effective communication strategies, time management techniques, conflict resolution skills, and leadership development principles. By providing employees with opportunities

to enhance their soft skills, Daraz fosters a collaborative and productive work environment where individuals can thrive both personally and professionally.

• **E-Learning:** To further support employee development, Daraz effectively utilizes e-learning platforms that grant employees access to a diverse array of online courses.



This innovative approach to training allows employees to engage in self-paced learning, enabling them to balance their work responsibilities with their professional development goals. The flexibility offered by e-learning ensures that employees can choose courses that align with their interests and career aspirations, making it easier for them to enhance their skills and knowledge in a manner that fits their individual schedules and learning preferences. This commitment to accessible learning opportunities reflects Daraz dedication to fostering a culture of continuous improvement and growth among its workforce.

4.2.2 Training Methods:

• **Classroom Training**: Traditional classroom training serves as a fundamental approach for onboarding new employees and developing essential soft skills. These training duration 6days, sessions are typically led by experienced trainers who utilize a variety of engaging methods to facilitate learning. Through interactive activities, group discussions, and case studies, trainers encourage participation and ensure that employees can relate the material to real-world situations. This method not only helps in conveying important information but also fosters a collaborative learning environment where employees can share their experiences and insights.

• **On-the-Job Training**: On-the-job training period for 14days, it's a crucial component of the overall training programs at Daraz. This method provides employees with valuable hands-on experience while they work under the supervision of senior staff members. By allowing employees to apply their learning in real-time scenarios, they gain practical skills and knowledge that are directly relevant to their roles. This experiential learning approach helps to reinforce theoretical concepts and enables employees to develop confidence in their abilities as they navigate their daily tasks.

• **Workshops and Seminars**: Daraz frequently organizes a variety of workshops and seminars that cover numerous topics pertinent to the industry. These educational sessions are often conducted by external experts who bring in a wealth of knowledge and experience. Employees benefit from these opportunities as they not only gain new insights and perspectives but also have the chance to engage in discussions with professionals from other organizations. This networking aspect is invaluable, as it allows employees to build connections and share best practices across the industry.

• **Mentorship Programs**: As part of its commitment to employee development, Daraz has established mentorship programs where senior employees are assigned as mentors to new or less experienced staff. These mentorship initiatives are thoughtfully designed to provide guidance, support, and the transfer of knowledge from seasoned professionals to those who are just starting their careers or looking to advance within the company. Through regular interactions and personalized advice, mentors play a significant role in helping mentees navigate their career paths, fostering both personal and professional growth within the organization.

Effectiveness and Evaluation of Training Programs:

The training and development programs at Daraz Bangladesh Ltd. have proven effective in enhancing employee performance across various departments. Participants in these sessions report increased confidence in their roles, positively impacting job satisfaction and engagement. This boost in confidence benefits both employees and fosters a more productive workplace. Additionally, a Quality Assurance (QA) team monitors performance, particularly in the Customer Service Department, setting weekly guidelines and reporting findings. They also recognize top performers at the end of each month based on established benchmarks.

Furthermore, there has been a measurable improvement in employees' technical and soft skills, essential for effective communication and teamwork. The strategic use of e-learning platforms has been well-received, allowing employees to learn at their own pace and fit training into their schedules. Overall, these programs have not only enhanced individual capabilities but also promoted a culture of continuous learning and improvement within the organization.

4.3 Job Responsibilities:

I had to go to totally different managers and departments to work out how the e-commerce sites operate and the way all the departments function. However, brand offer chains, brand, and client development are interconnected and mutually supportive of one another. As an intern in the 60-minute program, I had a capable 60 minutes of activity in detail. At the same time, I learned how to inter-relate all the data from various departments and report it to the 60-minute head. As an intern, I received all the support from my supervisor, and I was involved in the achievement process of Daraz People's Republic of Bangladesh Ltd. I screened out the CVs of the candidates, shortlisted them, and called them for face-to-face interviews. In the case of undergraduate students, their CVs are not the standard formal CVs; rather, their national ID card or their academic background mainly covers it. I coordinated interview dates, times, venues, and panels for interviews accordingly. However, instead of hiring, there's typically the issue of laying off or firing staff. When orders are not abundant in our system, to cut costs, the top management must decide how many staff to fire from their positions. It can be a very stressful and unpleasant experience as it is difficult for anyone to look someone in the eye and fire them. Several incidents occur where the employee goes courteously, but often things do not go smoothly, and they tend to argue. If any candidates or staff believe that they are being discriminated against under any circumstances, that person can report it to the welfare department as well.

While I was in the organization, I had to review the organizational structure, current personnel, and resources. Competitive rating is the prerequisite for obtaining an order. Each order comes with a technical sheet that specifically mentions everything in detail.

My analysis is primarily focused on qualitative study supported by observations from the entire 60-minute department. During my internship period, I also reviewed the 60-minute policies of the company. The 60-minute policies are as follows: Normal conduct requires staff to conduct themselves on duty in a manner that contributes to operational effectiveness, productivity, safety, and a harmonious work environment. If staff do not meet the company's expectations for performance and/or conduct, corrective action, up to and including termination, may be taken. It is at management's discretion to determine what measures would be acceptable under each circumstance. To monitor all activities, the authority has installed CCTV cameras all around. The harassment policy is a significant issue; if any such incident occurs, it can ruin the company's reputation. Therefore, it is strictly monitored by the authorities. However, if any employee feels that he or she is subjected to any such behavior, that person is free to report it to the authority, and the authority will take strict action.

Chapter-Five
Findings

5. Findings

- **Satisfactory Training Environment:** The training environment at R.A.Z Apparels is considered satisfactory, with most executive's content with their surroundings. A conducive training environment can contribute to a positive learning experience.

- **Lack of Off-the-Job Training Facilities:** The Company does not provide off-the-job training facilities for employees. This absence of resources outside of the regular workplace can limit employees' opportunities for skill development and growth.

- **Lack of Clarity and Structure in Training Methods**: Training methods at R.A.Z Apparels lack clarity and structure, potentially making it challenging for employees and executives to grasp and apply the training content effectively.

- **Communication Issues with HR:** Human Resources (HR) does not effectively communicate or notify nominated employees about training opportunities. This lack of clear communication can lead to confusion among trainees and disrupt the training process.

- **Lack of Clarity and Structure in Training Methods**: Training methods at R.A.Z Apparels lack clarity and structure, potentially making it challenging for employees and executives to grasp and apply the training content effectively.

Chapter-Six

Recommendations & Conclusion

6.1 Recommendations

Based on the findings, the following recommendations are proposed to enhance the overall effectiveness of the training programs:

1. **Enhance Training for Senior Management:** It is essential to create and implement advanced training programs specifically tailored for senior management. These programs should focus on equipping leaders with the necessary skills and knowledge to effectively lead their teams and navigate the complexities of achieving the company's strategic goals. By addressing the unique challenges faced by senior management, these training initiatives can foster stronger leadership capabilities and drive organizational success.

2. **Implement a Structured Evaluation System:** To ensure the ongoing effectiveness of training programs, it is important to establish a structured evaluation system. This system should be designed to regularly assess the impact and effectiveness of the training initiatives through various methods, including post-training assessments, comprehensive employee feedback, and relevant performance metrics. By systematically evaluating these programs, the organization can identify areas for improvement and make informed decisions about future training efforts.

3. **Expand E-Learning Options:** Another key recommendation is to broaden the selection of courses available on the e-learning platform. This expansion should focus on including a wider range of specialized topics and emerging trends that are relevant to the e-commerce sector. By offering diverse and up-to-date content, the organization can better meet the learning needs of its employees and ensure they are well-prepared to adapt to the rapidly changing industry landscape.

4. **Increase Frequency of Soft Skills Training:** Given the critical importance of communication and leadership skills in today's workplace, it would be highly beneficial to increase the frequency of soft skills training sessions. By providing more opportunities for employees to develop these essential skills, the organization can enhance overall team dynamics and improve individual performance, ultimately contributing to a more effective and cohesive work environment.

6.2 Conclusion

In conclusion, Daraz currently offers numerous deals, but this advantage may diminish if better options arise, as many customers are dissatisfied with its performance. A significant number of clients find Daraz unreliable and untrustworthy, leading to few reasons for repeat purchases. It is crucial for Daraz to enhance its service offerings to build a loyal customer base, especially in anticipation of potential competitors like Amazon entering the Bangladeshi market. The rapidly growing market necessitates a long-term strategy to establish a strong brand image in customers' minds. Continuous improvement is essential, as there is always room for growth in every sector.To keep pace with

innovation, Daraz must seize all available opportunities. It is encouraging to note that the company has built a solid reputation and a client profile that includes top industry names. Daraz Bangladesh operates as a prominent Asian provider with extensive customer engagement and a collaborative approach, indicating positive prospects for the future development of its Human Resource and Production Departments. My internship experience with Daraz Bangladesh Ltd.'s Human Resource Department has significantly enhanced my theoretical and practical knowledge, making my training more comprehensive and applicable. The training and development practices implemented at Daraz Bangladesh Ltd. are essential to the overall success of the company, as they ensure that employees are well-equipped to meet the various demands and challenges of their roles. These practices not only enhance individual performance but also contribute to the collective effectiveness of the organization. While the current training programs are indeed effective in many respects, there remain several areas where improvements can be made to maximize their impact. By identifying and addressing these gaps in the training and development framework, Daraz has the opportunity to further enhance the capabilities of its workforce. This strategic focus on continuous improvement will not only empower employees but also help the company maintain and strengthen its competitive edge in the rapidly evolving e-commerce industry. Ultimately, investing in employee development is a key factor in driving long-term success and sustainability for Daraz.

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