Internship Report
on
Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited

Submitted by:
Manjila Akter
ID: BBA2103024093
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Semester: Summer-2025

Submitted to:
Department of Business Administration
Sonargaon University (SU)
Submitted for the partial fulfillment of the degree of
Bachelor of Business Administration (BBA)

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

Date of Submission: 30th August, 2025

Internship Report
on
Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited

Submitted by:
Manjila Akter
ID: BBA2103024093
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Semester: Summer-2025

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

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

Date of Submission: 30th August, 2025

Letter of Transmittal

30th August, 2025

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

Subject: **Submission of Report on "Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited"**

Dear Sir,
With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the report, which is a mandatory requirement to completion of the BBA program. This is a great pleasure for me to submit the report on, **"Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited"**. Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent engineering firm ICEL Private Limited in Bangladesh.

This report is all about to synchronize my theoretical learning from BBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this report I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

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

Kind regards,
Sincerely yours,

_____

Manjila Akter
ID: BBA2103024093,
Major: HRM
Department of Business Administration
Sonargaon University (SU)

Letter of Authorization

I, Mr. Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU) hereby certify that the Report work entitled as **"Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited"** has been prepared by **Manjila Akter , ID: BBA2103024093**, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Bachelor of Business Administration (BBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student herself. Any option and/or suggestion made in this study are entirely that of the author of this report.

The report is an original work and prepared as a partial requirement of the degree the Bachelor of Business Administration (BBA).

_____

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

Student's Declaration

This is Manjila Akter, a student of Bachelor of Business Administration (BBA), ID: BBA2103024093 from Sonargaon University (SU) would like to solemnly declaration here that this report on **"Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited"** has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University.

I didn't breach any copyright act intentionally. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Kind regards,
Sincerely Yours,

_____

Manjila Akter
ID: BBA2103024093
Major: HRM
Semester: Summer-2025
Department of Business Administration
Sonargaon University (SU)

Acknowledgement

First and foremost, I would like to express my sincere gratitude to my supervisor, Md. Rasel Hawlader, Assistant Professor, Department of Business Administration, Sonargaon University (SU), for his invaluable guidance, support, and encouragement throughout the preparation of this report. His insights and expertise in the field of Human Resource Management have greatly enriched my understanding and enabled me to complete this case study on **"Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited".**

I would also like to extend my appreciation to the faculty members of the Department of Business Administration at **Sonargaon University** for their continuous support and dedication to fostering an environment of learning and growth. My sincere thanks go to **ICEL Private Limited** for allowing me access to information that has been vital to the successful completion of this study.

Finally, I am deeply grateful to my family, friends, and classmates for their encouragement, motivation, and assistance throughout this journey. Their support has been instrumental in helping me focus and complete this work.

Kind regards,
Sincerely Yours,

Manjila Akter
ID: BBA2103024093,
Major: HRM
Semester: Summer-2025
Department of Business Administration
Sonargaon University (SU)

Executive Summary

This report, **"Training and Development Practices in Bangladesh: A Case Study on ICEL Private Limited"** provides a comprehensive analysis of the strategies and practices employed by ICEL Private Limited in training and developing employees within the competitive business environment of Bangladesh. The primary aim of this study is to explore how ICEL Private Limited's training and development process aligns with best practices in Human Resource Management and contributes to the organization's success. Through this study, data was collected via interviews with HR personnel, review of organizational documents, and relevant literature on training and development processes. The analysis highlights the key steps ICEL Private Limited undertakes to train and develop newly joined candidates, such as Assessment, Designing the training program, on the job training, off the job training, continuous development process. This report also examines the effectiveness of these steps and the challenges the organization faces, such as training the employees and maintaining continuous development process. The findings reveal that ICEL Private Limited's training process is strategically designed to support the company's objectives and enhance employee satisfaction. However, there are areas for potential improvement, such as further digitizing the training process. In conclusion, the study provides insights into how effective training and development practices can strengthen an organization's competitive position and recommends ways for ICEL Private Limited to refine its approach further to address emerging challenges. This case study can serve as a valuable resource for other organizations in Bangladesh looking to improve their own training practices.

Table Of Contents

Sl No.	Name of Contents	Page No.
	Letter of Transmittal	I
	Letter of Authorization	II
	Student's Declaration	III
	Acknowledgement	IV
	Executive Summary	V
☐	**Chapter One: Introduction**	**1-5**
1.1	Introduction	2
1.2	Objectives of the Study	3
1.3	Methodology of the Study	4
1.4	Limitations of the Study	5
☐	**Chapter Two: Literature Review**	**6-8**
2.1	Literature Review	7
☐	**Chapter Three: Profile of the Organization**	**9-16**
3.1	Overview	10
3.2	Vision of ICEL Private Limited	11
3.3	Mission of ICEL Private Limited	11
3.4	Objectives of ICEL Private Limited	11
3.5	Board of Directors of ICEL Private Limited	12
3.6	Registered Office of ICEL Private Limited	12
3.7	Functions of ICEL Private Limited	12
3.8	Strengths	13
3.9	Weaknesses	14
3.10	Opportunities	15
3.11	Threats	16
☐	**Chapter Four: Internship Responsibilities**	**17-20**
4.1	Internship Responsibilities in ICEL Private LTD	18
☐	**Chapter Five: Analysis of the Study**	**20-26**
5.1	Training and Development Practices of ICEL Private LTD	21
5.2	Objectives of Training and Development in ICEL Private LTD	22
5.3	Steps in Training and Development process of ICEL Private LTD	22
5.4	Training Methods followed by ICEL Private LTD	24
5.5	Training provided by the ICEL Private LTD	25
☐	**Chapter Six: Findings**	**27-29**
6.1	Findings	28
☐	**Chapter Seven: Recommendations & Conclusion**	**30-32**
7.1	Recommendations	31
7.2	Conclusion	32
	Bibliography	33

Chapter : One

Introduction

1.1 Introduction

As a part of the curriculum of BBA, I underwent my training project at Integrated Control Equipment Limited (ICEL) Private Ltd. This three months training in an industrial organization seems to be necessary for the complete understanding of the phenomenon related with Training and development. I was assigned the title" Human Resource Training and Development procedure of ICEL Private Ltd. **Training and Development** have become essential components of Human Resource Management (HRM). These functions are not only meant to improve employee skills and productivity but also contribute to their personal growth and job satisfaction. A well-trained workforce is more competent, confident, and aligned with the company's goals, thereby playing a critical role in overall organizational performance. Employees training tries to improve skills, or add to the existing level of knowledge so that employees is better equipped to do his present job, or to prepare him for higher position with increased responsibilities. However individual growth is not and ends in itself. Organizational growth need to be measured along with individual growth.

During my internship at **ICEL Private Limited**, I had the opportunity to observe and participate in various training and development activities conducted by the company. ICEL is a growing organization, engineering farm or service sector and is committed to building a knowledgeable and efficient team. This internship has provided me with valuable insights into how training programs are structured, implemented, and evaluated in a real corporate. The importance of continuous learning and professional development to maintain operational efficiency and employee satisfaction. Effective training not only improves individual productivity but also aligns the workforce with the organization's strategic goals. This report explores the training and development practices at ICEL Limited, analyzing their impact on employee performance and organizational growth. The report is a reflection of those experiences and aims to analyze the training and development practices at ICEL Private Limited.

1.2 Objectives of the Study

The main objective of this report is to learn about Training and Developmentprocedure and policies of ICEL Private Ltd. Every research work is gain there I could learned that how does the study could use practically at workplace. This helped me to develop my skills.

The objectives of this report there are two types of objectives:

- General Objectives
- Specific Objectives

General Objective

The general objective of this internship report is to gain and understanding trainind and development practices of ICEL Private Ltd. To assess the effectiveness of the current training methods and practices and also recommendations for improving the training and development process at ICEL Private Ltd.

Specific Objectives

The detailed, focused goals to achieve the general aim, Specific objectives have been outlined:

i. To identify the different methods of training and development of ICEL Private Ltd.
ii. To identify the challenges or limitations faced during the training process.
iii. To evaluate the effectiveness of training in enhancing employee performance, skills, and motivation.
iv. To evaluate all the activities of ICEL Private Ltd.
v. To understand how these training initiatives are designed, organized, and delivered by the Human Resource Department.
vi. To find out different problems related to training and development in ICEL Private Ltd.
vii. To analyze the different methods of training and development of ICEL Private Ltd.
viii. To explore the existing training and development programs and implemented by ICEL Private Ltd.

1.3 Methodology of the Study

The internship program was fundamentally performed by noting the daily activities of the officers and working with in progress. A qualitative research approach, which is well-suited for understanding people, processes, and experiences within an organizational environment. It is a descriptive type of research. And, I have collected information from both essential and optional assets. the focus was to explore how training and development are actually practiced at ICEL Private Limited through direct involvement and observation.

Data Source

The information and data for this report to ensure that the accuracy and reliability of the study, both primary and secondary data sources were used. This abbreviation give a well understanding of the training and development practices.

Primary Sources

Primary sources are those that Information was gathered through direct observation, discussions with HR personnel, and informal interviews with interns and employees at ICEL. These includes:

- Face to confront day by day discussion with the authorities
- Informal interviews with HR managers, supervisors, and employees
- Relevant record consider as given by the Employee concerned
- Discussions with department personnel

Secondary Sources

Secondary sources refer to pre-existing information and literature used to support and enhance the primary data. These include:

- Academic journals and books
- Files of business performance
- Record of tanning and development process
- Websites

Methodology refers to more than a simple set of methods, rather it refers to the rationale and the philosophical assumptions that underlie a particular study relative to the scientific method. This is why scholarly literature often includes a section on the methodology of the researchers.

1.4 Limitation of Study

During my training period although the management and plant personnel were very cooperative & extended their full support, While every effort has been made to ensure the accuracy and relevance of the report, Limitations are always part of everything, and they were also part of this report. The main purpose of this research was to make sure it was credible, if it could come in handy to others, and if it could be widely accepted .This perusal is an attempt to address of followings limitations:

1. Time will be a main oblige in accumulating all choose of fact in a formal manner.
2. Lack of information on the website regarding the selected company and the topic for the report.
3. The report is based on the experience within a specific department and may not fully represent the training practices in other units of the organization.
4. The people to be interviewed may not be cooperative.
5. Some organizational information and training documents were confidential and not accessible for academic use.
6. Confidential data will be difficult to collect because of their secrecy that is not revealed.
7. Due to time constraints, it was not possible to evaluate the long-term effectiveness of the training programs.
8. As this was an internship-based study, the scope for conducting formal surveys or in-depth quantitative analysis was limited.

Despite these limitations, the report provides a realistic and practical overview of how training and development function within a professional organization like ICEL Private Limited.

Chapter : Two

Literature Review

2.1 Literature Review

Employee training and development remain critical for organizational success. Investing in structured training programs enhances employee skills, job satisfaction, and overall performance. This review highlights various training methodologies, their effectiveness and associated challenges. Future research should explore the long-term impact of digital training tools and their effectiveness across different industries and employee demographics. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory compliances, goal setting and implementation of programs, workplace safety management, workplace communication, and so on. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees. Training moulds the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

Provides the opinions of different authors regarding the view of training and development:

Goldstein, I. L., & Ford, K. J. (2022) Training in organizations: Needs assessment, development, and evaluation (4th ed.). Cengage Learning.

Noe, R.A., Clarke, A.D., & Klein, H.J. (2024) Learning in the twenty-first century: The role and impact of technology. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 245-269.\

Kraiger, K., Ford, J.K., & Salas, E. (2023) Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. Journal of Applied Psychology, 78(2), 311-328.

Kozlowski, S. W. J., & Salas, E. (Eds.). (2020) Learning, training, and development in organizations. Taylor & Francis.

Salas, E., Tannenbaum, S.I., Kraiger, K., & Smith-Jentsch, K.A. (2022) The science of training and development in organizations: What matters in practice. Psychological Science in the Public Interest, 13(2), 74-101

Tharenou, P., Saks, A.M., & Moore, C. (2017) A review and critique of research on training and organizational-level outcomes. Human Resource Management Review, 17(3), 251-273.

Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (2021) Meeting trainees' expectations: The influence of training fulfilment on the development of commitment, self efficacy, and motivation. Journal of Applied Psychology, 76(6), 759-769.

Warr, P., & Allan, C. (2018) Learning and development at work: A research perspective on the changing context of human resource development. Human Resource Management Journal, 8(3), 1-17.

Blume B.D., Ford J.K., Baldwin T.T., & Huang J.L. (2020) Transfer of training: A meta analytic review. Journal of Management, 36(4), 1065-1105.

Burke, L.A., & Hutchins, H.M. (2017) Training transfer: An integrative literature review. Human Resource Development Review,6(3), 263-296.

Brown K.G., & Sitzmann T. (2022) Training and employee development for improved performance. In S. Zedeck (Ed.), APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization (pp. 469-503). Washington, DC: American Psychological Association.

Bell, B.S., & Kozlowski, S.W. (2018) Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. Journal of Applied Psychology, 93(2), 296-316.

Aguinis, H., & Kraiger, K. (2019) Benefits of training and development for individuals and teams, organizations, and society. Annual Review of Psychology, 60(1), 451-474. \

Arthur Jr., W., Bennett Jr., Wedens Jr., P.S., & Bell S.T. (2023) Effectiveness of training in organizations: A meta-analysis of design and evaluation features. Journal of Applied Psychology,88(2), 234-245.

Chapter : Three

Profile of the Organization

3.1 Overview

ICEL Private Limited is specializing in Fire protection system, Fire Detection System, Closed Circuit Television System, Intruder Alarm System, Access Control System, Time attendance system and Tele-Communication System. ICEL sales, designs, installs, commissions and maintains all the systems and products in Bangladesh with the company's own engineers / staffs trained from home & aboard.

ICEL is a private limited company registered in Bangladesh dealing with electronic safety & security system. The company started operation in 1996 in the name of Integrated Control Equipment Limited, which was later re-named as ICEL Private Limited in 2000. Since then ICEL has grown to become one of the leading technical support and marketing center for all the system the company deals with.

ICEL is proud to be the sole Distributor of Ziton (recently Ziton has been owned by General Electric inc., U.S.A.), VESTA, Siemens & Elid world's one of the largest manufacturers of fire detection product, security product and Access control product for offices and buildings, industry and aviation.

Ziton limited was established in Surrey, U.K. in 1961. The company today has a network of manufacturing, research and development, sales and service facilities spanning more than 50 countries on all continents. Recently GE has taken over Ziton and brand retain Ziton with company Ziton-GE Infrastructure. GE (General Electric) is regarded as world's biggest manufacturer and supplier.

Our greatest asset is our human resource. We continuously invest in training of our human resource asset such as equipping our technical design team with the skills to use the latest technology in Computer Aided Design (CAD) and train the software engineers to write their own program for fire detection, security system & access control system by using software. Our engineers are trained by Ziton, Siemens & Elid people to Design, Install, Program, and Test and Commission any above system.

Beside testing & commissioning ICEL provide security & safety consultancy for its clients.

Company Profile

Head office : House #13/1, Road #4, Dhanmondi, Dhaka-1205

Phone number : +88 02 9338874

Email : atm.icel@gmail.com

Managing Director : Mr. M.H. Akond Jahangir

Contact person : Md Saiful Alam Rony (System Engineer)

Year of Establishment: The Company started operation in 1995 in the name of Integrated Control Equipment Limited, which was later re-named as ICEL Private Limited in 2000**.**

Annual turnover : US$ 3 (Three) million for the financial year 2023-2024

3.2 Vision of ICEL Private Limited

To be the leading provider of integrated safety, security, and surveillance solutions, ensuring peace of mind for businesses and communities through innovation, reliability, and unwavering commitment to excellence in installation, commissioning, and maintenance services.

3.3 Mission of ICEL Private Limited

Our mission is to provide comprehensive security and safety solutions by supplying, maintaining, and commissioning high-quality fire safety equipment, access control systems, and CCTV solutions. We are committed to ensuring the safety, security, and peace of mind of our clients through innovative technology, reliable service, and expert support. Our goal is to deliver tailored, efficient, and compliant security solutions that protect people, property, and assets while fostering trust and long-term partnerships with our clients.

3.4 Objectives of ICEL Private Limited

Ensure Client Safety and Security :

Provide reliable fire safety, access control, and CCTV solutions that protect people, property, and assets.

Deliver Quality Products and Services :

Supply high-quality, compliant equipment and deliver professional maintenance and commissioning services to ensure optimal performance.

Maintain Regulatory Compliance :

Stay updated with industry standards and regulations to ensure all solutions meet safety and security compliance requirements.

Enhance Customer Satisfaction :

Offer responsive support, timely maintenance, and expert consultation to build long-term client relationships.

Innovate and Adapt :

Continuously incorporate the latest technology and best practices to provide state-of-the-art security solutions.

Ensure Operational Excellence :

Maintain high standards of service delivery, efficiency, and safety in all aspects of operations.

Promote Awareness and Training :

Educate clients on the proper use and maintenance of safety and security systems to maximize efficacy.

Expand Market Reach :

Grow the company's presence in the industry through strategic partnerships and effective marketing.

3.5 Board of Directors of ICEL Private Limited

ICEL Private Limited's leadership comprises several key individuals:

- Managing Director **: Mr. Javed Mahmood**
- Director **: Mr. M.H. Akond Jahangir**
- Director **: Ms. Noor Akhter Akond**
- Director **: Parvez Mahmood**

These leaders guide ICEL Private Limited.

3.6 Registered Office

The registered office of ICEL Private Limited is located House #13/1, Road#4, Dhanmondi, Dhaka-1205. You can contact with them via phone at +88 02 9338874. For more details, you can reach out to them at atm.icel@gmail.com

3.7 Functions of ICEL Private Limited

1. Supply of Equipment

Procuring and providing high-quality fire safety systems, access control devices, and CCTV equipment tailored to client needs.

2. Installation and Commissioning

Installing new systems, configuring settings, and commissioning equipment to ensure proper operation and integration within the client's infrastructure.

3. Regular Maintenance and Servicing

Conducting routine inspections, preventive maintenance, and repairs to ensure continuous, reliable system performance.

4. System Testing and Troubleshooting

Performing thorough testing to verify system functionality and diagnosing issues to resolve faults promptly.

5. Upgrades and Modernization

Upgrading existing systems with the latest technology to enhance security, compliance, and efficiency.

6. Consultation and System Design

Assessing client requirements, designing customized security and safety solutions, and advising on best practices.

7. Training and Support

Providing training to client staff on operating and maintaining systems, along with ongoing technical support.

8. Compliance and Documentation

Ensuring all systems meet relevant safety and security standards, maintaining detailed records of installations, maintenance, and inspections.

9. Emergency Response and Support

Offering rapid response services for system failures, alarms, or emergencies to minimize downtime and risks.

10. Monitoring and Remote Management

Providing remote monitoring services and system management to ensure continuous security oversight.

3.8 Strengths

Key Strengths

- Comprehensive service offering End-to-end solutions: design, supply, installation, testing, commissioning, and maintenance. Integration of fire safety, access control, and surveillance under one roof**.**
- Technical expertise certified and experienced engineers and technicians expertise in NFPA, BNBC, and other local/international fire safety standards. Skilled in the latest access control & surveillance technologies.
- Quality products sourcing from internationally reputed brands, genuine products with warranty and after-sales support.
- Customized solutions tailored system design to meet client-specific risk profiles and compliance needs. Scalable systems suited for small to large facilities, including industrial, commercial, and residential properties.
- Strong after-Sales support 24/7 emergency support and maintenance contracts (AMC). Periodic inspection, servicing, and system health monitoring.
- Compliance & certification compliance with fire safety regulations, electrical codes, and building safety standards. Support with documentation, testing reports, and fire license approvals.
- Project experience proven track record of projects across banks, factories, office towers, shopping malls, hospitals, and more. Ability to manage large-scale installations and tight deadlines.
- Customer satisfaction strong client retention through consistent service and prompt response. Positive testimonials and repeat business from reputed organizations.
- Safety & Training In-house safety protocols for installation and service teams. Fire drill facilitation and user training for client staff.
- Cost efficiency competitive pricing without compromising quality. Long-term cost savings through energy-efficient and low-maintenance systems.

3.9 Weaknesses

1. Dependence on imported equipment heavy reliance on international brands can lead to: Delays due to customs and shipping. Price fluctuations from currency exchange rates. Shortages during global supply chain disruptions.

2. Limited skilled manpower shortage of trained, certified technicians and engineers. Difficulty in retaining skilled staff due to industry demand or migration.

3. High competition market saturated with low-cost providers offering substandard products. Hard to differentiate in price-sensitive markets**.**

4. Inadequate branding and marketing lack of a strong digital presence or brand identity. Poor awareness among potential clients despite good services.

5. Slow adaptation to new technologies Lag in adopting cutting-edge tech like IoT-enabled fire systems, AI-based CCTV, cloud monitoring, etc. Competitors with smarter systems may gain advantage.

6. Project execution delays project timelines can be impacted by: Site readiness issues. Coordination with other contractors. Late delivery of materials.

7. Limited geographic coverage services limited to a few cities or regions**.** Inability to support nationwide or remote project.

8. Weak after-sales monitoring lack of automated tools or dashboards to monitor maintenance contracts. Manual handling leads to missed follow-ups and poor client retention.

9. Compliance challenges difficulty keeping up with changing local fire safety regulations and standards. Risk of project rejection due to non-compliance.

10. Cash flow issues high upfront investment in equipment and manpower. Delays in payment from clients (especially government or large corporates) affect cash flow.

3.10 Opportunities

1. Rising safety awareness increased awareness of fire hazards and security threats in residential, commercial, and industrial sectors. Growing demand for safety compliance in workplaces.

2. Government regulations & enforcement stricter fire safety laws and building codes (BNBC, NFPA standards) are pushing more organizations to install compliant systems. Fire license and insurance requirements boosting demand.

3. Real estate & industrial growth rapid urbanization, infrastructure development, and industrial expansion increase the need for integrated safety and surveillance systems.

4. Smart building integration demand for integrated systems with IoT, cloud, and AI features (smart alarms, AI-based video analytics). Opportunities to offer Building Management System (BMS) integration.

5. Maintenance & AMC services Long-term recurring revenue through annual maintenance contracts (AMCs). Many existing systems require upgrades, repair, or professional maintenance.

6. Public sector & institutional projects government offices, banks, hospitals, and schools increasingly upgrading safety infrastructure. Tender-based projects for municipalities, defense, and railway sectors.

7. Partnership with construction & MEP firms collaboration opportunities with real estate developers, architects, MEP consultants, and contractors to be a preferred safety partner in new projects.

8. Digital marketing & online sales opportunity to build brand visibility through websites, SEO, YouTube product demos, and social media marketing. E-commerce for basic fire safety products (extinguishers, smoke detectors).

9. Training & Consultancy services opportunity to offer fire safety training, evacuation drills, and compliance consultancy as an added service. Becoming a one-stop safety solution provider.

10. Green & Energy-efficient solutions use of energy-efficient systems (LED-based emergency lights, solar-powered cameras) appeals to eco-conscious clients and meets green building standards.

3.11 Threats

1. Intense market competition many local and international players offering cheaper, lower-quality products. Price wars reducing profit margins and undermining quality standards.

2. Technological obsolescence rapid changes in fire safety, access control, and surveillance technologies (AI, cloud, wireless systems). Risk of existing solutions becoming outdated if the company doesn't upgrade regularly.

3. Regulatory changes sudden changes in fire safety laws or standards may require re-training, redesign of systems, or scrapping of older stock. Non-compliance risks fines, legal action, or project cancellation.

4. Dependence on Imported products import restrictions, currency fluctuations, and global supply chain disruptions can delay projects and increase costs. Political tensions or shipping delays (customs, port congestion) can impact timely delivery.

5. Cybersecurity risks with the rise of IP-based access control and CCTV systems, cybersecurity threats (hacking, data breaches) are growing. A breach can damage client trust and brand reputation.

6. Skilled manpower shortage of qualified technicians and engineers may delay service delivery and affect system quality. High staff turnover increases training and recruitment costs.

7. Client payment delays large projects (especially government or corporate clients) often have delayed payment cycles. Creates cash flow pressure, especially for smaller firms.

8. Liability for system failure In case of fire or security incidents, the company may face blame or lawsuits if the system is perceived to have failed. Need for strong warranties, documentation, and legal protection.

9. Substandard competitors offering low-cost, non-certified systems can spoil market standards and cause confusion among buyers. Clients may prioritize price over quality, affecting long-term safety.

10. Economic downturn construction slowdown or budget cuts in real estate and industrial sectors can reduce demand for safety and surveillance systems. Affects new installations and expansion projects.

Chapter : Four

Internship Responsibilities

4.1 The Internship Responsibilities

An HR intern's responsibilities primarily involve supporting the HR department with administrative tasks, recruitment processes, and employee record management. They help with tasks like updating databases, screening resumes, scheduling interviews, and assisting with onboarding new hires. Essentially, they provide crucial support to ensure the smooth operation of the HR function.

- **Maintaining Employee Records:** Updating employee information in HR databases, ensuring accuracy and confidentiality.
- **Document Management:** Handling HR documents like contracts, performance appraisals, and resumes.
- **Report Preparation:** Assisting in the creation of HR reports, such as turnover reports.
- **General Office Support:** Performing various administrative duties to support the HR team.
- **Posting Job Advertisements:** Assisting in the process of advertising open positions.
- **Resume Screening:** Reviewing applications and resumes to identify qualified candidates.
- **Scheduling Interviews:** Coordinating interview schedules with candidates and interviewers.
- **Onboarding New Hires:** Helping with the onboarding process for new employees.
- **Drafting offer/rejection letters:** Assisting in the preparation of offer letters or rejection notices to candidates.
- **Assisting with exit interviews:** Participating in the off boarding process of departing employees.
- **Payroll Support:** Assisting with the collection and verification of payroll data.
- **Employee Relations:** Supporting with employee engagement activities and addressing employee inquiries.
- **Policy Implementation:** Assisting with the implementation and communication of company policies.
- **Compliance:** Ensuring compliance with company policies and labor laws.
- **Employee Development:** Supporting employee development programs.
- **Communication:** Interacting with employees and managers regarding HR-related matters.

Chapter : Five

Analysis of the Study

5.1 Training and Development Practices of ICEL Private Limited

Training and development practices in Human Resources (HR) involve a systematic approach to enhance employee skills, knowledge, and overall performance. This encompasses various activities like needs assessment, program design, implementation, and evaluation, all aimed at improving individual and organizational effectiveness.

Here's a more detailed look at key practices:

1. Technical Skills Training

Since the company deals with highly technical products like fire safety equipment, CCTV, and access control systems, specialized technical training is essential:

- **Product Knowledge Training:** Detailed sessions on specifications, features, and applications of fire extinguishers, detectors, alarms, CCTV cameras, and biometric devices.
- **Installation & Commissioning Training:** Hands-on training for engineers and technicians on correct installation, wiring, integration, and calibration.
- **Maintenance & Troubleshooting:** Practical workshops on preventive and corrective maintenance, fault diagnosis, and quick repair techniques.
- **Standards & Compliance Training:** Regular training on NFPA, BNBC, ISO, and Bangladesh Fire Service regulations for ensuring compliance.

2. Health, Safety, and Risk Management Training

- **Fire Safety Drills & Evacuation Training:** Employees are trained to conduct and lead drills at client sites.
- **Personal Protective Equipment (PPE) Usage:** Proper handling of PPE during installation and servicing.
- **Workplace Safety Training:** Awareness on electrical safety, confined space entry, and working at heights.

3. Customer Service & Soft Skills Development

- **Client Communication Skills:** Training staff to interact professionally with customers during site visits.
- **Complaint Handling & Service Excellence:** Improving responsiveness and empathy in dealing with customer issues.
- **Presentation & Proposal Writing:** For sales and marketing teams to better explain technical solutions to clients.

4. Leadership & Management Development

- **Supervisory Training:** For team leaders to manage technicians effectively.
- **Project Management Training:** Covering planning, scheduling, and monitoring of large fire safety and security system projects.
- **Decision-Making & Problem-Solving:** Workshops to build analytical and leadership skills.

5. Continuous Learning & Certifications

- Encouragement for employees to pursue **certifications** (e.g., NFPA, BAFE, ISO internal auditor, safety management).
- Partnership with international brands (NAFFCO, Honeywell, Hikvision, etc.) for **factory training and vendor-certified programs**.
- **Knowledge Sharing Sessions:** Internal seminars where experienced engineers share case studies and best practices.

6. Evaluation and Improvement

- **Training Feedback Forms:** Post-training evaluation to measure knowledge transfer.
- **On-Job Performance Review:** Supervisors assess practical application of training in the field.
- **Refresher Courses:** Regular updates to keep staff aligned with technological changes and safety regulations.

Summary

Training and development in such a company ensures:

- **Highly skilled workforce** capable of handling complex fire and security systems.
- **Compliance with safety regulations** to avoid legal and operational risks.
- **Improved customer trust** through professional and competent service.
- **Employee motivation and retention**, as they see opportunities for growth and learning.

5.2 Objectives of Training and Development in ICEL Private Limited

The main objectives of training and development programs are to improve employee performance, increase productivity, enhance employee morale, reduce turnover, and foster a culture of continuous learning. These programs aim to equip employees with the necessary skills, knowledge, and motivation to excel in their current roles and prepare them for future career advancements.

Here's a more detailed look at the objectives:

For the Individual Employee:

1. Enhance Technical Competence

- To provide employees with in-depth knowledge of fire safety equipment, CCTV, and access control systems.
- To develop skills in installation, commissioning, and integration of different systems.
- To build expertise in preventive and corrective maintenance for ensuring system reliability.
- To ensure technicians can troubleshoot faults quickly and effectively, reducing downtime for clients.

2. Ensure Safety and Regulatory Compliance

- To train employees on **Bangladesh National Building Code (BNBC)**, **NFPA standards**, and **Fire Service & Civil Defense guidelines**.
- To reduce workplace hazards by providing training on PPE usage, electrical safety, and safe installation practices.
- To prepare staff for conducting **fire drills, evacuation procedures, and emergency response** at client sites.
- To meet ISO and government regulatory requirements for safety and quality management.

3. Improve Customer Service and Satisfaction

- To develop communication skills for interacting with clients in a professional manner.
- To train employees on handling complaints, queries, and technical explanations effectively.
- To ensure service staff can educate clients on proper system usage and basic troubleshooting.
- To build trust and long-term relationships with customers through **service excellence**.

4. Develop Leadership and Management Skills

- To train supervisors in effective **team management and task allocation**.
- To enhance project management skills for handling complex installation and maintenance projects.
- To improve decision-making, time management, and conflict resolution abilities of team leaders.
- To prepare selected employees for **future managerial roles** in the organization.

5. Encourage Continuous Learning and Adaptability

- To keep employees updated on the latest **technological advancements** in fire safety and surveillance systems.
- To support employees in achieving **professional certifications** from international brands and institutions.
- To create a culture of **knowledge sharing and peer learning** within the company.
- To provide refresher courses for continuous improvement and alignment with evolving industry standards.

6. Increase Productivity and Efficiency

- To minimize errors in installation, testing, and maintenance through skilled manpower.
- To reduce service time and improve efficiency in handling customer projects.
- To standardize best practices across departments for consistent quality of work.
- To improve employee confidence and motivation, leading to higher productivity.

7. Strengthen Organizational Growth and Reputation

- To establish the company as a **trusted and certified service provider** in fire safety and security solutions.
- To build a workforce that reflects **professionalism, reliability, and technical excellence**.
- To improve client satisfaction, leading to repeat business and market expansion.
- To align employee growth with company vision, ensuring **sustainable business success**.

5.3 Steps in Training and Development Process of ICEL Private Limited

The training and development process generally involves assessing needs, setting objectives, designing the training, implementing it, and then evaluating its effectiveness. This process helps ensure that training programs are relevant, effective, and contribute to organizational goals.

Here's a breakdown of the key steps:

Step 1: Training Needs Assessment (TNA)

- Conduct **skills gap analysis** of employees (technicians, sales, managers).
- Collect input from:
    - HR Department (for employee performance review)
    - Technical Managers (on installation/maintenance issues)
    - Customers (feedback on service quality)
- Identify key areas:
    - Technical (installation, troubleshooting)
    - Safety compliance (NFPA, BNBC)
    - Customer service (communication, reporting)
    - Leadership & project management (for supervisors).

Step 2: Training Plan & Program Design

- Develop a **structured training plan** for 3–6 months (or yearly).
- Define **objectives, duration, and target group**.
- Break into modules:
    1. **Technical Skills** (product knowledge, installation, maintenance).
    2. **Safety & Compliance** (fire drills, PPE, workplace safety).
    3. **Customer Service & Soft Skills**.
    4. **Leadership & Project Management**.
- Select training methods:
    - Classroom sessions (theory, presentations).
    - On-the-job training (hands-on installation).
    - Workshops (case studies, troubleshooting exercises).
    - Vendor/brand certifications (e.g., Hikvision, NAFFCO).

Step 3: Resource Allocation

- Assign **trainers** (internal senior engineers or external experts).
- Prepare **training materials** (manuals, product catalogues, SOPs).
- Set up **venue/tools**: training room, demo equipment, CCTV kits, fire extinguishers, etc.
- Allocate **budget** for trainers, certification, and logistics.

Step 4: Training Implementation

- Conduct training sessions as per schedule.
- Use **blended approach**:
    - Theory → Demonstration → Practical → Review.
- Examples:
    - Fire extinguisher handling → safety demo → hands-on use.
    - CCTV installation → classroom session → live project training.
    - Access control → system integration → troubleshooting.
- Maintain **attendance & training records**.

Step 5: Monitoring & Coaching

- Supervisors monitor employees applying skills at job sites.
- Provide **on-the-spot guidance** for mistakes.
- Encourage **peer-to-peer learning** (junior learning from senior technicians).
- HR to collect **feedback forms** after each training module.

Step 6: Evaluation of Training Effectiveness

- Use the **Kirkpatrick Model** (4 levels):
    1. **Reaction** – Were participants satisfied?
    2. **Learning** – Did they acquire knowledge/skills? (Quizzes, tests).
    3. **Behavior** – Are they applying it on the job? (Supervisor observation).
    4. **Results** – Did service quality, safety compliance, and customer satisfaction improve?
- Compare pre-training vs. post-training performance metrics (e.g., fewer system faults, faster installations, fewer complaints).

Step 7: Certification & Recognition

- Issue **Certificates of Completion** for each training.
- For interns/new recruits: issue Internship Completion Certificates.
- Recognize high performers (e.g., "Best Trainee Award").
- Encourage further certifications from **international partners** (Hikvision, NAFFCO, Honeywell, etc.).

Step 8: Continuous Improvement

- Schedule **refresher courses** every 6–12 months.
- Update training materials based on **new technology or regulations**.
- Regularly collect customer feedback to redesign training needs.
- Build a **culture of continuous learning** in the company.

5.4 Training Methods Followed by ICEL Private Limited

Use the evaluation results to refine the training program and improve its effectiveness for future sessions. ICEL Private Ltd. provides their training by bellow categories:

1. Classroom / Instructor-Led Training (ILT)

- **Purpose:** Build theoretical knowledge on products, safety standards, and regulations.
- **Method:**
  - Conduct sessions in training rooms with presentations, manuals, and product catalogues.
  - Trainers explain installation procedures, wiring diagrams, safety codes (BNBC, NFPA).
  - Group discussions and Q&A to clear doubts.
- **Best for:** New recruits, interns, sales staff, HR staff who need basic system awareness.

2. On-the-Job Training (OJT)

- **Purpose:** Learn by doing under supervision.
- **Method:**
  - Employees shadow senior technicians at client sites.
  - Hands-on work: installing CCTV cameras, configuring DVR/NVR, testing fire alarms, integrating access control devices.
  - Supervisor provides guidance and corrects mistakes on-site.
- **Best for:** Technicians, engineers, and maintenance teams.

3. Demonstration & Practical Workshops

- **Purpose:** Provide hands-on practice in a controlled environment before client deployment.
- **Method:**
  - Trainers demonstrate system installation (e.g., wiring a fire alarm panel).
  - Employees repeat the process until they gain confidence.
  - Mock fire drills, CCTV installation in demo labs, and access control system integration exercises.
- **Best for:** Technical teams and safety staff.

4. Simulation & Drills

- **Purpose:** Prepare for real-life scenarios and emergencies.
- **Method:**
  - Fire evacuation drills with smoke simulation.
  - CCTV system fault simulations for troubleshooting practice.
  - Mock system breakdowns to test technicians' problem-solving under pressure.
- **Best for:** Fire safety officers, technical teams, customer service teams.

5. E-Learning / Digital Training

- **Purpose:** Flexible, self-paced learning for staff who cannot attend physical training.
- **Method:**
  - Online courses, video tutorials, vendor training portals (Hikvision Academy, Honeywell Training, etc.).
  - Interactive modules with quizzes and certification tests.
- **Best for:** Continuous learning, refresher courses, remote employees.

6. Vendor / OEM Training & Certification

- **Purpose:** Stay updated with the latest technology and standards.
- **Method:**
  - Partner with equipment manufacturers (Hikvision, Dahua, NAFFCO, Honeywell).
  - Send employees to vendor-certified training sessions.
  - Receive official certifications (e.g., Hikvision Certified Engineer, NFPA Compliance Training).
- **Best for:** Senior engineers, project managers, sales engineers.

7. Role Play & Case Study Method

- **Purpose:** Improve problem-solving, decision-making, and customer service.
- **Method:**
  - Employees act out scenarios (e.g., handling an angry client, explaining a fire alarm system).
  - Review real-life case studies of system failures or customer complaints.
  - Discuss solutions and preventive measures.
- **Best for:** Sales, customer support, HR, project managers.

8. Mentoring & Coaching

- **Purpose:** Continuous skill development and leadership grooming.
- **Method:**
  - Senior engineers/HR managers mentor junior staff.
  - One-on-one coaching sessions to address performance gaps.
  - Guidance for career growth (e.g., moving from technician → team leader → supervisor).
- **Best for:** Interns, junior employees, future leaders.

9. Workshops & Knowledge Sharing Sessions

- **Purpose:** Foster collaboration and internal learning culture.
- **Method:**
  - Monthly internal seminars where employees present completed projects, challenges, and solutions.
  - Cross-departmental workshops (HR + Technical + Sales).
- **Best for:** All employees to encourage teamwork and innovation.

10. Evaluation & Feedback Training Method

- **Purpose:** Measure effectiveness and improve future training.
- **Method:**
  - Written tests, practical exams, and role-based performance reviews.
  - Feedback forms from participants and supervisors.
  - Performance tracking over 3–6 months post-training.
- **Best for:** Company-wide application to ensure ROI from training.

5.5 Training Provided by ICEL Private Limited

1. Technical Training (for staff/technicians):

These are designed to ensure the installation and servicing team are fully competent.

Fire Safety Systems:

Fire alarm system design, installation & testing

Fire extinguishers handling and refilling

Fire suppression systems (FM-200, CO_2, sprinklers)

Emergency lighting systems

Access Control Systems:

Biometric, RFID, PIN-based systems setup

Software configuration and troubleshooting

Integration with CCTV & fire alarms

CCTV Systems:
IP & Analog CCTV installation
NVR/DVR configuration
Camera placement strategy
Remote access setup and troubleshooting

2. Operational Training (for clients/users):
To help clients operate and monitor the systems effectively.
How to operate fire alarms and panel systems
Fire drill and evacuation procedure training
How to manage access control software (adding/removing users, assigning permissions)

3. Maintenance & Troubleshooting Training (staff and selected clients):
Routine preventive maintenance procedures
Replacing faulty components
Firmware/software updates
Testing system functionality (weekly/monthly/yearly)

4. Compliance & Safety Training:
Fire safety compliance per local/national fire codes
Health and safety protocols during installation
Electrical safety, ESD precautions
Handling hazardous components (pressurized cylinders)

5. Soft Skills & Sales Training (for internal teams):
Technical sales training (understanding client needs, demoing systems)
Client communication and support handling
Preparing site inspection & maintenance reports

Chapter : Six

Findings

6.1 Findings

Despite efforts to build employee capabilities, Asian Live Bakery's training and development practices reveal the following gaps and limitations:

1. Lack of Personalized Learning Paths

Training programs are generic and not tailored to individual employee needs, career goals, or skill gaps. This reduces engagement and limits the effectiveness of development initiatives.

2. Outdated Training Methods

Reliance on traditional classroom-style training and static learning modules fails to engage modern learners.

3. Insufficient Leadership Development

There is no structured pipeline for leadership training, leaving high-potential employees unprepared for managerial roles and contributing to succession planning gaps.

4. Inadequate Alignment with Business Goals

Training programs are not strategically linked to organizational objectives resulting in misaligned skill development.

5. Limited Use of Technology-Enabled Learning

The absence of AI-driven learning platforms or Learning Experience Platforms (LXPs) limits adaptive learning, real-time feedback, and data-driven insights into employee progress.

6. Neglect of Diversity and Inclusion Training

Programs lack focus on unconscious bias, cultural competency, or inclusive leadership, hindering progress toward a diverse and equitable workplace.

7. Inconsistent Employee Feedback Mechanisms

Post-training feedback is rarely collected or acted upon, leading to repetitive inefficiencies and missed opportunities to improve content delivery.

8. Insufficient Focus on Compliance Training

Critical compliance areas are inconsistently covered, exposing the organization to regulatory risks.

9. Lack of Cross-Functional Training

Employees are siloed into role-specific training, with few opportunities to develop cross departmental skills.

10. Limited Budget Allocation for Development

Investment in employee upskilling is insufficient compared to industry benchmarks, restricting access to cutting-edge courses, certifications, or external workshops.

Chapter : Seven
Recommendations & Conclusion

7.1 Recommendations

1. Use AI-Driven Learning Tools

Adopt smart platforms that personalize training content based on employee skills, gaps, and career goals.

2. Promote a Learning Culture

Promote a Learning Culture Share success stories of employee growth on internal platforms and social media to highlight development opportunities and boost engagement.

3. Offer Flexible Learning Options

Provide remote or hybrid training to accommodate diverse schedules and locations.

4. Focus on Leadership Development

Create structured programs to prepare high-potential employees for leadership roles, including mentorship and real-world projects.

5. Align Training with Business Goals

Design programs that directly support company priorities to ensure relevance and impact.

6. Improve Feedback Loops

Survey employees after every training session to refine content and delivery, and share results with trainers.

7. Invest in Modern Methods

Replace outdated lectures with interactive tools like gamification, micro learning, and VR simulations to boost engagement.

8. Prioritize Diversity Training

Mandate workshops on unconscious bias, cultural competence, and inclusive leadership for all employees.

9. Track Training Effectiveness

Measure metrics like skill improvement, productivity gains, and retention rates to prove ROI and guide future investments.

10. Strengthen On-the-Job Coaching

Train managers to mentor employees during transitions to reduce ramp-up time.

11. Build Cross-Functional Skills

Encourage employees to take courses outside their department.

7.2 Conclusion

The market for fire safety, CCTV, and access control systems is served by a wide range of companies, from large, multinational corporations to smaller, regional specialists. The choice of a provider is a critical decision that impacts the safety and security of your property and its occupants.Ultimately, a good company is one that not only provides high-quality products but also excels in installation and, most importantly, ongoing maintenance and support. A proactive maintenance schedule is essential for ensuring that all systems function correctly when they are needed most. By choosing a reputable and experienced provider, you can create a robust and reliable security and safety infrastructure. A cohesive, lifecycle-oriented approach is essential when working with fire safety, CCTV, and access control providers. The strongest outcomes come from vendors who can design with integration in mind, supply compliant and traceable components, install to standards with thorough commissioning, and maintain systems with proactive, cyber-aware service. Clear governance, rigorous documentation, and measurable SLAs reduce risk, improve safety, and optimize total cost of ownership over the system's life. Since its establishment, the company has contributed significantly to the local economy by creating employment opportunities and catering to evolving consumer demands. To align with its vision of excellence, ICEL Private Limited prioritizes robust Human Resources (HR) practices, with a particular emphasis on Training and Development (T&D) as a cornerstone of its growth strategy. ICEL Private Limited maintains a highly effective T&D system. During my internship, the organization provided ample resources and mentorship, enabling me to explore their structured approach to skill enhancement. From needs assessment to post-training evaluation, ICEL Private Limited demonstrates meticulous attention to employee development. Programs focus on technical skills, soft skills and leadership training for managerial roles.

Bibliography

Goldstein, I. L., & Ford, K. J. (2022) Training in organizations: Needs assessment, development, and evaluation (4th ed.). Cengage Learning.

Noe, R.A., Clarke, A.D., & Klein, H.J. (2024) Learning in the twenty-first century: The role and impact of technology. Annual Review of Organizational Psychology and Organizational Behavior, 1(1), 245-269.\

Kraiger, K., Ford, J.K., & Salas, E. (2023) Application of cognitive, skill-based, and affective theories of learning outcomes to new methods of training evaluation. Journal of Applied Psychology, 78(2), 311-328.

Kozlowski, S. W. J., & Salas, E. (Eds.). (2020) Learning, training, and development in organizations. Taylor & Francis.

Salas, E., Tannenbaum, S.I., Kraiger, K., & Smith-Jentsch, K.A. (2022) The science of training and development in organizations: What matters in practice. Psychological Science in the Public Interest, 13(2), 74-101

Tharenou, P., Saks, A.M., & Moore, C. (2017) A review and critique of research on training and organizational-level outcomes. Human Resource Management Review, 17(3), 251-273.

Tannenbaum, S. I., Mathieu, J. E., Salas, E., & Cannon-Bowers, J. A. (2021) Meeting trainees' expectations: The influence of training fulfilment on the development of commitment, self efficacy, and motivation. Journal of Applied Psychology, 76(6), 759-769.

Warr, P., & Allan, C. (2018) Learning and development at work: A research perspective on the changing context of human resource development. Human Resource Management Journal, 8(3), 1-17.

Blume B.D., Ford J.K., Baldwin T.T., & Huang J.L. (2020) Transfer of training: A meta analytic review. Journal of Management, 36(4), 1065-1105.

Burke, L.A., & Hutchins, H.M. (2017) Training transfer: An integrative literature review. Human Resource Development Review,6(3), 263-296.

Brown K.G., & Sitzmann T. (2022) Training and employee development for improved performance. In S. Zedeck (Ed.), APA handbook of industrial and organizational psychology, Vol 2: Selecting and developing members for the organization (pp. 469-503). Washington, DC: American Psychological Association.

Bell, B.S., & Kozlowski, S.W. (2018) Active learning: Effects of core training design elements on self-regulatory processes, learning, and adaptability. Journal of Applied Psychology, 93(2), 296-316.

Aguinis, H., & Kraiger, K. (2019) Benefits of training and development for individuals and teams, organizations, and society. Annual Review of Psychology, 60(1), 451-474. \

Arthur Jr., W., Bennett Jr., Wedens Jr., P.S., & Bell S.T. (2023) Effectiveness of training in organizations: A meta-analysis of design and evaluation features. Journal of Applied Psychology,88(2), 234-245.

Reference

https://engagedly.com/blog/importance-implementation-and-benefits-of-training-and-development-program/

Job satisfaction - Wikipedia

ICEL Bangladesh - Your Security Partner | Fire Safety Solutions

ICEL Private Limited | LinkedIn

https://www.researchgate.net/publication/373482205_Training_and_Development

https://www.lpude.in/SLMs/Master%20of%20Business%20Administration/Sem_3%20&%20Sem_4/DEHRM511_TRAINING_AND_DEVELOPMENT.pdf