



Internship Report

on

Employee Training and Development at Dabur Bangladesh Private limited

SUBMITTED TO

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Letter of Transmittal

To,
Khadiza Rahman Tanchi, PhD
Associate Professor
Department of Business Administration
Daffodil International University

Subject: Testimony of Internship Report on "**Employee Training and Development of Dabur Bangladesh Private Limited**"

Dear Ma'am,

I am glad to present my internship report, "**Employee Training and Development of Dabur Bangladesh Private Limited.**" It reflects my time with Dabur Bangladesh and the experiences I acquired during the internship.

Lastly, I would like to express my deep gratitude for guiding me through this process, as it has immensely contributed to my resume and better understanding of the topic. Should you have any questions, I am willing to provide clarifications and explanations.

Thank you for your support.



Sincerely,
Erfan Mahmood Abir
ID: 212-11-1275
Department of Business Administration
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Acknowledgement

I, moreover, express my sincere obligations to Khadiza Rahman Tanchi, PhD, Associate Professor, Department of Business Administration, Daffodil International University. Since her valuable guidance and continuous support have helped me shape my learning over the internship period. In addition,

I am indebted to the HR team of Dabur Bangladesh, and notably to the Training and Development Managers, for giving me this opportunity to work with them. They put their confidence in me and gave me enough room to grow; my internship experience would not have been the same without their cooperation and mentorship.

I also want to thank my family and friends for their constant support and highly motivational feedback to help me complete the internship. And lastly, I would like to express my gratitude to the entire Dabur Bangladesh team for making my internship into a fun and productive period.

Declaration

I, Erfan Mahmood Abir, solemnly declare that the content of this report “**Employee Training and Development of Dabur Bangladesh Private Limited**” reflects my learning as part of my association with Dabur Bangladesh Private Limited during my internship. The exertion herein is being submitted as partial fulfillment of the requirement for the internship program at **Daffodil International University**. I further assure that the content of this report is the result of my own exertion, and I did not present it to any other institution of learning for an award of any other degree. All sources used for this report and part of the report are fully acknowledged, and the information presented is deemed to be accurate to best of my knowledge.



Sincerely,
Erfan Mahmood Abir
ID: 212-11-1275
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Certificate

This letter confirms that the “Employee Training and Development of Dabur Bangladesh Private Limited” has been submitted to fulfil the requirements for the Bachelor of Business Administration (BBA) degree from Daffodil International University. This report documents the study on a particular issue conducted by Erfan Mahmood Abir ID: 212-11-1275, under my direction.

It is permissible for him to submit the Internship Report.



Dr. Khadiza Rahman Tanchi

Associate Professor

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Executive Summary

This report looks at the employee training and development approaches at Dabur Bangladesh Private Limited. The company's strategies to improve worker competences, competence, and work satisfaction are discussed. Dabur Bangladesh is a subsidiary of Dabur India Limited. It is one of the most valuable skills in the fast-moving consumer goods sector and has put an emphasis on the constant development of employees to stay at the top of the industry.

This report's executive summary and introduction provide a gist of Dabur Bangladesh's training programs attributed. The report studies how these programs are delivered, such as training and online workshops, and a combination of both to evaluate the training's effectivity on the basis of input from employees, training performance, and metrics.

The main problem from above is that despite the comprehensive and well-structured nature of Dabur's training programs, it can always be developed with areas such as remote learning integration and custom made. Despite the efforts made, the above recommendations are important. Some more areas to implement are follow-up and evaluation in a hot training period. The report is insightful and important for those seeking to understand Dabur Bangladesh's investments in employee training and how it benefits the company in the long term.

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Chapter 1: Introduction

1.1 Introduction

Training and development of employees are integral components of the success and growth of any business. Given the rapidly changing business environment characterized by tough competition and the need for skilled human resources, companies must invest in the continued learning of their employees. Dabur Bangladesh Private Limited, a subsidiary of Dabur India Limited, believes it is important to equip its workforce with the necessary skills, knowledge and tools to thrive in a dynamic market environment. Training and development contribute to the development of individual employees and organizational performance, as well as employees' satisfaction and retention rates. Therefore, this commitment to learning is reflected in the company's extensive training programs designed to give individuals the wherewithal to perform at their best for overall organizational success. This report looks at the training and development at Dabur Bangladesh, examining the mechanisms that the company uses to enhance its employees' capabilities. I will address existing and offered training programs, effectiveness and an analysis of what the company is doing right and could do better in enhancing their employee growth. This reports an evaluation of the Dabur Bangladesh employee training within the backdrop of the long-term objectives of the company and organizational growth.

1.2 Background of the Study

Training and development is an important Human Resource Management function with great impact on individual performance, retention, productivity and consequently the performance of organizations (Armstrong, 2014). Firms such as Dabur Bangladesh Private Limited should focus on the growth of operations for being competitive at the global level (Noe, 2017). One effective mechanism is through a planned training and development program that provides the capabilities and knowledge employees need in order to respond to the rapidly changing market forces (Kirkpatrick, 1994).

Dabur Bangladesh, a subsidiary of Dabur India Limited, is in the business of the consumer goods category, providing health care, personal care and home care. With the support from the concept of innovation, the organization can maintain its position in the market and it depends on the knowledge, the professionalism, and the how-skill workers (Robinson & Judge, 2015). As a result, training and development activities have become strategic priority for Dabur Bangladesh in order to match up their employees' competencies with organizational demands and market trends (CIPD, 2015).

Developing employees means that a company is better poised to deliver success and innovation over the long-term because they have a workforce that is skilled, motivated, and capable of making a meaningful contribution (Harvard Business Review, 2025). Consequently, employee training is not only focused on enhancing individual performance, but also on participation in the organization's strategic goals (Saks & Belcourt, 2006).

Within this framework, this paper will explore the role of Dabur Bangladesh in developing and executing its training and development strategy- to ensure its employees are effectively equipped with the needed skills and knowledge to perform (Noe, 2017). In addition, the researcher will examine the extent to which such policies match with the company's strategy for growth and analyse its effects on the employees' job and performance satisfaction (Armstrong, 2014). The study will also generate new ideas of how the company, through the Dabur Bangladesh Limited training could influence it as well to improve in their deficiencies to grow their human resource practice (Kirkpatrick, 1994).

Conclusion Thus, the paper is going to critically evaluate the training and development activities at Dabur the Bangladesh unit and to focus on the strategic measures which Dabur undertakes to ensure the effectiveness of the human resource management and gaining success in the massively competitive consumer good market.

1.3 Scope of the Study

This study attempts to examine the Dabur Bangladesh Private Limited employee training and development techniques by assessing the available training programs, techniques and efficiency. It will look at the various kinds of training that is available, such as new starter and induction, training for skills, leadership and management training, and compliance and safety training. The study will determine how these programs affect employee's performance, satisfaction in work, their career advancement, and company's growth in general. Furthermore, it will highlight weaknesses in the current training framework, for example content shortcomings, delivery methodology and personnel engagement and recommend enhancements. With the help of primary and secondary data collected from the interviews with the HR Managers and employees of the company, respectively, along with data available in the company's reports and industry publications, the report hopes to present pragmatic suggestions to

improve the Dabur Bangladesh Ltd's training and development system to make it more compatible with the business goal and the employee anticipation.

1.4 Objectives of the Study

The main purpose of this study is to review the employee training and development practices at Dabur Bangladesh Private Limited and examine its role to improve employee performance and organization performance. The detailed aims are as follows:

Broad Objective:

- To study the employee training and development practices of Dabur Bangladesh Private Limited

Specific Objectives:

- To know different training programs conducted by Dabur Bangladesh, such as Induction, Skill development, Leadership training, and Compliance.
- To identify challenges in Dabur Bangladesh's training programs and provide practical recommendations to help management make training and development more effective and efficient.

1.5 Methodology of the Study

This study primarily relies on secondary data to examine employee training and development practices at Dabur Bangladesh Private Limited. Key sources include internal company documents (training materials, HR policies, reports), industry publications, and academic literature. These provide insights into the design, structure, and effectiveness of existing programs.

Chapter 2: Company Overview

2.1 Company Profile

Dabur Bangladesh Private Limited is a subsidiary of Dabur India Limited, serves one of the most trusted & pioneer brand in natural Medicaments. Dabur has a history of more than 135 years in delivering quality products to consumers situated in Bangladesh. It provides home and beauty products under the categories of Hair Care, Oral Care, Health Care, Skin Care, Home Care, and Foods. Growing very fast in consumers trust as well, and becoming very popular in the market of Bangladesh by its quality and service of concern products with the power of nature.

Aspect	Details
Company Name	Dabur Bangladesh Private Limited
Parent Company	Dabur India Limited
Establishment	Over 135 years of history in the health and wellness industry
Headquarters	52 Gulshan Avenue, Level-5, South Breeze Square, Dhaka, Bangladesh 1212
Product Categories	Hair Care, Oral Care, Health Care, Skin Care, Home Care, Foods
Key Products	Dabur Amla Hair Oil, Dabur Red Toothpaste, Dabur Chyawanprash, Dabur Honey, Dabur Gulabari Rose Water, Dabur Vatika Hair Oil, and more
Manufacturing Facility	Located in Dhamrai, Bangladesh, producing a variety of products including oral care and personal care items

Aspect	Details
Market Presence	Strong distribution network across urban and rural areas with retail partnerships and a growing e-commerce presence
Corporate Social Responsibility (CSR)	Focus on sustainable environmental practices and community welfare activities such as health and education initiatives
Website	www.dabur.com

Production House: The company has its production house situated in Baratia, Sutipara, Bangladesh – producing hair care, oral care, digestive care, honey products, etc.

Corporate Social Responsibility (CSR): Dabur Bangladesh continues to be a responsible corporate citizen enshrined in its core value system of 'sustainability'. We are committed to sustainable environmental action and community well-being through environmental reforms, health and hygiene, education and environmental sustainability.

Market Coverage: Dabur Bangladesh has created a strong market presence with its wide distribution channels, retail presence and aggressive marketing which has made its products available in every corner of the country.

This report is a crucial resource for industry executives and anyone looking to access key information about Dabur Bangladesh Private Limited. The report utilizes a wide range of primary and secondary sources, which are analyzed and presented in a consistent and easily accessible format.

2.2 History and Evolution

It is a privately held Private Company registered at Joint Stock Company of Bangladesh. Dabur Bangladesh Private Limited is a subsidiary Dabur India Limited which is parent company of Dabur group founded by Dr S.K Burman in 1884 in Calcutta, India. Dr. Burman, an Ayurvedic practitioner,

started making medicines for conditions like cholera, constipation and malaria, and selling them locally. Ramu, MD is known as the doctor behind Dabur which is contraction of “Daktar and Burman” which means Doctor and the Burman’s.

Asian Consumer Care Pvt. In 1997, Dabur India set up a base in Bangladesh in a joint venture with the B J Group of Bangladesh and formed Dabur Bangladesh Pvt. Ltd. and owns 74% of the company, with ACI owning the remaining 26%. This collaboration has helped Dabur to launch its Ayurvedic and natural health care products portfolio in Bangladesh.

In 2014, Dabur Bangladesh established a state of the art manufacturing facility at Dhamrai, Dhaka to augment its production capacity and ensure availability of products to cater to local demand. The commercial continues with all of the products now offered by the company in addition to its growth in regional market share.

2.3 Mission and Vision

- **Mission:** Our mission is to modernize Ayurveda and bring it to everyone in a way that’s fun and easy, yet truly effective, so that every home can try this Vedic system of natural health.
- **Vision :** Through the brand Dabur, a partner in family health that is based on research and knowledge and can be relied upon, to be the change of the health and wellness definition for every household.

These values mirror the pledge made by Dabur to use advanced science to leverage nature's purity, which makes them the leading company to comprehend the healing properties of Ayurveda, the 1000-year-old system of medicine in India, and to combine that knowledge with modern science.

2.4 Product Portfolio

Product portfolio of Dabur Bangladesh Dabur Bangladesh has a strong product portfolio across the category seeing natural and ayurvedic formulation, which includes:

- **Hair Care:** Dabur Amla Hair Oil, Dabur Vatika Hair Oil, Vatika Shampoo
- **Oral Care:** Dabur Red Toothpaste, Dabur Meswak

- **Health Care:** Dabur Chyawanprash, Dabur Honey, Dabur Glucose
- **Skin Care:** Dabur Gulabari Rose Water, Dabur Vatika Face Pack
- **Home Care:** Odonil, Odomos
- **Foods:** Dabur Honey, Dabur Chyawanprash



The products are being produced at Dabur's factory in Dhamrai, Bangladesh, which also manufactures hair, oral, digestives and honey products. The company's broad portfolio of products is rooted in a long history of innovation with the goal of offering better options to improve the health and well-being of consumers.

2.5 Organizational Structure

Dabur Bangladesh Private Limited implements a hierarchical structure as its governing system which enables the keeping of communications and decision making at a lower level. The company is organized by its function with different departments – HR, Marketing, Finance, and Operations – where each of them is managed by their respective head of the department/task that they perform.

At the helm, the M.D (Managing Director) is responsible for the overall performance and strategic direction of the business. Under the MD there are the HODs and group leaders who handle the day-to-day operations of their respective departments. The standard for the organization is set by a clear line of

authority through which it should be possible to have the organization held responsible for fulfilling its intentions.

It wants to maintain its personnel expertise sharp in each segment while working work closer together. That is how Dabur Bangladesh can be fast and agile, in the fast moving consumer goods (FMCG) industry.

2.6 Market Presence

The group's flagship company in this geography Dabur India Limited is now a name familiar to nearly every consumer across the country. Dabur's products also have a huge presence all over the world and are available in over 120 countries. The FMCG giant Dabur has entered into the market of Bangladesh with a big impact through Dabur Bangladesh Private Limited. Its businesses cover a wide range of products from health care and personal care to home care and food. These are the products that are essential to everyday people from all walks of life, across Bangladesh.

It has an urban as well as rural distribution covering makes it real of trade from Mega stores to kirana kiosks. Apart from its own quality and reliability, Dabur Bangladesh carries a strong brand equity which has been built primarily by Dabur India that is also accepted as its quality and reliable brand.

Through astute marketing and distribution, Dabur Bangladesh has reached out to both urban and rural consumers; and has gained a dominant position in the FMCG market in the country.

2.7 Corporate Social Responsibility (CSR)

Dabur Bangladesh with its parent company Dabur India Limited shares a deep commitment to CSR. The company feels that the best way to be successful in business is to give something back to society whenever they can and it centres its Corporate Social Responsibility work around these five key areas:

- Health programs: Dabur Bangladesh is a part of health programs that step into the health domain to promote hygiene and nutrition in rural areas.

- **Environmental Sustainability:** At Dabur Bangladesh, we undertake number of green initiatives to reduce our carbon foot print. These types of programs may be related to waste and energy conservation on the promotion of 'ecoproducts'.
- **Sustainable Community Development:** Dabur undertakes several initiatives on Community Development such as providing clean drinking water and development of local infrastructure.

CSR activities of the company not only address the needs of the poor but consistent with the company's own business related objectives in terms of improving brand equity and customer loyalty.

2.8 Challenges and Opportunities

While Dabur Bangladesh has witnessed considerable growth, it faces several challenges that could affect its future success:

Challenges:

- **Strong Competition:** The FMCG market in Bangladesh is competitive, there are many local and foreign companies operating here. There is intense competition to Dabur from other major and local brands.
- **Supply Chain and Distribution Matters:** Maintaining availability of the product even in rural areas is still an issue due to various logistics problem of the diversified geographic location of Bangladesh.
- **Changing consumer preferences:** The changing taste of consumers for healthier and environmentally friendly products forms a challenge for Dabur to continuously provide novelty by listening intently to the demands of the market.
- **Regulatory and economic environment:** Changes in the regulatory framework and economic environment including changes in taxes, import duty can affect Dabur's pricing and profitability.

Opportunities:

- **Digital Platforms Exploitation:** Digital platforms such as e-commerce can be used to enhance customer experience and brand equity of Dabur Bangladesh and to increase the reach to the customers, as well as in the new normal (Eid festivities in COVID-19), online sales is booming.

- Diversification: Dabur is doing well in the consumer care products industry and can branch out in the organic and natural products to invite the growing natural and organic products consumers.
- Going Rural: Though Dabur Bangladesh is present in rural Bangladesh, there are huge scope left to penetrate more deeply and widely by creating more distribution networks and connecting with local people.
- Strategic Partnerships and M & A: Dabur may also consider acquiring or merging with local players to amplify their product line and increase its market share in Bangladesh.

If those challenges are overcome and the opportunities seized upon, Dabur Bangladesh will be able to sustain with its growth and consolidate its position in the market.

Chapter 3: Internship Role and Responsibilities

3.1 Role and Responsibilities

While interning at Dabur Bangladesh Private Limited, I worked directly under the Human Resource(HR) division which mainly catered out to Employee Training and Development Program. My position was developed to allow me to get applicants accustomed to the day to day functions that HR does, specifically in T&D and program evaluation.

Responsibilities Some of my responsibilities included:

Supporting in training sessions:

- I helped organize numerous employee training events - both new employee onboarding and skills training for current employees.
- I was helping to make the training materials ready, to get the training environments ready, to make sure things were set up with the employees so that they had access to everything they needed to attend training.

Feedback from Training Programs:

- I had also to gather the feedback from the employees who attended the training courses. This was achieved with surveys, lightning talks and round table discussion.
- I wrote comments and included it in report of what was good and bad about the training so we could do better.

Analyzing Training Outcomes:

- I assisted in feedback analysis and lead post training effectiveness for training. The aim was to be able to quantify how much the training succeeded in producing better and more productive workers.
- I worked with HR to gauge the performance of the employees after training, to try to figure out what areas will lack, or need development.

Updating Training Records:

- I maintained the files for employee training. This also implied that training had to be documented, and that all active certifications were in your possession.
- I partnered with the HR software system to ensure that the training data is kept clean and can be easily accessed.

Helping with Employee Development Plans:

- I Developed and implemented various employee development programs, in partnership with HR management, to provide training in leadership, technical skills, personal development, etc.
- I also facilitated sessions linked to the organizations objectives such as, Leadership workshops for high potential employees, soft skill workshops.

3.2 Rationale of the Roles and Responsibilities

The duties that I performed helped me to achieve a profound knowledge on functioning of training and development function to the set and attaining of company success. Dabur the strong and robust Dabur Bangladesh thrives on its employee growth culture and I have been able to witness how well-planned training can entirely transform an employee's persona and subsequently, in the longer run, an organizational culture.

I was sitting-in on training sessions, collecting data, and analyzing the impact of training which gave me the insight into the applicability of the theories studied in HRM. Also, the record keeping and updating of training records helped me to understand more about the admin side of HR with data management is key to assessing the impact of training initiatives.

In addition, my job with the HR managers let me see from the inside how the organization development processes were working in relation to the enterprise's objectives. It became evident that strong employee development programmes were central to the effective creation of highly motivated and skilled workforces and through them Dabur's growth and survival.

With a generous portion of breeding, hatching and growing under my belt I feel that I have my feet gently resting on the ground and have been exposed to best practice HR in terms of training and development in practice. These are experiences that have not only brought much greater insight into the theory, but also given me the craft I will need in the future.

Chapter 4: Key Learnings and Experience

4.1 Important Learnings

During my intern as an intern at FMCG tycoon Dabur Bangladesh Private Limited I also had the wonderful opportunity of familiarizing myself with T&D in general. Here's what I discovered doing my own little experiment.

Significance of Proactive Learning and Development:

The very first coolest learning that the company had to go through was the importance of the practice of lifelong learning for the survival of the organization. At Dabur Bangladesh, we concentrate on employee development, and we spend a lot of money on the programs that not only upgrade the employees' skills but also make them feel as energized as ever to push themselves out to the highest level of their performance.

Structured Training Programs and Their Role:

Training Systems at Dabur Bangladesh The well planed induction and training programs at Dabur Bangladesh has stressed the importance of appropriate and structured training. The company views the training from the lowest level of employees to the highest level of the key employees and the management. The aim is to make sure that all the people across the different departments in the organization receive the appropriate trainings they need.

Use Feedback as A Resource for Improvement:

The main way that I realized the importance of feedback was on the path to better training programs. After every training session, Dabur collect the views of staff to find out if the session had an impact and what Dabur can do to reorganize the programming for the next wave. This continuous approach enables the company to ensure that the content is still relevant and effective.

4.2 Connection with Academia

The work placement helped me to give academic theories a practical context. Internship also reminded me some of the class-room lessons: Some of the things that we were taught during studies:

Skill requirement analysis (TNA):

What I'd learned in college classes was about determining training needs from organization's goals and employee performances level. At Dabur I came across a company that utilized the performance appraisals, department objectives and employee feedbacks to ascertain training needs.

Kirkpatrick's Four Levels of Evaluation:

The company's method of post-training evaluation was a version of Kirkpatrick's Four Levels of Training Evaluation applied. Feedback received from Dabur after each training session fits within Level 1 (Reaction) and Level 2 (Learning), follow-up tests indicate the impact of training on behavior (Level 3), and the impact of training on employee productivity over time is measured (Level 4).

I knew from my studies that employees' if motivated, are not likely to move. During my internship I saw at first-hand how Dabur training programs and employee development activities have a significant impact on employee satisfaction levels and consequently on the retention levels.

Watching and being part of these practical applications, I was able to solidify what I learned theoretically in class and realize the importance in the improvement in organizational effectiveness.

Chapter 5: Critique and Reflections

5.1 Critical Evaluation

As an intern in Dabur Bangladesh, I had the opportunity to see their Employee Training and Development programs close up. Though Dabur has a set training process, I found certain loop holes that could improve the efficiency of the training programs.

Strong Points of the Training Program:

- **Methodical and Systematic:** The training sessions conducted at Dabur are go-know not a know-go thing. New hires are immediately immersed in company culture and what is expected of them.
- **Focusses on Developing Leaders:** Dabur concentrates on developing its leaders through leadership programs they identify potential leaders and then develop them. This is important to ensure the success of the company in the long run.
- **Integrating Feedback:** Receiving feedback on a regular basis from employees post training, Dabur is able to iterate and make sure training programs are dynamic and keep pace with employees.

Areas for Improvement:

- a) **Digital Learning Tool Use:** Little: Right now, Dabur uses HR tools to monitor training, but more digital learning needs to be added. E-learning platforms or virtual workshops can enable employees to complete training at their convenience particularly those who are located remotely or are time-poor.
- b) **Demand for more custom training programs:** Although Dabur is providing them with general training programs, it can be more customized as per the need of employee. Training, which needs to be tailored on what the employees want to learn, should focus on the skills related to the employee's career path in order to be more relevant and effective.
- c) **Follow-up on Long-term Training Effectiveness:** Dabur courses feedback immediately post training but it should broaden its horizon around other kinds of feedback - long term impact. Tracking the correlation between training and the improvement in employee performance or productivity over a long-term period would at least give the company an idea of the outcome of the program.

- d) **Expand Leadership Training:** Dabur Leadership programs are there for senior management but can broaden the scope for mid-levels or high-potential employees. This would help create a stronger pipeline for future leadership.
- e) **Encourage More Cross-Departmental Training:** Most of the trainings happening in Dabur are department specific, as they feel it can improve B2B interactions in department but what is required is to ask employees from different domains to give them training so that they can collaborate work with each other and build a strong backbone for the company culture.

5.2 Key Challenges Faced During the Internship

Time Management:

Some of the problems I experienced were juggling too many things at once, especially when getting ready for training, collectivization, and analyzing it had some problems with keeping up. Minute management was key to work under to deadlines and not lacking within the output.

Learning New Systems:

Dabur practices on special HRMS to monitor the status of training. At first I had a learning curve to work through in order to be savvy with the system. But with practice and help from my colleagues, I learned to use it effectively.

5.3 Learning from Challenges

Improved Time Management:

It was a lesson in how to multi-prioritize. I discovered how to take large tasks and break them down into manageable sized pieces so that I could still meet deadlines, but not sacrifice quality.

Adaptability to New Tools:

The newness of an HR system was teaching me to be fast at learning new technology. It taught me to reach out when things get tough as well.

5.4 Overall Reflection

My internship experiences at Dabur Bangladesh was a fruitful practical application of theoretical learning. It has allowed me to gain more exposure in the realm of employee training and development and the effectiveness of HR practice on organization performance. I engaged in the hands-on coordination of training sessions, the administration of feedback, and the analysis of training data, which equipped me with the skills they'll be imperative for my future career.

I have also had the pleasure of building valuable transferable skills from this internship, including communication, time management, trouble shooting and working within a team. The templated programs of the Dabur Bangladesh, that ensure continuous learning and development for its employees, has added solidity to my passion for Human Resources and I have been inspired by your practices, they have further inclined me towards taking up my career in HR.

Chapter 6: Findings, Recommendations & Conclusion

6.1 Findings

The following are the principal findings based on personal observation and direct participation in a wide variety of employee training and development program related to Employee Training and Development at Dabur Bangladesh Private Limited:

- **Limited Accessibility of Training:** Employees in distant areas do not have access to training because there is no digital learning platform available. This situation restricts the flexibility and also the uniformity of the skills that are developed.
- **One-Size-Fits-All Training:** Dabur's training is not personalized, which can result in the employees' disengagement and the continuation of their learning needs, which will have an impact on the motivation and the performance of the employees.
- **Inadequate Post-Training Evaluation:** Dabur only concentrates on the collection of feedback right after the session but does not carry out follow-up evaluations in the long run. As a result, they are not able to determine the effectiveness of the training in terms of performance.
- **Limited Leadership Development:** There is no clear leadership program designed for the middle-level or the new leaders hence the possibility of encountering leadership problems in the future.
- **Lack of Cross-Departmental Training:** Training that is specific to the different departments has led to the existence of silos, which makes it difficult for employee interaction and transfer of skills.
- **Focus on Technical Skills:** The company puts more emphasis on building technical skills rather than developing soft skills such as communication, leadership, and emotional intelligence.

6.2 Recommendations

While it is the observation that the Dabur Bangladesh's training and development program are already being conducted quite impressively, the recommendations are made and given below to ensure that it will bring more productive results.

- **Digital Learning Platform:** Invest in an LMS (e.g., Talent LMS or SAP Litmos) to enable remote employees to access training flexibly.

- **Personalize Training:** Implement personalized training plans based on individual career goals and performance to improve engagement and performance.
- **Post-Training Evaluation:** Introduce long-term performance tracking using tools like Workday or SAP Success Factors to measure training impact.
- **Expand Leadership Development:** Create leadership programs for mid-level managers and emerging leaders, ensuring a strong leadership pipeline.
- **Cross-Departmental Collaboration:** Foster cross-functional training and use tools like Slack or Microsoft Teams to promote collaboration across departments.
- **Balance Skill Development:** Provide training for both technical and soft skills (e.g., communication, leadership) using platforms like LinkedIn Learning or Toastmasters to develop well-rounded employees.

6.3 Conclusion

Dabur Bangladesh Private Limited paved the way for me to acquire a plethora of knowledge during my internship about the training and development of employees in the organization. It is evident that Dabur has been very committed to the on boarding process, regular engaging skill training, and leadership development which, in fact, have been very significant in the rise of employee productivity and retention. The feedback of employees and the development is Its smart HR way.

Simultaneously, the investigation also uncovered some aspects wherein things could be improved for an even more solid training system. In order to keep these programs relevant and as successful as possible in a fast-transforming business world, digital learning avenues would be activated, training courses tailored and the strategies for long-term evaluation enhanced. Besides this, the focus on the development of the soft skills, working with employees from other functions and the establishment of a broad pool of leadership qualities prepare the workforce for the future.

Attempting a best practices paper for whatever Dabur Bangladesh is going to is in the training & development of the Employees & what the best are doing in that best is the best for the Organizational success. The organization can, therefore, truly double down on innovation and personalization so as to

build a highly skilled, motivated and future-ready workforce that is indispensable to sustainable growth in the hyper-competitive FMCG space.

Chapter 7: Implications

Dabur Bangladesh Pvt Ltd was my workplace when I was an intern. I had the opportunity to know and understand the human resource activities in which concerned about the personal and organizational development. My qualifications in Human Resource Management and Organizational Behavior helped me to grasp the company's methods of organizational training, leadership interventions, and Employee Welfare initiatives. I saw the whole process of how Dabur executed Kirkpatrick's Four Levels of Training Evaluation and TNA to figure out the training needs. This experience was very practical and it made me get the link between theory and practice in Human Resources.

I identified an area where I could add value – I sorted out how Dabur can improve their human resource practices. I recommended that a digital Learning Management System be implemented which would automatically track the staff's completion of the training. I also proposed that more personalized training be developed to meet the needs of employees and in order to raise engagement and productivity. These are to add to the employer branding thrust of Dabur, an essential process through which the company attracts and retains talent.

Internship at the same time, showed that there is need for staff development and leadership training in a competitive FMCG.

I realized the importance of technology in HR processes and leveraged ATS and LMS to improve the efficiency and accuracy of the training management. Moreover, with Dabur's commitment to diversity and inclusion, the need for a gender-balanced and fair workforce for sustainability was further reasserted.

Some of the key skills I obtained during my internship are within the areas of communication, analytical, problem solving and process improvement skills. I had encountered the difficulties with manual HR processes, and realized the opportunities to automate them and increase HR efficiency.

Interacting with the HR people at Dabur gave the new dimension added to my learning experience and I made some very useful contacts as well. There is a way forward: I advise Dabur to look into digital learning and hiring processes such as automated tracking systems and specialized technical competency-based tests to excel in the hard-fought FMCG space. This internship has definitely shaped my perspective of HRM and prepared me with skills to carry into any future HR or business position.

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