



Asian Consumer Care (Pvt.) Ltd.

**A Comprehensive Analysis of General HR
Activities of Dabur – Asian Consumer Care
(Pvt.) Ltd.**



Inspiring Excellence

Internship Report

On

**General Human Resource Management Activities of Dabur - Asian Consumer
Care Pvt. Ltd.**

Prepared for:

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Letter of Transmittal

Spetmeber 07, 2018

Mr. Feihan Ahsan

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BRAC University

Mohakhali, Dhaka.

Subject: Submission of Internship Report on “General Human Resource Management Activities of Dabur - Asian Consumer Care Pvt. Ltd.”

Dear Sir,

With due respect, I would like to submit my **Internship Report on General Human Resource Management Activities of Dabur - Asian Consumer Care Pvt. Ltd.** as a part of my BBA Internship program. The report covers almost all the activities of HR department of ACCPL. I tried my best to make the report neat and subjective. Without your guidance and support, it would have been impossible for me to complete my internship program and the report. I am eternally grateful to be your student and forever in debt to your teachings.

I hope you will accept my report by considering the limitations and errors of my study. I also believe that you will also find some interesting facts about the organization and the industry overall.

Sincerely Yours,

.....

Muhammad Tanvir Hussain

ID: 15204085

Subject: Human Resource Management (Major)

BRAC Business School

BRAC University, Dhaka.



Letter of Endorsement

To Whom It May Concern

Subject: Approval of the Internship Report

This letter is to certify that, all the information mentioned in this document is true and not confidential to the company. The facts and tasks mentioned here have been successfully performed by Muhammad Tanvir Hussain (15204085) BRAC Business School, BRAC University.

I wish him all the best and hope that he will lead a successful career.

Internship Supervisor

Mr. Feihan Ahsan

Lecturer

BRAC University

Mohakhali, Dhaka.

Acknowledgment

I tried my best to accurately represent my organization and my subjective area, so for any inaccurate assumption or information I ask pardon from the reader.

First and foremost I am eternally grateful to my family for bringing me to this world, giving me a proper education and also for completing this report. Then I would like to thank all the teachers including my Supervisor **Mr. Feihan Ahsan** who helped me enormously during my difficult times and taught me the most valuable lessons for the initiation of my career. I would also like to thank **all the people of ACCPL** for helping me throughout the months, considering my errors and correcting me as gracefully as possible. Special thanks to my employer **Mr. Rakesh Kumar Agrawal (CFO)**, **Mr. Humayon Kabir (HR Admin)** and also **Mr. Shepon Sarker (HR Executive)** for giving me insights of the HR activities of the organization. The internship is the first step to getting into a new world, a world full of anomalies and practical problems and solutions. A good start always indicates a good journey ahead and I will be forever in debt to the people who brought me here, my family, friends, and teachers.

Executive Summary

Dabur India Ltd. is one of the leading FMCG company in India and also it's registered branch ACCPL is also leading the FMCG industry of Bangladesh. This report shed lights into the daily HR activites of ACCPL. Even though HR process for almost all the organization seems same, but joining here I got to find it is completely untrue and there is more to managing Human Resource for HRM personell. It is a very complicated and tedious job to maintain all the branches activity across the continent for a MNC like Dabur-ACCPL.

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Part 1: Introduction

Introduction of the FMCG Industry

Fast Moving Consumer Goods also termed, as FMCG is not a popular acronym known to general. Hence, the knowledge of it is pretty brief to new career onlookers whose area of study is not related to this part of our economy. Currently, the FMCG industry in the country is in a declining state as the duration of it has surpassed the maturity stage and looking forward to a refreshing or rebirth cycle.

Let us cut to the point, of breaking down Fast Moving Consumer Goods, simply known as FMCG relating to our economy. Almost all the developed and developing countries in the world uses FMCG for daily necessities. For example, daily commodities like bread, to processed rice, milk, eggs, perfume, deodorant, insect repellent, shampoo, oil, chips, etc. anything that has a short shelf life with daily needs. Even though these goods have a lower price thus lower profit margin, but the volume it gains in sales make up for the lower profit margin. For example, in a practical world, a consumer will likely to purchase a \$0.5 package of bread slices than a \$20 machine, which makes bread for you by yourself. It is all about convenience and near correct pricing.

The FMCG marketplace is huge and some of the largest FMCG companies in Bangladesh are Unilever, Nestle Bangladesh, Akij Foods & Beverage Ltd., Bashundhara Group, Pran Ltd., etc. FMCG is the most consumed industry in the market and they are one of the least involved purchase for general consumers. The reasons behind that is that, Consumers are more likely to get involved in purchasing something like a Toyota Car or a set of furniture or a 40” UHD TV that symbolizes their status in the society, but something like daily commodities like juice, detergent, soap, vegetables, snacks, cooking essentials, groceries do not reflect status. As they have either too many variations or none and people deal with them through availability and quality on a regular basis like a monthly subscription.

The components which are the most essentials in an FMCG cycle are Packaging (Primary and Secondary), Product (External and Core), Supply and Demand, Shelf life, Label (Information) and lastly but not the least promotion. For example, why do people prefer Lux Beauty soap to any generic local soap, because they have an idol or renowned personnel to promote, better packaging, longer shelf life, surplus supply. For which when a group of consumers sees an overflow of Billboards and continuous printed or visual ads of Lux it silently inserts into their mind as an

inherent idea, which later when they visit any grocery shop and sees a shelf line full of Lux soap with attractive packaging printed over with a gorgeous model and limited purchase discount offer, it generally creates a spark in the shopping spree to choose it over any other brands. It's a psychological manipulation to insert an idea through visualization or auditory and repeating it quite a few times to engrave it in your mind unconsciously, which later reflects over the decision when you again see at the point of choosing between multiple variations.

Overview of Dabur – ACCPL

Dabur Bangladesh registered, as **Asian Consumer Care (PVT) Ltd.** is a subsidiary of **Dabur India Ltd.** Which is one of the leading FMCG companies in India and also in this region, with revenues of over Rs 7,680 Crore & Market Capitalisation of over Rs 48,800 Crore in India. As the whole operation in Bangladesh includes in the India region, ACCPL's operation is considered as a branch of the parent company. **Dabur is currently India's most trusted name and the world's largest Ayurvedic and Natural Health Care Company** by building on a legacy of quality and experience of over 137 years.

The idea of Dabur coined in the mid-1880s when an Ayurvedic practitioner Dr. S.K. Burman formulated medicines for diseases like cholera and malaria. After that, he set up Dabur India Ltd. to mass produce his formulations to help the common. Fast-tracking to 1998 the 5th generation of Burman family, the current chairman, Dr. Anand Burman, and vice-chairman Amit Burman was among the first in India to separate ownership from management of the business and handing them over to professionals for the betterment of the organization.

Dabur has now 11 overseas office across the world from Dubai (UAE), to Egypt, to Bangladesh, Nigeria, London (United Kingdom), USA and Nepal. They even have a factory in Nepal. Dabur India is a world leader in Ayurveda with a portfolio of over 250 Herbal/Ayurvedic products. Dabur's FMCG portfolio today comprise of five flagship brands with distinct brand identities -- Dabur as the master brand for natural healthcare products, **Vatika** for premium personal care, **Hajmola** for digestives, **Réal** for fruit juices and beverages and **Fem** for fairness bleaches and skin

care products. In Bangladesh, their current product portfolio consists of *Vatika Amla & Beautiful Hair Oil, Vatika Shampoo, Hajmola, Fem, and Honey*.

Asian Consumer Care (PVT) Ltd. entered Bangladesh market in 2003 and initiated commercial production in 2004. After a decade of doing business in Bangladesh, in 2014 Dabur successfully opened a state of the art manufacturing facility in Dhamrai, Dhaka.

Dabur - Vision & Mission

Vision

"Dedicated to the health & well-being of every household"

Mission

- To excel in business while maintaining the quality and organizational values.
- To build leaders in their area of responsibility with deep commitments of doing what matters the most from an organizational perspective.
- To add values to people development by providing value-driven training, encouragement and reward excellence.
- In a business, the traditional values are the consumers; hence meeting consumers' expectation by developing products is one of the key element of Dabur.
- Promoting teamwork and synergy is one of the key element of a successful workforce, thus encouraging transparency and promoting teamwork or idea sharing is an excellent way of building an efficient work environment.
- Innovation is the key to a successful business management, so continuously innovating new products or changes in past products by developing the formula is the function of *Dabur R&D*.
- Last but not the least, integrity. One of the core values everyone expects of a renowned brand, thus Dabur is utmost committed to transparency, honesty, and reliability to its consumers and stockholders.

Organizational Structure of ACCPL

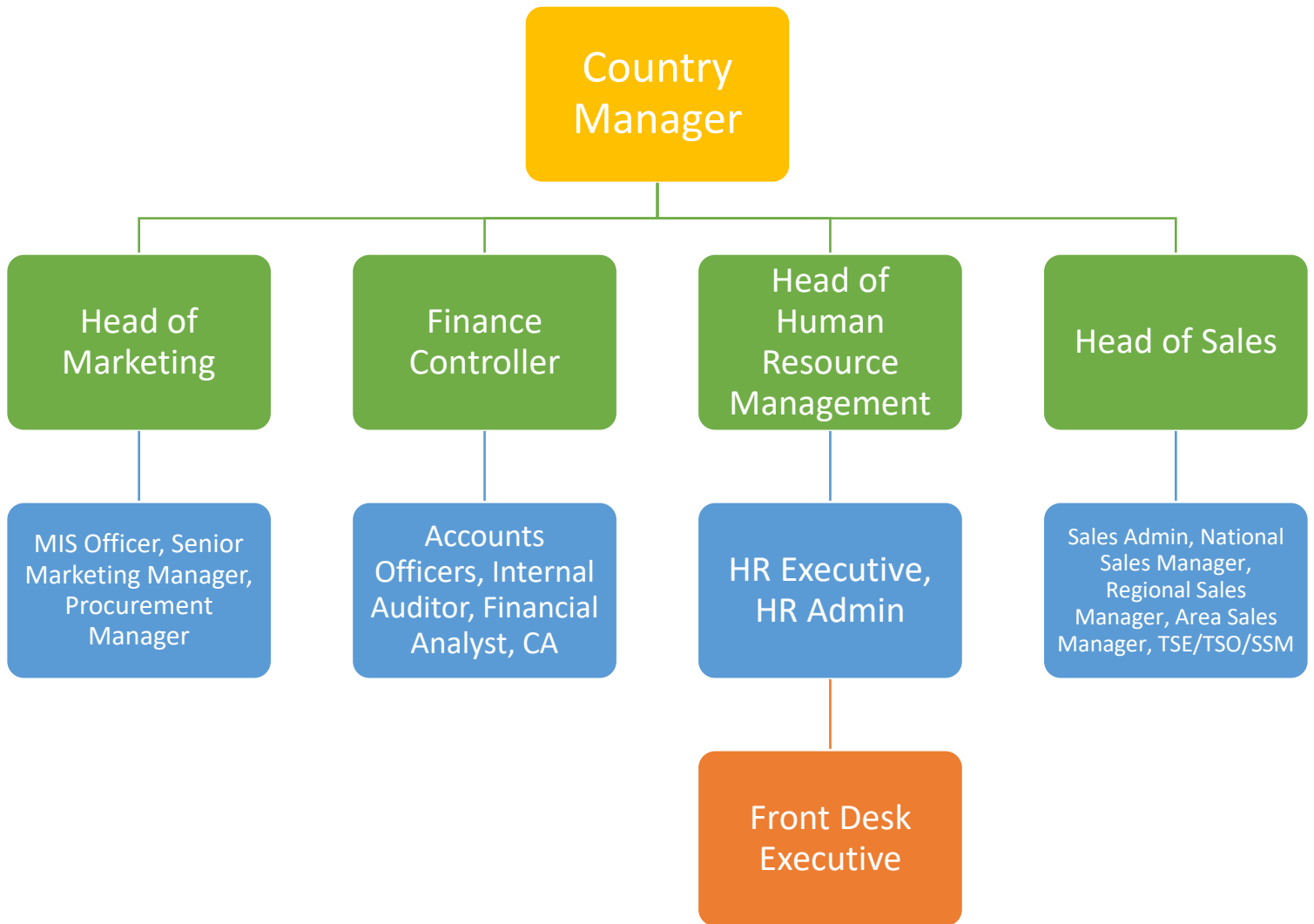


Figure 1: Represents the assumed organization structure of ACCPL

(info collected from an interview with an HR personnel)

Logo



Part 2: Analysis

The rationale of the report

The internship is the beginning of a student's career; it takes a tremendous effort nowadays to get a job let alone a decent job. To learn and apply my learnings in a practical environment, even a fraction of it would mean the success of my education. This report entails the architecture of my organization, a deep analysis of a leading FMCG company especially *Human Resource Management* and the basis of differentiation of textbook knowledge and practical skills. How our education is far from the reality of an FMCG organization from an intern's point of view.

Company Background of ACCPL

Asian Consumer Care (PVT) Ltd.'s head office is situated in Banani, Dhaka, in between Banani playground and the Banani Lake. Currently, the family consists of around 120 employees directly working with ACCPL and outside around 380 employees working through third-party affiliation. The attrition rate is under 12% which is standard in the industry. The organization is constantly developing by implementing different innovative techniques to increase the productivity and revenue of the company, also taking care of the employees. ACCPL has standard facilities for employees like other organizations, such as providing healthcare insurance via third-party affiliation, law professionals on a consult for advise, and free health checkup. ACCPL is a traditional FMCG company with a modern touch. Currently they are looking forward to move to a commercial office placement in Gulshan South Breeze Center, Dhaka.

Objectives

The objective of the report is not to expose and blatantly praise of my organization rather hold my ideals and understand the reality comparing to my text lessons. There are two objectives of the report. They are

- i. Primary: Completing my internship program successfully. Understanding my position in the corporate world and learning from the experienced. Also learning the corporate culture as they varies inadvertently and learning to confront with it. As there is no alternative to perseverance and kindness.
- ii. Secondary: To understand the organization and analyze the HR activities from an intern's point of view.
 - a. Learning the office environment
 - b. Understanding versatility in corporate-manners
 - c. Day to day tasks of an HR personnel
 - d. Recruitment criteria
 - e. Understanding employees and designing incentives and programs based on that.
 - f. On the job training.
 - g. Training Development (TNA) or also known as Management by Objectives (MBO)

Elaboration: Now to the explanation of the objectives.

Primary Objective

It is common among the interns of this society to get frustrated easily at an early stage for not being able to cope up with older generation or diversity in culture and lifestyle. It is a common tendency among the generation Y and Z to enjoy reward first then completing objectives to accomplish goals. As they have experienced an era of technological revolution and drastic change in comfortability of life. They tend to mistake reality with fantasy (that everything is for granted in career albeit they work hard). As much we have been fed the idea that every job is designed to reward for hard work, which includes modern

tools in the office, leisure in between tasks, personal computer on every desk, personal space/cubicle for every newly joined employee is nothing but an illusion, promoted to calm the herd of job onlookers and attracting candidates to organization needs (not the candidates). So, it is also luck for a first-timer whether it is going to be an awkward first job experience or not, in such cases holding on the ideals and intellectual and kindness, acting upon it is the best way to maintain professionalism, regardless the environment is. Change makes an employee grow in career and learning to adapt work out of comfort zone is climbing the first steps of career building. In a tight competition for jobs in Bangladesh, it is not unusual to land a job out of your comfort zone, which is good if one is able to hold onto senses and patiently learn step by step. As before career start, it is usual for caregiver/guardian/family to take care of the candidate, but getting into a work out of any relationship is as much challenging for both the candidate and the previous workers (colleagues) in the office.

Fortunately, **ACCPL** is completely different of the case. As the organization is continuously developing and changing to be better to do better. They provide as much of diligence to their employees as possible in the industry and the places they lack of, they are doing continuous research to improve. As changes come for better or worse.

“Change will not come if we wait for some other person, or if we wait for some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

— Barack Obama

Secondary Objectives

The secondary objective is to accomplish all the tasks to be a part of the organization and in the meantime, analysis of the HR activities to compare the experience with the textbook study. In a country like Bangladesh it is common that most of the organization do not follow any standardized rules, hence the diversity. The secondary objective is a complement to the primary objective as no one gives their secret formula out unless you earn your place to learn the inside information, the skeleton and the bones of an organization.

Methodology

As we worked through different tasks, we examined every aspect of the organization in details understanding through the theories of *Human Resource Management* for clear understanding of the activities of the organization.

First to note an organization's activity, development, culture and structure varies from one organization to another especially in HR activities. Hence these international theories may not necessarily applicable to my organization due to the cultural differentiation, geographical position and other crucial factors like economy, business policy, etc.

Maslow's hierarchy of needs

Explains the different needs for motivation, as motivation is the key to long term and successful employment and it is *HR's* prerogative to make it right by the employees when they are under pressure for various reasons. Maslow's theory of need he classified motivational needs into 5-tier pyramid model, which leads to Self-actualization, the pinnacle of employees' performance development. Even though it seems lethargic to implement such practices in the reality of Bangladesh market, but If we inspect deeply, we will find that it is utmost essential for Bangladesh's employees due to gloomy environment. As **ACCPL** is a FMCG company runs on performance basis on sales the need for affection is more prominent here than anywhere else. That means hiring employees of both gender to keep the balance in diversity and emotional intelligence.

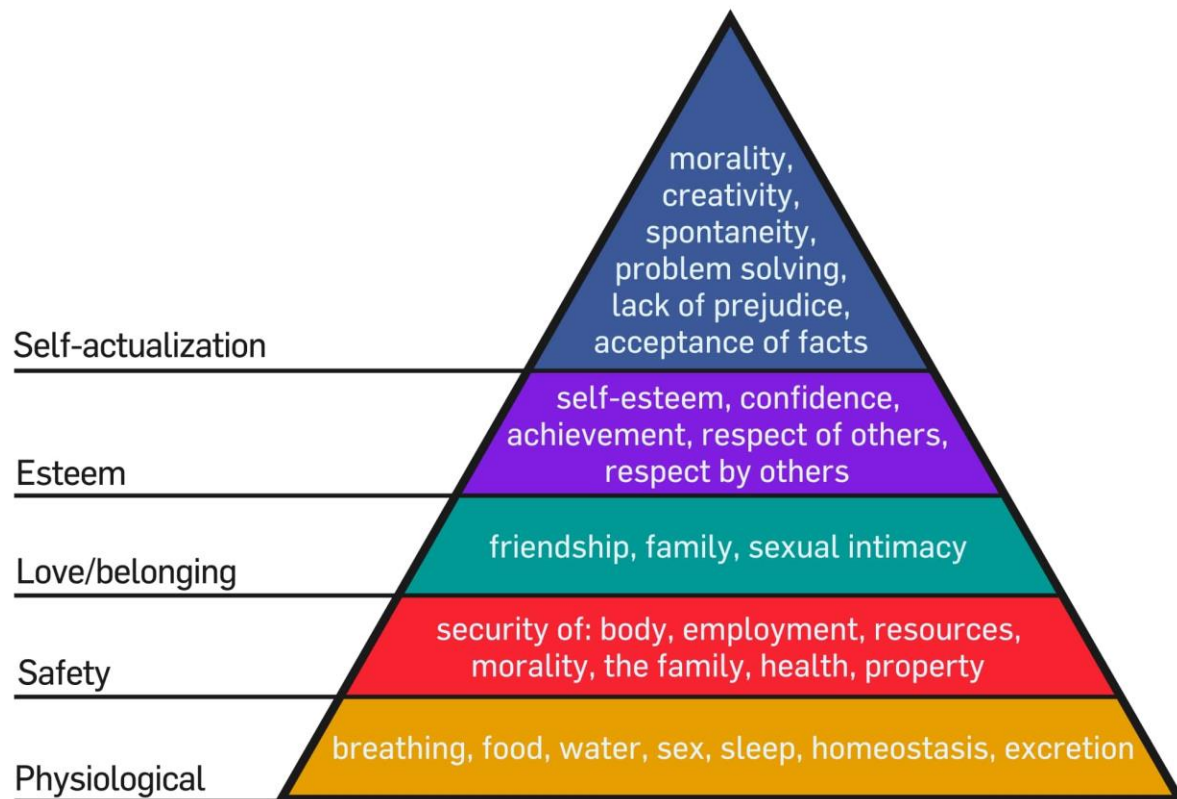


Figure 2: Represents Maslow's Hierarchy of needs (collected from [WIKIMEDIA COMMONS](#))

As **ACCPL** is still on the growing curve in the Bangladesh sector, they are finding new and innovative ways to implement this theory to make the employees more effective and efficient. For example, attractive *incentives* all through the year for motivation or self-esteem. *Paid vacation* to higher tier employees to rekindle with families and friends. Snacks and teas for employee refreshments, performance contests and rewards or gifts for recognition, free health-check up with consultant hospital, etc. So, in short as society evolves the needs for happiness and living also evolves, changes and varies person to person, so it is a critical job for the HR managers to develop the model to satisfy each and every one and meet their needs, because **ACCPL** firmly believes every employee matters.

Mayo's theory of social needs

Disproof the idea that money only motivates workers; and proves that there is more to that than money. It is imperative that workers get paid duly for livelihood, but now as times have changed, technology has revolutionized, employees care more than salary while joining an organization. It can be

- Better communication between *managers* and *employees*
- Greater participation of managers in employees' work-life
- Occasionally grouping with employees to know them better and ease their mind to feel safe and sound to be more efficient.

To my experience I have found that, HR managers in **ACCPL** constantly in interaction with the employees' to motivate them and also to know them, their psychological state of mind. I have also seen my recruiter **Mr. Humayon** and **Mr. Shepon** gave us individual assignments and joined with us time to time to hear if we faced any problems? Helping us with ideas and tools and teaching us the inner-workings of and HR personnel's daily activity. We were also taught tips and tricks to analyze human psychology and offered meals and gifts to ease of our mind.

There are other methods or theories like

Herzberg's two-factor theory

In this theory Herzberg classifies behavioral traits into two factors, from which the theory named the *HTFT*. These factors are:

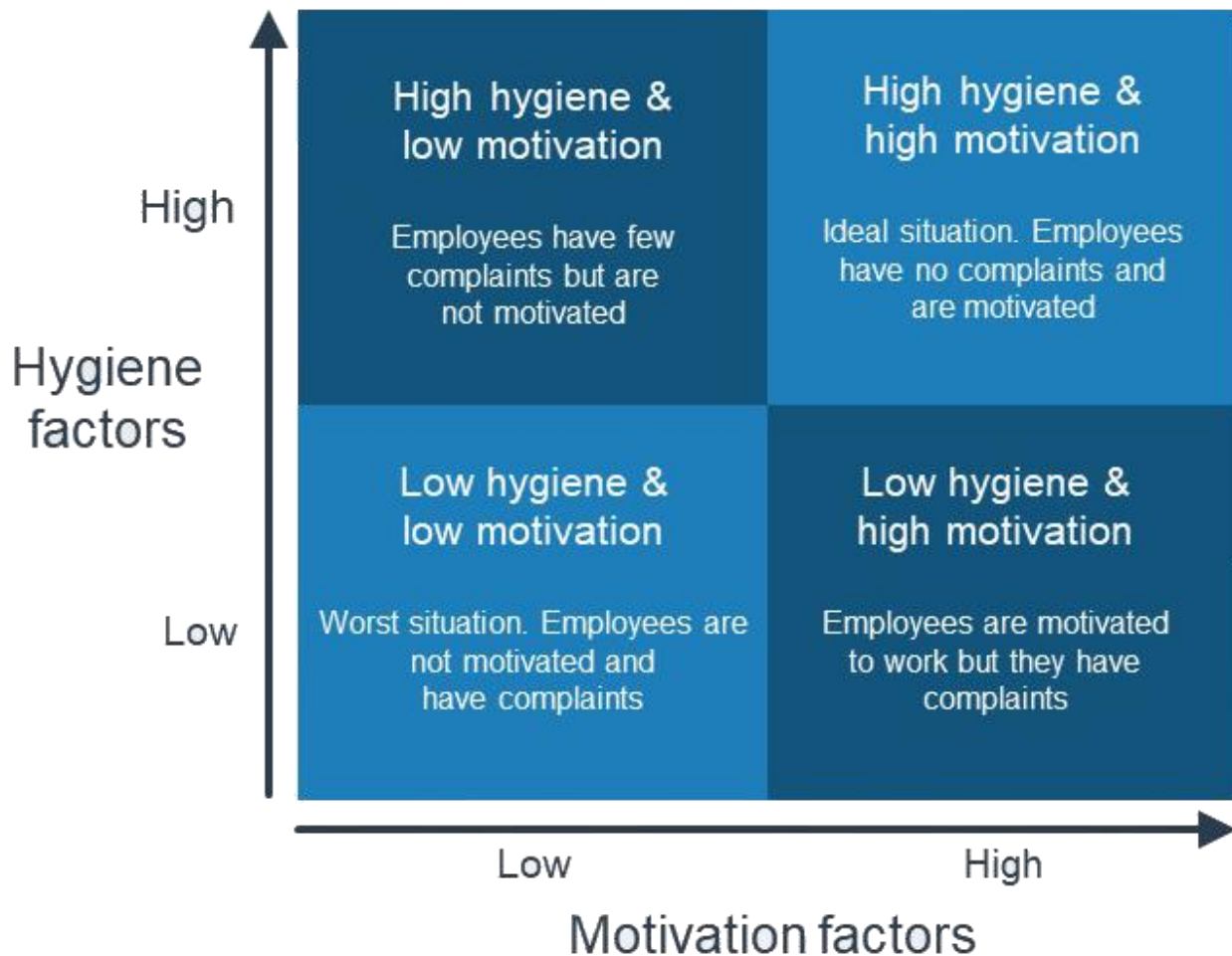
Motivators: This category of people actually motivate others to be proactive, cooperative and imaginative to be efficient and for the well-being of the organization. These people finds themselves to be a part of larger something, a vital organ of a body, hence the motivational characteristics. Sometimes it can be for self-gain, sometimes for the best of the organization.

Hygiene Factors: They are absent of any motivational value when present, but do have a negative effect if not present. These factors are extrinsic to the work itself.

In **ACCPL** these factors are highly regarded as they are directly connected to employees' health, psychologically and physically. Almost every day the HR personnel ensures the hygiene of the

workplace and also the condition of the employees by thoroughly keeping checks of the office environment and employees' feedback. As motivation and hygiene is complimentary to each other it is imperative to maintain high standard as both respected and knowledgeable Indian and Bangladeshi personnel are working here.

Figure 3: Represents the model of Herzberg's Two Factor Theories



(Collected from [tools hero, theories of motivation](#))

McClelland's power affiliation achievement model

For better understanding of the model, let's assume a dedicated worker achieved best performance but at the cost of immense duress and mental pressure. At a meeting of performance evaluation, HR announces the candidate's name and awards the person with a memento and a token of

appreciation with a round of applauds. Instead of being happy, the employee seems embarrass and leave the room as soon the announcement is done. Which shows the misunderstanding of workers' needs with management's understanding of the situation. McClelland says that, regardless of our gender, culture, or age, we all have three motivating drivers, and one of these will be our dominant motivating driver. This dominant motivator is largely dependent on our culture and life experiences.

These characteristics are as follows:

Dominant Motivator	Characteristics of This Person
Achievement	<ul style="list-style-type: none"> • Has a strong need to set and accomplish challenging goals. • Takes calculated risks to accomplish their goals. • Likes to receive regular feedback on their progress and achievements. • Often likes to work alone.
Affiliation	<ul style="list-style-type: none"> • Wants to belong to the group. • Wants to be liked, and will often go along with whatever the rest of the group wants to do. • Favors collaboration over competition. • Doesn't like high risk or uncertainty.
Power	<ul style="list-style-type: none"> • Wants to control and influence others. • Likes to win arguments. • Enjoys competition and winning. • Enjoys status and recognition.

ACCPL has a simple tiered structure on which they lay out plans of goal **achievement** for each tier employees. Monthly or quarterly meeting is arranged in between the field employees of different region and the Maestros at the Head-Office for report and facts check, which reflects **affiliation**, as each field employees have teams under them to support in their own region/district. Also it is visible that **power** factor does exist in every tier of the organization such as every other organization as, in practicality projecting power in tasks and commands helps in maintaining hierarchy and order.

SWOT Analysis

I also did a quick SWOT analysis of the organization's HR activity to have a quick glance of its strength, weakness, opportunity and threats.



Literature Review

As most of the theories and information collected are from either books (eBooks, printed books) and primary research. There were less opportunity to review them rather understand the whole concept of management and learn the difference between the theories and their practicalities. As through this internship program I got to learn that almost every organization different organization structure and management strategy it is difficult to learn one and follow it blindly. Because each theory was written and stated according to a unique sample, which do not represent the global; management strategy in different organization.

Some of the analysis methodology I took from my text book **Strategic Human Resources Planning** by **Kenneth J. McBey** (*York University*) and **Monica Belcourt** (*York University*) and also **Management Principles and Practices** by **Ricky W. Griffin**. There were also other books such as “**Great Ideas in Management**” by **Parkinson C N** and **Rustomji M K** and **Sapre S A**

Activities Undertaken

I joined Dabur Bangladesh – ACCPL as an intern on the 3rd week of May in the **Finance & Accounts** department under the impression of doing claim management work (claim checking and correction manually, then input the data manually in the system for further analysis and sales process). My major is on *Human Resource Management* and *Accounting* and by the grace of ALLAH I got to work both in a real MNC with payment for the work done.

Core Activity

My core activity at the organization was to check sales claim of distributor/retailer. Report and entry the data including anomalies and let the anomalies be handled by my on station supervisor-Sales Admin. In addition, I have to prepare data entry sheet for the damage claims of the distributors.

Organization-wide Activities

Instead of job rotation, I got to do certain other activities, like preparing employee leave records from finalized draft, IT inventory verification, agreement paper renewals, files and folder organization, field employees' courier address and specific information collection, etc.

Other Activities

There were other activities we got see to learn, such as recruitment process, factors of recruitment, incentive plans, employee travel itinerary maintain, contract renewal letter, appreciation letter preparation, etc.

I was told by the HR Head **Mr. Nazrul Islam** that, the main factors of recruitment are Knowledge (regardless of academic result), skills and challenge taking position. Also, variations of organizational culture from different organization and how **ACCPL** researching on it to develop better efficient HR process. There are also other factors of each individual employee's needs and satisfaction. The most important thing he said to me is that

“Not everything we read in books are practically implemented, due to cultural differentiation, corporate trends and self needs. Not every success in career comes from working-comfort, sometimes they come from the most unexpected places and times.”

Constraints and Proposed Course of Action for Improvement

We were two interns from BRAC University joined in ACCPL as their first ever intern for assisting the **Sales Admin** and **Finance & Accounts** department. The common constraint we both faced are that

1. We worked out of our area of studies/expertise.
2. Proper introduction to the organization or other employees
3. No instruction manual to follow
4. Conflict in task priorities

There are some proposed course of actions, which can remedy the issue for future internship recruitment. For example,

1. Developing the internship program that benefits both the candidates and the employer.
2. Creating a separate office space for interns work, or at least a cubicle or designated area.
3. Speeding up the HR process for increase productivity and better HR-employee/intern relationship
4. Time flexibility for health purpose.
5. An ID card for the interns would be preferable to motivate them as a part of the organization.

Lessons Learned from the Internship Program

Today the words of my private tutor reminds me when I was in middle school that “*there is no end of learning, as there is no end to it*”. Now I am at the end of my undergrad life, I ponder how much I have learnt and how much did it make me a better man? There are many lessons I have learned during my internship program and I will share them on point as unnecessary exaggeration do not clear up explanations rather bogged down to complexity.

Implications to ACCPL

It is hard to say anything about the place I finished my graduation and initiated my career, but transparency and criticize makes things better not worse. Some of the implications are

1. Internship program development is much needed at the organization.
2. Providing interns with an Organizational ID card and a diary/pen would be give them recognition from the organization.
3. A simple orientation with organization policy is always welcomed
4. Flexible working hours for the intern, when there is no work at the office for the day, or at least in the concluding month of the internship program
5. Personal space for the interns to work with a PC and an internet connection
6. Job rotation also would benefit interns of the process of the organization.

Implications to University’s Internship Program

There are few minor issues with the Internship Program of BRAC University Undergrad. They are

1. Lack of supervision on the interns
2. Vague and conflicting instructions of the report
3. No help in getting the internships

There were other implications to the university, such as following up with the interns if they are doing well or not. Advocating for them if they face any issues in the intern organization.

Conclusion

Even though the report may reflect, some obvious flaws of the current job market in the country and Dabur-ACCPL is no exception. **ACCPL** is in fact a great organization with some of the most talented minds. I would say knowing them this while; the people of the organization are very well mannered, professional and goal derivative with strict idealism. As a beginner in the corporate sector I was given variety of tasks, tips, advises on how to be a part of the corporate movement. What to follow and what not to. Prioritize goals according to time and situation. So, I did my best to serve the organization and also fulfill the internship program requirement and I am also proud to be a part of two such organizations ACCPL and BRAC! Thanks to all.

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Appendix:

Some of Dabur's Products

