

**Report On**  
**Implementation and Effectiveness of E-learning as Training and**  
**Development Strategy in Pixella Studio.**

**By**

**Md. Jakaria Arafin**  
**Student ID: 14204124**

**An internship report submitted to the BRAC Business School in partial fulfillment of the**  
**requirements for the degree of**  
**Bachelor of Business Administration**

**BRAC Business School**  
**BRAC University**  
**September 2020**

**© 2020 BRAC University**  
**All rights reserved.**

## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Md. Jakaria Arafin**  
Student ID: 14204124

**Supervisor's Full Name & Signature:**

---

**Mohammad Atiqul Basher**  
Lecturer, BRAC Business School  
BRAC University

## **Letter of Transmittal**

Mohammad Atiqul Basher

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of “Internship Report” on “Implementation and Effectiveness of E-learning as Training and Development Strategy in Pixella Studio”

Dear Sir,

It is certainly delightful to get the opportunity to submit my internship report on Implementation and Effectiveness of E-learning as Training and Development Strategy in Pixella Studio. This report has been organized by me as per the guidelines you have provided me with.

My experience in Pixella studio has been very much inspiring and I have learnt a lot in this short period. Despite having to deal with many constraints, I have given my best effort to make this report. I hope that this report meets your expectations.

Sincerely yours,

Md. Jakaria Arafin

Student ID: 14204124

BRAC Business School

BRAC University

Date: 28 September, 2020

## **Acknowledgement**

At the very beginning I would like to praise Almighty Allah who has bestowed His blessings upon me which helped me to finish my report. I am grateful to every individual who has helped me brilliant suggestions on how to gather relevant information and how to use those information in correct ways. I thank my faculty-supervisor, Mr. Mohammad Atiqul Basher for his guidance in formulating this report, without which this can never be completed. I would also like to express my heartiest gratitude to my supervisor in Pixella Studio, Mr. Fahad Bin Shahid from whom I have learnt a lot about how an actual HR team operates effectively in crisis situation. I also want to thank all my colleagues whose support throughout my internship period was really worth mentioning. I endlessly thank everyone who knowingly and unknowingly contributed in the completion of this report.

## **Executive Summary**

As I have chosen Human Resource Management as my major in university, I joined the HR team of Pixella Studio for my internship. Pixella Studio is one of the rising Animation Studios in Bangladesh that provides High Quality animation works for businesses of all sorts. As there is a major shift in the working system within the company in terms of training and development due to Covid-19 situation, I chose to work on “Implementation of E-learning as Training and Development Strategy in Pixella Studio”. It was quite challenging to work on this particular topic because it was a completely new situation both for me and the company. However, with the help of my co-workers I was able to gather authentic information regarding the new T&D strategy which I have included and discussed elaborately in this report. I have also took aid from the internet in order to contextualize different aspects of this newly implemented strategy. In addition, I have formulated a questionnaire and conducted a survey based on it among all the employees of Pixella Studio. Moreover, numerous in-depth discussions regarding the E-learning steps and the training cycle with my supervisor really enriched my understanding. Lastly, I have formulated some recommendations regarding the remote training activities which I hope will be helpful to smoothen the way to implement E-learning as T&D strategy within Pixella Studio.

# Table of Contents

<b>Declaration.....</b>	<b>ii</b>
<b>Letter of Transmittal.....</b>	<b>iii</b>
<b>Acknowledgement.....</b>	<b>iv</b>
<b>Executive Summary.....</b>	<b>v</b>
<b>Chapter 1.....</b>	<b>1</b>
<b>Introduction .....</b>	<b>1</b>
1.1 Objective of the Project .....	1
1.2 Literature Review:.....	1
1.3 Methodology: .....	2
<b>Chapter 2.....</b>	<b>3</b>
<b>Company Overview .....</b>	<b>3</b>
<b>Chapter 3.....</b>	<b>4</b>
<b>E-learning as T&amp;D Strategy of Pixella Studio: .....</b>	<b>4</b>
<b>Chapter 4.....</b>	<b>9</b>
<b>Effectiveness of E-learning as T&amp;D activity of Pixella Studio .....</b>	<b>9</b>
4.1 Measurement Techniques: .....	9
4.2 Survey Results and Analysis.....	10
<b>Chapter 5.....</b>	<b>15</b>
<b>Recommendations.....</b>	<b>15</b>
<b>Chapter 6.....</b>	<b>16</b>
<b>Conclusion.....</b>	<b>16</b>

<b>References .....</b>	<b>17</b>
<b>Appendix .....</b>	<b>18</b>
<b>Survey Questions: .....</b>	<b>18</b>

# **Chapter 1**

## **Introduction**

The working process of organizations has been transforming its shape with the ascendancy of technology in deferent stages. This made sense more, when the overwhelming effect of Covid-19 affected the profitable and non-profit organization all across the globe. Training and development being an inseparable part of the organizational structure, was affected by the swamping effect of Covid-19.

In this report we will be discussing how the implementation of E-learning in Work-from-home system reshaped the training and development activities of Pixella Studio and the discoveries the HR team has made implementing different creative strategies that helped them to carry out the T&D activities successfully.

### **1.1 Objective of the Project**

The main purpose of this project is to explore the importance of E-learning in corporate arena as Training and Development strategy. I chose this topic mainly because there has been a radical shift in the work system of many organization including Pixella Studio. Thus an urgency of adopting E-learning as an effective and efficient training method has been felt. As this kind of educational method is comparatively new in Animation industry of Bangladesh, I felt that I would benefit myself and others by exposing the challenges and effectiveness of the strategies implemented to tackle them in an organized manner.

### **1.2 Literature Review:**

According to Grensing-Prophal L. (2020), the devastating effect of Covid-19 has compelled three-quarters of 50 states in US to implement stay-at-home regulation, which implies on nearly 300 million Americans, until early April, 2020. This has caused the businesses and other organizations to either shutdown their operations or adapt a Work-from-home system. Similarly, many organizations based in South Asian countries have been facing the same challenges, as a lot of them deal with global clients and follow similar organizations structure.

HR departments of different organizations needs to educate themselves about remote training strategies, in order to carry out the necessary training activities during any crisis situation.



Orientation of technological elements and learning how to implement them appropriately in developing effective training programs has no alternative in this virtually dependent business world.

### **1.3 Methodology:**

In the making of this report, both market specific and organization specific data had to be gathered. I had to interview several of the officials of Pixalla Studio. Multiple broad sessions with my supervisor were a great source of some in-depth data relevant to my topic. For secondary research, I had to surf the internet in search of relevant publications. Although, adequate publication could not be found that are directly relevant to my topic, I have found some industry specific data that really helped me to complete this report. I also consulted with numerous seniors from BRAC University who has experience formulating reports as such. It is needless to mention that the courses I have taken throughout my time in BRAC University, had a great contribution in shaping this report.

#### **Primary Research:**

Several interview with the experts within the company helped to get authentic information regarding newly implemented e-learning based training activities. A survey conducted among all the employees of Pixella Studio brought out information regarding how the employees feel about the program.

#### **Secondary Research:**

For secondary research I surfed the internet and found several works on e-learning and how different organizations throughout the world is using remote training in order to keep the performance of the employees up to the mark.

## **Chapter 2**

### **Company Overview**

Pixella Studio is an animation studio that offers high quality animation works to its clients. The company was founded in 2018 and ever since it has been delivering animations to individual clients, agencies, local businesses and multinational organizations.

Located in Gulshan, Dhaka, the studio is home to a bunch of talented individuals who specializes in different sectors of animation. Animated TV commercials, animated online video commercials and animated short film. The rapidly uprising demand for animated content and the talented group the company possesses are the two indicator of the potential to reign in the marketing arena in near future.

Pixella Studio has already built a very rich portfolio by outsourcing numerous noteworthy works for many companies within the border and across. To name some of their clients, we have to mention Mobil, Robi, ACI Motors, 7up, PRAN, Nescafe, Square Pharmaceuticals Ltd., Radio Foorti and City Bank.

## **Chapter 3**

### **E-learning as T&D Strategy of Pixella Studio:**

E-learning is the practice of using information and communication technology to create learning experience that can be formulated, organized and created with ample freedom without any boundaries (Horton, 2006). Over the years after the widespread usage of Internet has overwhelmingly invaded the communication system, many educational institutions have oriented remote learning as an effective tool for providing education in an efficient way. Soon after the generation that left the educational institutions and entered into professional world, they were likely to adopt this powerful tool to educate themselves about professional knowledge and skills.

Pixella Studio, a 21<sup>st</sup> century Animation Studio, founded by a bunch of talented and young individuals have always been a tech-oriented company. Almost all the communications of the organizations are done virtually with the help of internet. Although the training and development activities have always been held in physical space in the office. As a result, the Covid-19 situation has directly affected the training and development activities of Pixella Studio.

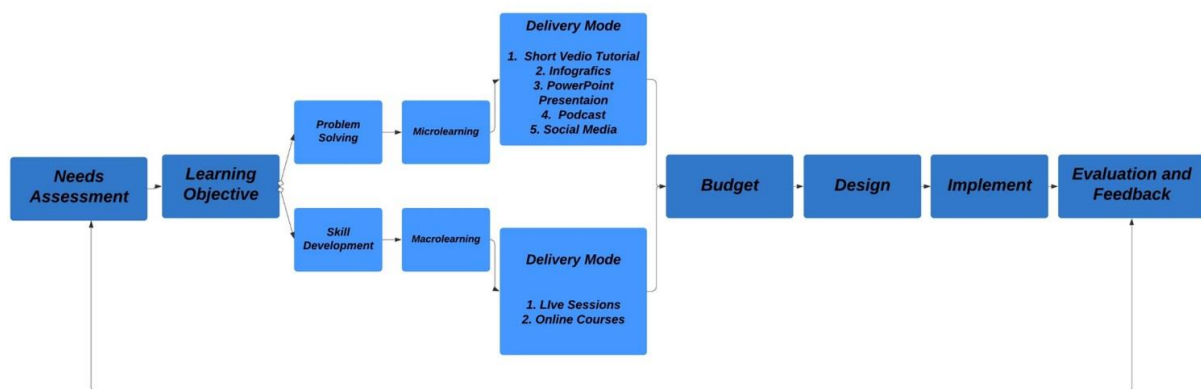
Considering all aspects of the situation the Human Resource Management team of Pixella Studio has come to a conclusion that, “E-learning” is the most effective training strategy that can be fully implemented in a Work-from-Home system.

Skill development and problem solving training requires focused training, which are of different in nature. Keeping this in mind the E-learning based training cycle includes Micro-learning and Macro-learning approach. While macro-learning has a holistic approach which is generally implemented for skill development, micro-learning is for detailed and problem-specific learning. We will elaborate and discuss different steps of E-learning bases Training Cycle in this chapter.

## The Training Cycle:

### Needs Assessment:

In Pixella studio there are two types of training based on their nature. One is general, which focuses on the organizations value chain, organizational culture are etc. and the other type is project-specific which is always of technical in nature. The HR needs to first identify the need of the training in order to take initiative to arrange the training activity.



Training and Development Process of Pixella Studio in a Work-from-Home System

Figure 1: Training Cycle of Pixella Studio for Work-from-home System

### Learning Objective:

As the organization is currently operating on a Work-from-home system and chosen e-learning as its only tool for training and development strategy, the learning objective is first categorized into two sections. The first is “Problem Solving”, which only focuses on technical problems. As reaching up to an in-house expert at any time is difficult in a work-from-home system, the employees often rely on micro-contents created by either in-house experts or the ones available on the internet. For instance, an animation work requires to be worked on multiple software, and the employee that is working on the project is stuck during his work. A set of tutorial videos based on the specific software can be helpful in this situation. On the other hand while arranging a skill based training Pixella Studio has to focus on Macro-learning approach which emphasizes on overall skill development on a specific topic.

### **Micro-learning:**

Micro-learning in e-learning refers to short-length digital contents. These contents can be of different format based on the type of problem they focus on. Here are some of the effective tools that Pixella Studio is using to aid the employees:

Content Type	Source	Span
1. Short Video Tutorials	<ul style="list-style-type: none"><li>• Made by office experts</li><li>• YouTube</li><li>• Websites</li></ul>	2-10 Minutes
2. Info-graphic	<ul style="list-style-type: none"><li>• Google</li><li>• Websites</li></ul>	1 Page
3. Power-point Presentation	<ul style="list-style-type: none"><li>• Made by office experts</li><li>• Websites: SlideShare</li></ul>	5-10 Slides
4. Podcast	<ul style="list-style-type: none"><li>• YouTube</li><li>• Websites</li></ul>	2-10 Minutes

### **Macro-learning:**

Macro-learning refers to the method where learning program is chosen or developed focusing on developing a particular skill as a whole. The name itself expresses that the approach is of holistic in nature. In case of Pixella Studio the usual method of skill development is to design and implement a physical training session that will provide guidance regarding different aspects of a chosen skill. However, for the work-from-home system, the HR team had to select remote training strategies that best fit the nature and structure of the organization. Therefore two main activities were chosen, Live-streamed training sessions and online courses.

#### **Live-streamed Online Sessions:**

As any tech-based organization, Pixella Studio went to look for tech-oriented solutions for a rising problem. Live sessions conducted by in-house experts and leading experts in the animation industry through mobile and desktop app has proven to be the best alternative to physical training sessions. This allowed the employees of Pixella Studio to experience almost the same training sessions that takes place in the office meeting rooms.

### Online Courses:

For free and paid online courses Pixella Studio has recommended some of the best websites there is, to the employees. Although online courses lack real-time guidance, they can be effective in many ways. Online courses has made getting in touch with the works and knowledge of leading experts in animation sectors from all over the world much more easier than before.

### **Budget:**

In this stage of the training cycle the HR team has to make sure that the training methods are financially effective and efficient. As shifting to a work-from-home system has radically changed the overall HR activity, it was a challenge for them to come up with a feasible solution to budgeting for a completely new way of training and development. However, categorizing the training into micro and macro learning has made the task easier.

### **Design:**

In the designing stage for a e-learning based training program, the HR team had to decide on how much of the macro and micro-learning content is going to be needed for the project in hand.

### **Implement:**

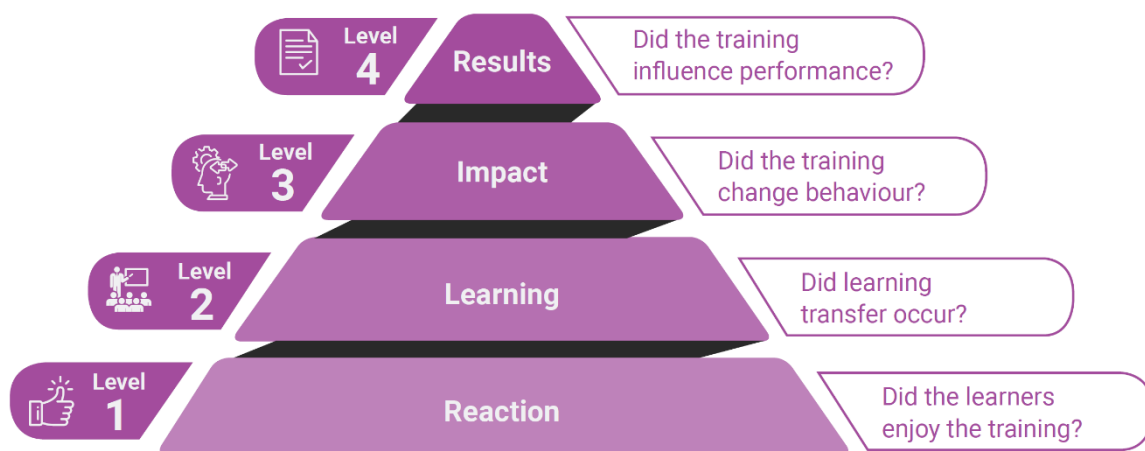
This stage is the most crucial one and the most difficult to formulate, especially in a work-from-home system. As employees are working from their own residence, the management had to provide them more flexibility in terms of their work schedule. This increased the complexity to schedule for live training sessions.

HR team had to make sure that both the conductor and the trainees feel comfortable with the Live Sessions, as this type of training is new to them. This required extra effort from the HR team in terms of making instruction manual for the parties prior to the training session.

## Evaluation and Feedback:

The last stage of the training cycle is evaluation and feedback. In this stage the Human Resource Management attempts to understand the effectiveness of the training activities and two-ways feedback.

The HR team of Pixella Studio implemented a method which is very closely relevant to “Kirkpatrick’s Four Level Evaluation Model”. Firstly, a survey was done to get feedback from the trainees about a live training session they attended. Secondly, a series of short quizzes were made for the trainees.



*Figure 2: Kirkpatrick's Four Level Evaluation Model*

Thirdly, the HR had to remotely observe the influence of the training on employees’ work and behavior. Lastly, individual project based KPI is observed in order to evaluate the performance level.

## **Chapter 4**

### **Effectiveness of E-learning as T&D activity of Pixella Studio**

#### **4.1 Measurement Techniques:**

After the training program ends, the next crucial step is to measure the effectiveness of the program. As remote training program is a new method that Pixella Studio is implementing, the measurement strategy of effectiveness of the training has to be altered. There are two major strategies that had been chosen by the HR team, which is different than their usual policy. These methods are mentioned here:

##### **Measuring KPI:**

Key performance indicators are set before every project gets started. However, the KPI is adjusted according to the training that had been given to the employees. Measuring the KPIs before and after the training gives a clear idea of the influence of the program on employees' performance and behavior.

##### **Self-Assessment:**

This is another way of Pixella Studio to measure the effectiveness of a training program. A survey about a training program is conducted among the participants. The trainees express their observation on the program and evaluate themselves in terms of the influence of the training on their work.

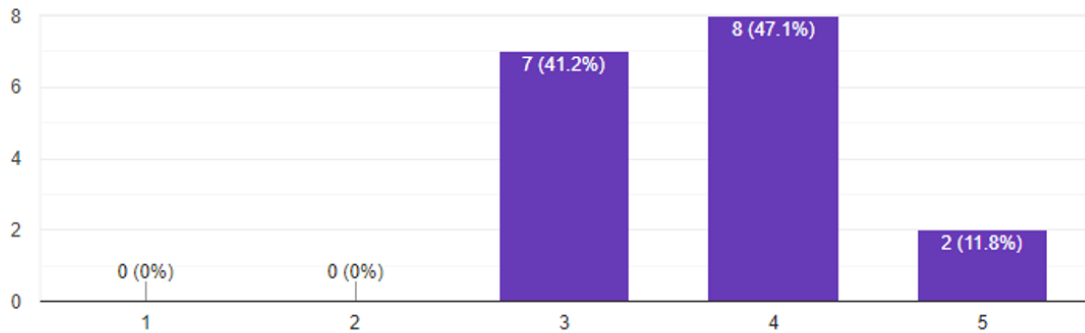
A survey has been conducted by me for the purpose of understanding the employees' attitude and opinion about the newly adopted e-learning based training program of Pixella Studio. Result of the survey will be discussed in the late chapter.



## 4.2 Survey Results and Analysis

Rate the quality of Internet based training strategies of Pixella Studio. (From 1 to 5)

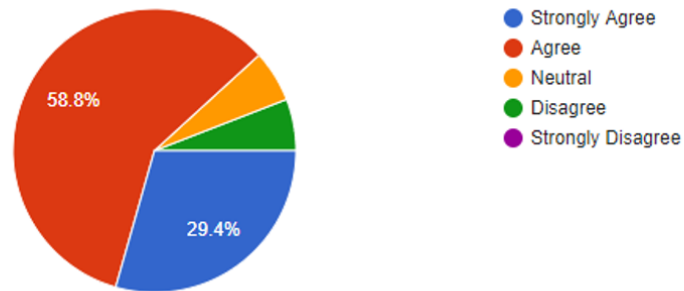
17 responses



We observe that, employees are somewhat satisfied with the newly adopted method of training. As the trend is tilted towards positive end, it indicates that the employees are slowly but surely accepting this remote training strategy.

E-learning is better than Traditional Training sessions.

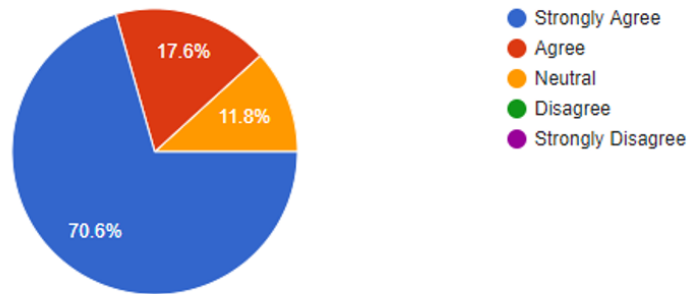
17 responses



Employees of Pixella Studio are finding e-learning better than traditional training sessions. As a matter of fact, we can see that a staggering 58.8% of agrees and 29.4% strongly agrees with this statement.

Blend of E-learning and traditional training strategies are better than just one of them alone.

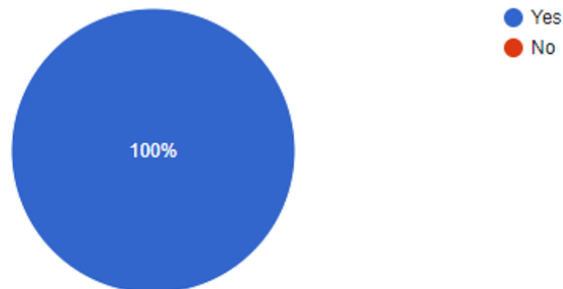
17 responses



Even though participants of the survey, who are also employees of Pixella Studio, think that e-learning is better than physical space based training, we can see that 70.6% strongly agrees that mixer of both type of training activities can be much more effective than one of them alone.

Should Pixella Studio improve the overall quality of its e-learning strategies.

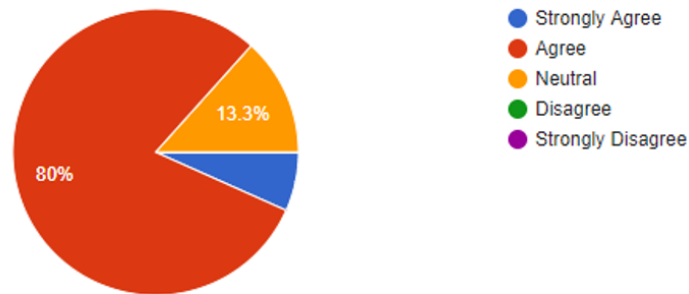
17 responses



E-learning as training strategy is absolutely new for Pixella Studio and the management is still struggling to formulate an established format of training strategy. As a result there are a lot of shortcomings in the process. It is not a surprise that all the participant think that the management has a long way to go in establishing an appropriate e-learning strategy in order to implement effective and efficient remote training programs.

E-learning has increased the level of my performance in my office tasks.

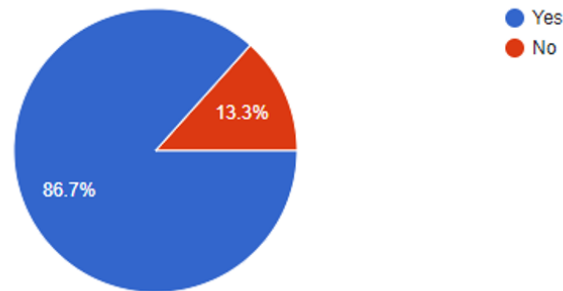
15 responses



E-learning strategies has been proven to be beneficial for the employees overall development in terms of performance. From the survey we found that majority of the employees agreed that the contents provided by the management were insightful and relevant to the work. A staggering 80% of the participants think that these contents helped them enhance their performance to a degree.

Are you satisfied with the span of each learning content?

15 responses

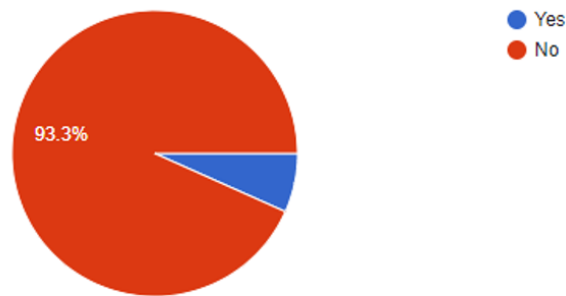


As we know micro e-learning contents are universally of very short in length. The two main reasons for that are each contents is very much focused on a single problem, and they aim to hold the attention span of the trainees. The short tutorials, info-graphics and presentation slides provided by Pixella Studio management are similar to most other digital learning content available on the internet.

For the Live Training Sessions, the HR team divided the sessions into smaller chunks so that the trainees can learn the content effectively.

Is there adequate learning content relevant to your work available in the internet?

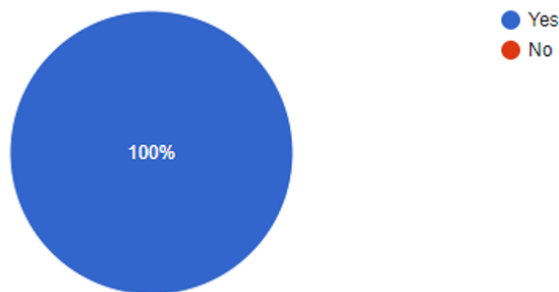
15 responses



One of the main challenges that the management faced while implementing e-learning as the core training method is lack of content on the internet that are directly relevant to the projects in hand. The free courses available to use were not well-equipped. So, the management had to look for paid ones. Even though the paid courses are conducted by world-class animator, the employees often faced difficulty using the same method in their work.

Did you feel difficulty with E-learning as your training activity?

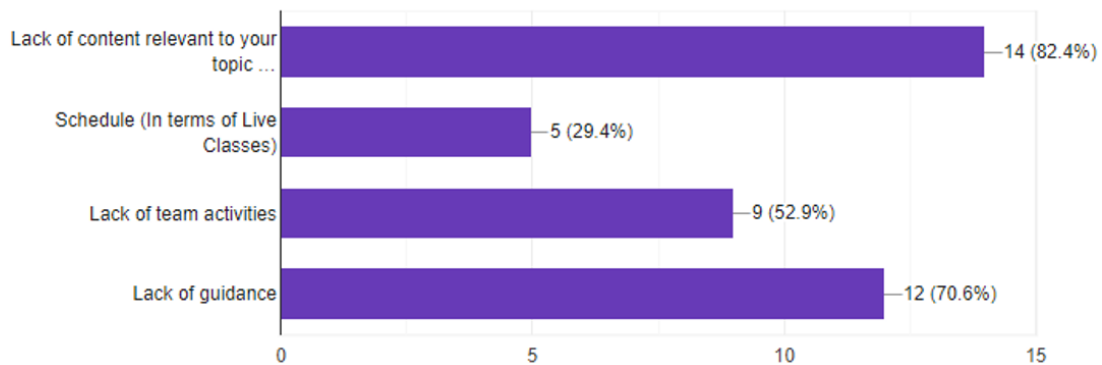
16 responses



One of the major findings of this survey was whether the employees facing troubles with e-learning as their training method. All the participants who are also employees of Pixella Studio expressed that they faced trouble during the training program by one way or another.

If yes then what kind of difficulty did you face?

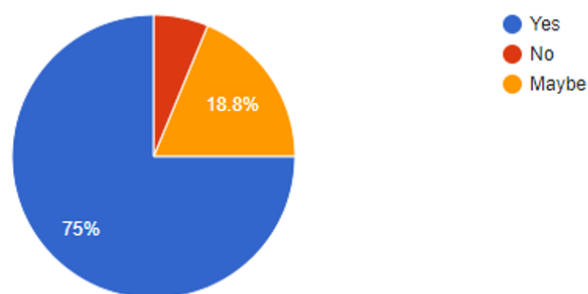
17 responses



Lack of relevant content and lack of proper guidance during the training period were two most common obstacles that the trainees had to face. 82.4% of the trainees could not find directly relevant learning content on the internet. According to the management, the major reason behind this issue is that each animation projects that Pixella Studio is currently working on is of unique in nature and demands multiple software to be worked with.

Do you prefer to choose E-learning activities as your future training method?

16 responses



Despite having to deal with a lot of challenges, during the work-from-home period both the management and the employees realized the utility of E-learning. So, it is not a surprise that 75% of the participant employees prefer E-learning activities as their future training method. Although, 18.8% participants are unsure of accepting the newly adopted strategy.

## **Chapter 5**

### **Recommendations**

Based on the knowledge gathered from personal discussions with my supervisor and peers in Pixella Studio, I have come up with several recommendations regarding implementation and ensuring effectiveness of E-learning within the organization.

Primarily, the main concern of the HR team is to ensure the availability of micro-learning contents that are directly relevant to the project they are working on. This can be done by creating a team that will generate learning contents and make a knowledge hub. This will allow the employees to have a go-to place for any kind of suggestion or direction regarding a problem.

Secondly, as the survey shows that lack of guidance during remote training sessions is one of the major issue at present, the management has to be extra careful in resolving it. Virtual business communication platforms, such as Slack, Hubspot, and Skype for Business etc. can come very much handy to ensure the flow of communication among the employees. This will also allow the managers to supervise the learning activities and understand the difficulties faced by the trainees.

Lastly, lack of team activities and scheduling problems also need attention. Interactive follow-up virtual meetings can be useful to tackle these two issues. In the follow-up sessions, the employees that have missed the whole training session or a part of it can discuss and learn from their peers. Discussions during the meeting can solve a lot of issues raised during the training period.

## **Chapter 6**

### **Conclusion**

Pixella Studio has been producing industry standard animations works from the beginning of its journey in 2018. Despite being a new member of the industry, the experienced animators and management team have been satisfying their industry leading clients. As the management is always ready with contingency plans for crisis situations, the sudden shift of working system from office-based to work-from-home was initially tackled with minimum hustle. It was a great opportunity and an amazing learning experience to be able to work with such an efficient team. The steps of crisis management and formulating new T&D strategies have been very insightful for me. Moreover, I had the opportunity to research on e-learning which is an emerging way of education both in institutions and business organizations. My experience during this three months of internship will help me throughout my professional life.

## References

1. Nathan, A., & Nathan, A. (2016). 7 Key Steps for Better Training and Development Programs. Retrieved from <https://www.shrm.org/resourcesandtools/hr-topics/organizational-and-employee-development/pages/key-steps-for-better-training-development-programs.aspx>
2. Mohammed Saad, A., & Binti Mat, N. (2015). EVALUATION OF EFFECTIVENESS OF TRAINING AND DEVELOPMENT: The Kirkpatrick Model. Retrieved from <http://ajbms.org/articlepdf/2ajbms20132112743.pdf>
3. Horton, W. (2006). E-Learning by Design. San Francisco, CA: Pfeiffer
4. Howlett, E. (2020). How can HR remotely manage... learning and development?. Retrieved from <https://www.peoplemanagement.co.uk/experts/advice/how-can-remotely-manage-learning-and-development>



## **Appendix**

### **Survey Questions:**

Survey questions related to Implementation and Effectiveness of E-learning as Training & Development Strategy in Pixella Studio:

1. Rate the quality of Internet based training strategies of Pixella Studio. (From 1 to 5)
2. E-learning is better than Traditional Training sessions. Do you agree?
3. Blend of E-learning and traditional training strategies are better than just one of them alone. Do you agree?
4. Should Pixella Studio improve the overall quality of its e-learning strategies?
5. E-learning has increased the level of my performance in my office tasks. Do you agree?
6. Are you satisfied with the span of each learning content?
7. Is there adequate learning content relevant to your work available in the internet?
8. Did you feel difficulty with E-learning as your training activity?
9. If yes then what kind of difficulty did you face?
10. Do you prefer to choose E-learning activities as your future training method?