

Report On

“Employee Training and Development:
A Study of HR Practices at The Daily Star.”

By

Tasnim Hussain Jerin

22104164

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

2026

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Declaration

It is hereby declared that

1. The internship report presented is my/our personal original work as a student pursuing degree at BRAC University.
2. No material has been included in the report that has been published or written by a third party unless this is duly referenced through full and proper references.
3. No content of the report has been accepted by any other degree or diploma at any university or other institution.
4. I/We have recognized all the major sources of assistance.

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Letter of Transmittal

May 04, 2026

M. Nazmul Islam Ph.D.

Associate Professor,

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Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

I am pleased to tell you that I have written the report on "**Employee Training and Development: A Study of HR Practices at The Daily Star**". After successfully completing my internship at The Daily Star where I was offered to work in the Group HR department under the honorable HR Director. I have tried my level best to complete the report with the critical data and suggestion proposal within the due time in a tight and broad way that is possible. I am confident that the report will comply with the requirements. Thus, I pray and hope that you will receive the report as well and comply accordingly.

Sincerely,

Tasnim Hussain Jerin

22104164

BRAC Business School

BRAC University

Date: May 04, 2026

Non-Disclosure Agreement

The parties that make this agreement and enter into it are and between The Daily Star and the undersigned student of BRAC University.

Tasnim Hussain Jerin

ID: 22104164

Acknowledgement

I would like to acknowledge my heartfelt gratitude to those who helped to prepare and complete this internship report successfully and on time. I would like to appreciate my supervisor, **M. Nazmul Islam Ph.D.**, Associate Professor, BRAC Business School, BRAC University, and co-supervisor, **M. A Taher Ph.D.**, Professor, BRAC Business School, BRAC University for offering guidance, supervising and constructive advice in the preparation of the report. This report has been prepared on “**Employee training and development: a study of HR practices**” at the Daily Star. I would like to thank Fahad Hossain, Former Senior Executive, Human Resources of The Daily Star, and his team members who have given the required guidance, cooperation, and opportunity to the attainment of practical working experience in the organization during the three-month internship period. Finally, I would also like to thank my fellow inmates sincerely, as they have provided me with the help and helpful tips on how to complete the report.

Executive Summary

This internship report reflects my three-month experience as an intern in the HR department of The Daily Star. Although the business officially began on January 14, 1991, when Bangladesh finally became democratic, the co-founders, Syed Mohammad Ali and Mahfuz Anam, with the assistance of other major businesspeople of Bangladesh, established new precedents in independent journalism and freedom of the press.

The purpose of the report is to look at the present employee training and development in The Daily Star, constantly address areas of concern, and make suggestions according to the scholarly findings. The report will be made on the basis of primary and secondary data. Such primary data relies upon my observation and personal experience throughout the internship period at the company and the discussions that I had with my supervisor and training coordinator. The other data will be collected by use of secondary sources that will comprise the company website, the annual reports, newspaper articles, and articles in academic journals on the HR practices in the media industry of Bangladesh.

According to the report findings, the current employee training and development process is innovative and involves such training platforms as an online learning system developed in-house, but it is quite ad-hoc due to the lack of resources to conduct a comprehensive needs assessment and the high-speed nature of the news environment. The results have been exploited to present requisite recommendations on how the practices of the workers should be enhanced.

Keywords: Employee Training; Development; HR Practices; Needs Assessment; Upskilling.

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Chapter: 1

Overview of Internship

1.1 Information of the Intern

Name	Tasnim Hussain Jerin
Student ID	22104164
Program	Bachelor of Business Administration
Major	Human Resources Management & Marketing

1.2 Internship Information

Duration	3 months (23 September - 31 December 2025)
Company Name	The Daily Star
Department	HR & Admin
Address	64-65, Kazi Nazrul Islam Avenue, Dhaka-1215

1.3 Internship Company Supervisor's Information Name & Position

Name	Fahad Hossain
Designation	Senior executive, Human Resources

Job Scope- Job description / Duties/responsibility.

As an HR Intern at The Daily Star, my primary responsibility was to provide functional as well as operational support to the HR Manager, Training and Development Coordinator, and other members of the HR team in performing day-to-day HR functions with special emphasis on employee skill development programs. The primary tasks and responsibilities that I fulfilled during my three months of internship are as follows:

1. Assisted in the planning, organization, as well as carry out internal training, workshops, and orientation of new and existing employees through the assistance of the HR and Training and Development team.
2. Helped in the administration and logistics of the training sessions, such as venue, preparation of training material, monitoring of attendance, and issuance of certificates.
3. Helped to maintain and refresh the training records of the employees within the HRIS.
4. Divided the tasks with third parties and resource individuals whenever external training was to be held.
5. Assisted in Training Needs Assessment (TNA) in the dispensing of survey forms, compilation of responses, and drafting of summary reports.
6. Provided operational assistance in the onboarding and induction training programs for new employees.
7. Publicized training announcements and reminders on the internal communication channels through emails and the notice boards.
8. Invigilated candidates during the process of taking tests involving written tests, English proficiency tests, and skills assessment tests to be used during the recruitment process, as well as internal promotions.
9. Organized interviews, examinations, and training of the shortlisted people called upon, and made confirmations.
10. Planned logistics in examinations, such as preparing question papers, the collection of answer scripts, and result consolidation under supervision.
11. To hire the right candidates to occupy vacant positions, filtered CVs/resumes and application forms are used.
12. Preparation of readymade offer letters, rejection emails, and other general HR letters.

13. Employee training attendance records and employee evaluation records (both in hard copy and electronic copy), as well as accessed and current employee personal files.
 14. PowerPoint, Ready Word, and Excel documents, presentations, and reports on training programs and HR activities.
 15. Assisted in organizing departmental meetings, note meetings, and checked on action points.
 16. Performed filing and paperwork of training-related documents and new employee records.
- These positions provided me with hands-on experience in the complete process and also supported basic HR operation processes at The Daily Star.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I have successfully gone through my three-month internship at The Daily Star in the Human Resources Department, with the majority of my tasks being focused on training and development of employees. Planning and organization of the internal training programs, workshops, and induction was also of interest to me during this period. My activities were Training Needs Assessment, training material preparation, logistics organization, supporting the operations at the Keeron online learning platform, and facilitating the process of the session. My other key roles entailed making schedules, conducting orientation sessions, and receiving feedback after the training and the onboarding of approximately 30 new employees.

I was also able to facilitate the correct performance and development tracking by keeping training databases and updating both employee learning records in the HRIS and Keeron system. I was also involved in an in-house assessment where I invigilated exams, compiled results, and prepared reports regarding future courses of development. Overall, my contributions allowed reducing the workload of the team by several factors, and making the training programs successfully and timely implemented, which was appreciated and accepted by the Head of HR & Admin.

1.4 Benefits of the Internship Program

The three months of internship experience with The Daily Star gave me a practical understanding of how HR functions in real-life situations, particularly in the domain of training and development of employees. This real-life experience has helped me gain several professional and personal competencies, which will prove invaluable in my future career. The primary gains that I obtained are:

1. **Improved Organizational and Multitasking Skills:** The newsroom being a fast-paced environment meant that I was often required to cope with combinations of training-related and HR operation tasks at the same time, workshop organization, updating the HRIS, material preparation, and feedback follow-ups - all of which were to be finished within tight deadlines. This enabled me to get to know how to prioritize and manage time and be productive when stressed.
2. **Better Communication and Presentation Skills:** I had an opportunity to interact on both levels often with staff, both with new reporters and senior editors, when it came to the process of their induction and training feedback collection. The introduction of short orientation talks and follow-up discussions on a one-on-one basis played a very important role in boosting my confidence in oral and written communication.
3. **Increased Insight into Learning Principles:** Closely working with the Training and Development Coordinator has assisted me in gaining a better insight into how training needs are identified, the development of training programs, and the success of the training programs under study in a real organization. The gap between theory and practice was narrowed by the application of the theory of such concepts as the model of Kirkpatrick and ADDIE into real-life situations.
4. **Enhanced Interpersonal and Coordination Skills:** To arrange the internal and external training, it was required to coordinate all the time with the heads of the departments, trainers, IT support, and personnel. It is through such interactions that I was able to build rapport within the organization, and I was able to build a professional network with one of the most successful media houses in Bangladesh.

5. **Greater Confidence and Professional Maturity:** I had also started with limited practical experience, but as I continued to do larger assignments, I have come to own them, such as organizing the entire logistics of a two-day digital journalism workshop and employing 40+ employees. The positive feedback and appreciation of the members and the HR team helped to enhance my self-confidence and sense of professional competence.

1.5 Difficulties Faced During the Internship

Despite the fact it was a highly rewarding experience, I had to undergo several obstacles, which tested my flexibility:

1. **Managing Multitasking:** One of the weeks, I was recruiting new hires to the company, organized an external seminar, kept training records, and assisted with recruitment evaluation. These similar responsibilities meant that it was difficult to manage them initially without compromising quality.
2. **Small Training Administration Resources:** With a small HR department, the majority of the processes took too long and were paper-based, which, at some point, slowed down feedback collection and reporting.
3. **Close Deadlines in 24/7 News:** There are cases when training procedures were colliding with breaking news cases, and either they had to push to the next day or move. The process of learning how to be flexible was not easy without necessarily creating a significant amount of disturbance to the learning activities.
4. **Online Learning Resistance:** The online format was more comfortable to some of the older employees. This required additional patience and effective persuasion to make them complete some compulsory e-learning courses or to provide timely feedback.

Nevertheless, these challenges too became learning processes that saw me develop professionally and personally during the internship period.

1.6 Future Internship Programs Recommendations

With my learning and fulfilling experience with The Daily Star as an HR intern, I would like to make the following constructive recommendations as to how to better the internship program can be improved for the would-be interns, especially those who will be interested in skill development activities:

1. Establish a mid-internship feedback mechanism (between the intern and the organization and vice versa) that can facilitate minor role, workload, or support changes to be executed in the first half, and the second half would be easier.
2. Allocate a small budget or allowance to externalize them to attend one external training workshop or seminar that is relevant to HR and training and development. It would also provide them with exposure that would add value and practical learning to the organization.
3. Introduce a small project unit, during which the intern creates and applies at least one training whole unit (need assessment to post-training evaluation) of a chosen department. This culminating project will give the interns the feeling of ownership and a good piece of portfolio that they can use in their future careers.

These recommendations are likely to render the internship competent, skill-based, and disciplined to the dynamic training needs of a leading media house like The Daily Star, in addition to empowering the prospective interns to enjoy maximum professional development in the employee skill development field.

Chapter 2

Organization Overview

2.1 Introduction

The chapter provides an in-depth account of The Daily Star, the biggest English-language daily newspaper in Bangladesh, its vision, mission, management practice, leadership style, recruitment and selection process, compensation system, training and development program, performance evaluation system, marketing and financial practice, along with the management information system. It also contains an overview of the media business and the significant competitors, followed by the suggestions of the analysis.

2.2 Overview of the Company

In the transition between the military regime and parliamentary democracy in Bangladesh, the Daily Star was founded on January 14, 1991, using the name of Syed Mohammad Ali and the initial editorial board of Mahfuz Anam and on the financial backing of the then popular businessmen in Bangladesh, including Azimur Rahman, A.S Mahmud, Latifur Rahman, A. Rouf Chowdhury and Shamsur Rahman among others (The Daily Star, 2025). This was a political reform that was so long overdue that only independent, credible English-language journalism, which The Daily Star used by positioning itself as a voice of free expression, social responsibility and responsible journalism. The newspaper has expanded from being a print media organization to a multi-platform media organization that comprises digital news portals, mobile applications, social media networks, podcasts, video content, and branded events. With approximately 500 workers in editorial, production, circulation, HR, financial, sales, and marketing departments, the head office is in Dhaka and has distribution channels throughout the country (SignalHire,2024). Its financial capacity within an extremely saturated media industry, by way of annual turnover of over Tk 500 crore by way of advertisement, subscription earnings, among other diversified designs of monetizing digital content, demonstrates its financial ability (LinkedIn, 2025).

The COVID-19 pandemic had an immense impact on the functioning and financial performance of The Daily Star, including disruption of logistics in printing, a sharp decline in print advertisements, and a sharp rise in the usage of digital news that has surpassed the available technological capabilities. However, the company also responded promptly to the crisis by upgrading its digital subsystem, strengthening an online reporting system, and launching social-impact campaigns, such as the Mission Save Bangladesh that worked together with brands to raise a substantial amount of funds to support low-income/informal-sector workers who were also affected by the crisis (WAN-IFRA, 2020; The Business Standard, 2020). The newspaper will continue to report politics, economy, business, culture, and social matters with credibility and without bias, and advocate journalistic ethics and youth engagement by awarding prizes, fellowships, and educational partnerships under the long-serving leadership of the Editor Mahfuz Anam (The Daily Star, 2024). As per the international tendencies in sustainability, the strategic vision of the organization is the 30 per cent utilization of the renewable energy sources, and renewable energy is: solar systems, reduction of carbon emissions and paper waste with the help of environmentally friendly printing materials, and an information-first newsroom culture (The Daily Star, 2025). These kinds of synergies will not only enable The Daily Star as one of the most popular press houses, but as a progressive and forward-looking organization that would enable them to create responsible journalism and sustainable development in Bangladesh.

2.2.1 Vision of The Daily Star

The Daily Star's vision is to be a leading multi-platform news company to serve Bangladesh and other regions of the world, which will see growth and sustainability by the use of innovative ideas, journalism, and strict adherence to independent news media. In this wish, it is centered on equipping the future generations with facts that are not false, freedom of the press and its adaptation to digital innovations, and promotion of national interests at the national and international stages (The Daily Star, 2024). The organization has adopted a multidisciplinary workforce of highly qualified journalists, editors, and support professionals who collaborate in the attainment of the organization's objectives of reporting and impacting society.

2.2.2 Mission of The Daily Star

The basic aspects of the mission of The Daily Star can be traced all the way to the basic premise that educated citizens are the pillars of democracy. The group is aimed at increasing the awareness of individuals about the power of democracy and keeping the power in check through objective and fearless journalism. This is practiced in the shape of objective reporting and journalism integrity that is not only on daily news but also in inquiries, investigative reporting, feature stories, human-interest reporting, multimedia features, and commentary that involves dialogue and action between people (The Daily Star,2024). Being a tool of rewarding excellence within the educational, business, sustainability, and female empowerment spheres, The Daily Star attempts to set the standards of societal progress, promote transparency, and raise consciousness of justice, equality, human rights, and the rule of law.

2.2.3 Organizational Structure and Major Departments

The Daily Star separates its publications into two big categories: **Main Sections and Supplements.**

The principal Sections are the core journalistic newspaper production. They include News, Opinion and Editorial, which covers timely news and commentary of both the country and the world, the Star Business and Star Sports, which cover the economic trends of the country and the sporting news stories, and the Arts and Entertainment, which covers the events of the country as well as the city, reviews, and features.

In addition to such powerful sections, The Daily Star also releases a set of Supplements that may meet all kinds of interests of readers. They are **The Star Forum**, which is concerned with the challenging socio-political conversation; Lifestyle, the trends, fashion, health, and daily living; **Star Literature** with creative writing and literary works; Law and our rights, as well as publications regarding the youth like Shout and Star Insight. **Science and Life** is a magazine that

provides easy-to-read and understandable articles on the developments and innovations in the field of science.

These sections combined help The Daily Star to deliver a comprehensive and reader-friendly blend of the news, analysis, and feature work.

Table 1: Structural Breakdown of Editorial Sections and Supplements

Main Sections	Supplements
1. News, Opinion, and Editorial	1. The Star Forum
2. Star Business, Star Sports	2. Lifestyle
3. Arts and Entertainment	3. Star Literature
4. National and Metropolitan	4. Law & Our Rights
	5. Shout, Star Insight
	6. Science and Life.

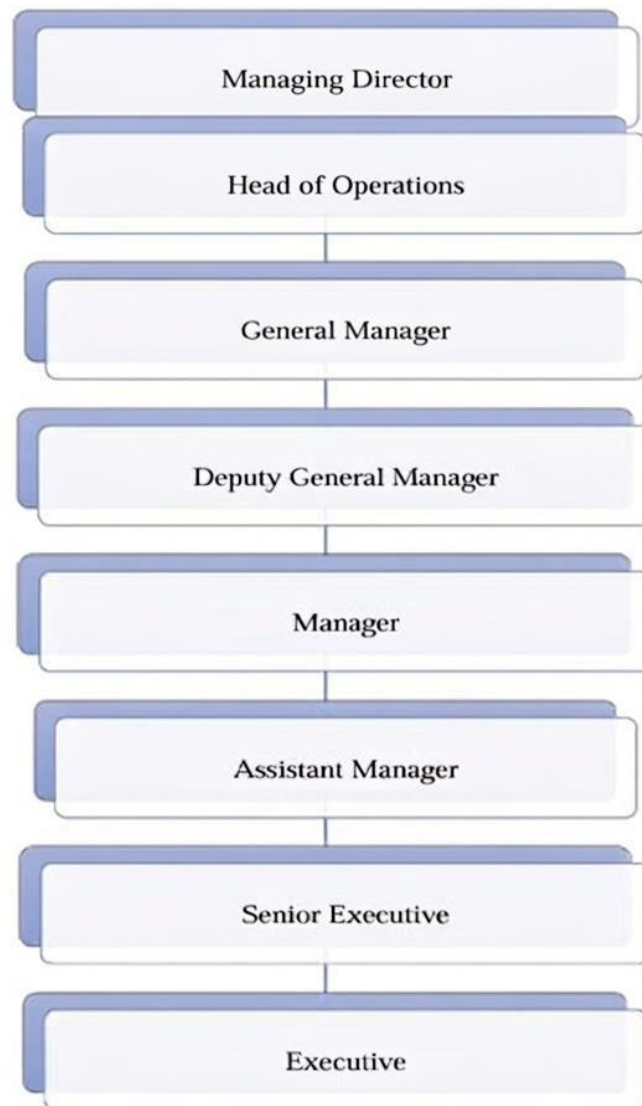


Figure 1 Hierarchy of the organization (Based on Business Operation)

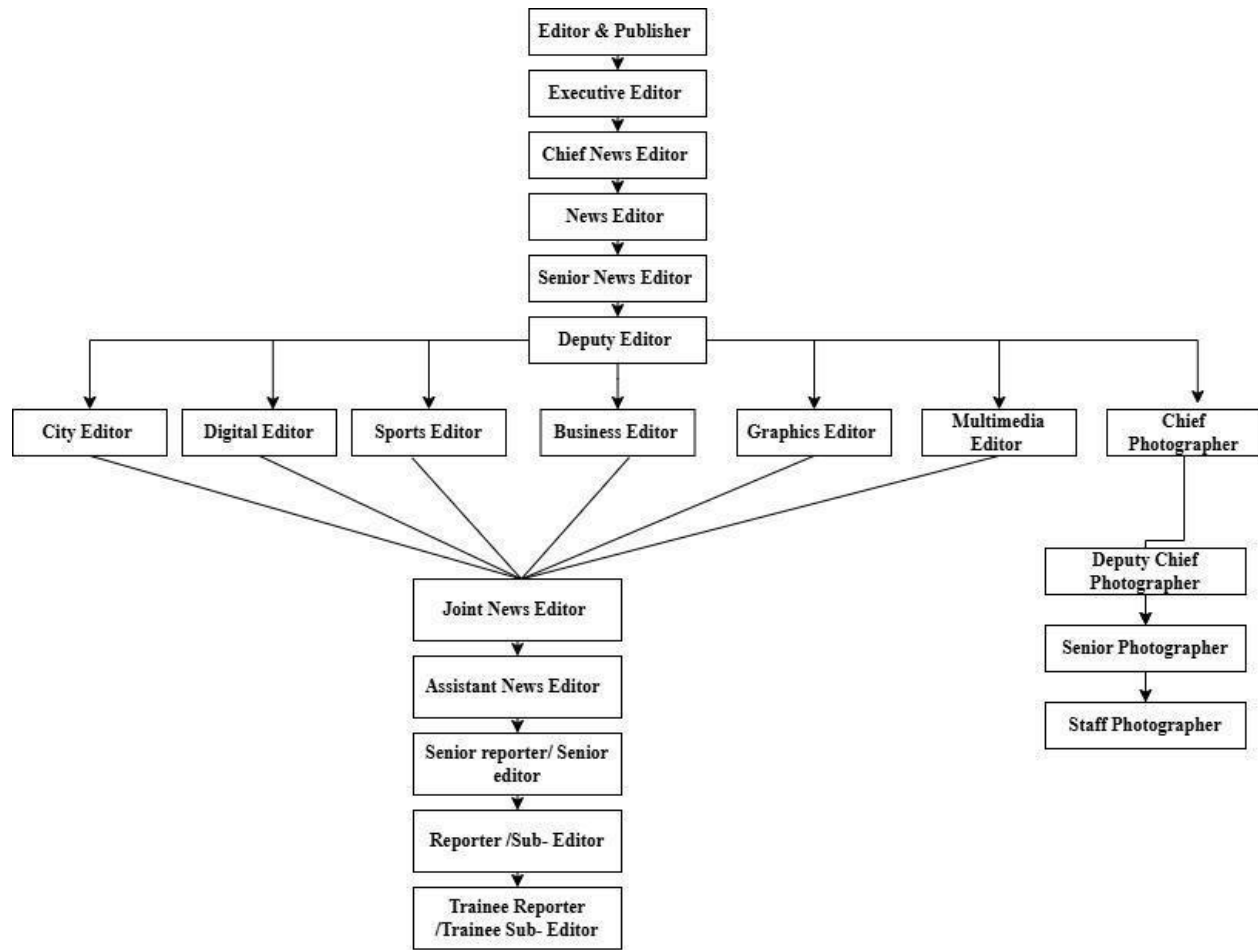


Figure: Hierarchy of the organization based on Journalism (The Daily Star, 2025)

Figure 2: Hierarchy of the organization (Based on Business Journalism)

2.3 The Management Practices

The management culture at The Daily Star is geared towards facilitating the ease of operation, quality content delivery, and a desirable working environment across all departments. The managers demand that there is good communication, teamwork and performance check-ups to ensure the organization is trusted and trusted. It is also concerned with regular training, training online to upskill the employees, and compliance with ethical standards in ensuring that the employees of the company are in line with the company's goals. Daily Star has ensured efficiency

in its operation by planning the activities, integrating departmental coordination and data-driven decision-making, and maintaining an accountability culture, innovativeness, and continuous improvement.

2.3.1 Leadership Style

The leadership style may be referred to as the behavioural approaches adopted by the leaders to influence, motivate and guide their teams and directly impact the implementation of strategies, goal achievement, and the trade-off between the expectation of the stakeholders and the welfare of employees (The CEO Publication, 2023). **Transformational, Transactional, Charismatic, and Democratic** styles of leadership are dominant in The Daily Star, and they help create innovation in journalism, teamwork, and adaptation to the changing situation in a highly dynamic media environment.

- 1) **Transformational Leadership:** The Daily Star is founded on this leadership style, whereby the leaders motivate the staff to transcend self-interests in favor of the larger interests through creating a vision of quality journalism and freedom of the press. An example of this is the case of editor Mahfuz Anam, who has a long-term plan of digital transformation and ethical reporting to allow the staff to explore the multimedia storytelling and investigative journalism of the newspaper, which has made the newspaper heard more internationally (The Daily Star, 2024).
- 2) **Transactional Leadership:** The style is involved in the attainment of efficiency of operations and accountability, in case there are reward systems and performance feedback. To illustrate, the department heads are able to set measurable content and ad sales targets and compensate those who are performing well by giving them bonuses or appreciation, and to correct bad performance by carrying out systematic analysis. The model can be used to achieve revenue goals in a competitive market.
- 3) **Charismatic Leadership:** The Daily Star charismatic leaders are going out of their way to generate excitement and loyalty, particularly during a crisis like the COVID-19 pandemic. The vigorous lobbying for the independence of the media by Mahfuz Anam has

assembled groups together with the expectation of bringing about community fundraising programs, which have produced a sense of purpose and unity that has boosted morale and readership.

- 4) **Democratic Leadership:** It is a participatory style of leadership that is heavily exercised to utilize the different points of view to arrive at especially editorial and content decisions. The management involves the ideas of journalists, designers, and support staff members by regularly holding town halls and surveys of problems like enhancement of the digital platform or training opportunities, leading to a more inclusive method and high employee buy-in

All these styles of leadership have resulted in The Daily Star building a workforce of motivated workers that has increased the degree of creativity, retention (turnover rate among editorial talent is minimal).

2.3.2 Recruitment and Selection Process

The Daily Star's recruitment and selection is a procedural yet adaptable process that is used in the hectic nature of the media industry. It begins when a department identifies a vacancy and forwards a requisition to the team of HR with an updated job description. Applications are placed on various websites: the career section of the company's organizational site, BDjobs.com, LinkedIn, Facebook, and in some cases, through direct contact with the universities of journalism or professional organizations. The company also facilitates referrals. The applications are filtered by the HR team by job requirements. The shortlisted candidates are first invited to undergo a brief process, namely a shortlisting interview, which can be either a telephonic interview or an online interview. First-level applicants will usually be interviewed via a Zoom meeting, especially when they are not in the city, and many of the final interviews will take place in person within the headquarters.

In the case of editorial and reporting jobs, the interviews are conducted following a written examination or a practical task (e.g. news writing or editing test) that is mandatory and part of a process of screening the candidates. In technical jobs, skill-based tests may be conducted. The interview panel normally comprises the head of the concerned department and an HR representative. The senior positions are taken in the last round, involving either the Editor or the senior leader among the team of leaders.

After this, the reference checks are carried out, the salary is negotiated, and an offer letter is made. When the new employee signs the employment contract and concludes the initial paperwork, he/she accepts the employment and become a part of the company.

It is a more structured and flexible recruitment procedure that allows The Daily Star to acquire the talented individuals who embody credible journalism and innovation.

2.3.3 The Compensation System

The Daily Star has a competitive and well-structured system of remuneration, which is founded on the Wage Board Award of newspaper workers and other extra-benefits in order to attract and keep talent in the media industry.

Salary Structure

The gross salary to the employees under the Wage Board (journalists, sub-editors, reporters, and most of the non-management employees) is composed as follows:

Table 2: Monthly Salary Structure

Salary Components	Percentage
Basic Salary	30% of gross salary
House Rent	70% of the basic salary
Conveyance Allowance	Tk 2,500 (fixed for all) + Tk 7,000 additional for field reporters

Medical Allowance	Tk 1,500
Charge Allowance	Tk 850
Technical Allowance	Tk 850

Wage Board employees leave the payment of the income tax to the responsibility of the company. The salaries are paid directly to the bank accounts of the employees within a period of first week of every month.

Festival Bonus

All confirmed employees receive two monthly bonuses of gross salary, one at the start of every festival year, normally during the evening before Eid-ul-Fitr and Eid-ul-Azha.

Provident Fund

The employees of the Confirmed Wage Board with a minimum of a year of service contribute the amount of 8% of their monthly basic wage to the Provident Fund, and the company also contributes the same. The fund is operated by the board of trustees as per the government regulations.

Gratuity

Employees of the Wage Board: gratuities on resignation, retirement or termination:

- 1 basic salary per annum of service (service under 3 years)
- 2 more basic salaries per year of service fulfilled (on three years or more of service)

The Overtime and Night Allowance.

Table 3: Monthly Overtime and Night Allowance.

Overtime Category	Percentage
Normal overtime	150% of the daily basic
Over time on weekly holidays	200% of daily basic
Over time on Eid holidays	300% of the daily basic
Night duty allowance	150% of the daily basic

Such can only be restricted to the employees of the Wage Board and are computed in conjunction with attendance records approved by the relevant head of the department.

Other Benefits

Confirmed employees will enjoy benefits such as group life Insurance, self and dependent medical benefits, leave encashment, maternity/paternity leaves per the labor law, performance-based and re-examined by Wage Board annual salary increments. These benefits qualify The Daily Star to be one of the best employers to work in the competition of the Bangladeshi media market.

2.3.4 Training and Development Programs

Daily Star has a systematic yet dynamic approach to staff training and development because it recognizes that a competitive and dynamic workforce is the core in the dynamic media industry.

Although the organization lacks a stringent and well-documented training policy, the HR and Training and Development department has a systematic process, which best practices of any organization across the globe would support. During my internship experience, I managed to observe and participate directly in the step-by-step process that will form the main part of the training and development programs in the Daily Star:

1. **Strategic Capability Building:** The strategic Capability Building Training activities are set with the long-term organizational goals that entail the organization being digital, revenue diversification, and editorial excellence. On a regular basis, the top management identifies the critical capabilities (e.g., data analytics to business teams, multimedia skills, leadership competency) that the organization is to build in 1-3 years.
2. **Development of Competency Frameworks:** Development of Competency Frameworks The HR team is already developing some crudely made competency frameworks of different job descriptions (reporter, sub-editor, sales executive, finance officer, etc.). These models have technical, behavioral, and leadership skills that are required at various levels.
3. **Training Needs Assessment (TNA):** Needs identification is carried out by:
 - 1) Annual discussions on performance appraisal.
 - 2) Feedback channeled via department heads.
 - 3) Employee self-nomination.

Ad-hoc Requests: Ad-hoc requests were required due to new projects or shortage of skills observed in the day-to-day business. During the time of my work, I personally created and distributed TNA questionnaires and tabulated the results of the operational and administrative departments.

2.3.4 (a) Training Needs Assessment Training Needs Assessment is performed at The Daily Star in the following short steps:

1. **Identify training needs:** To gather the inputs through the performance appraisals, supervisor feedback, employee requests, and the arising needs of the business.
2. **Analyze gaps:** Comparison of the actual skills with the competencies required in order to actualize the gaps.
3. **Define objectives:** The explanation of each of the identified gaps in clear learning objectives.
4. **Develop a training plan:** Content, approach, target audience, time and budget.

5. **Implement training:** Tracking the designed training (training workshops, external training or training on the job).
6. **Instant training:** Short-term training of needs in personal or small areas (e.g. new software or new compliance need).

It is not a proactive or an annual procedure but a reactive one.



Figure 3: Training Needs Assessments

4. Curriculum Design & Content Modernization: Once the needs are identified, the HR department will come up with the content internally or seek a partnership with other third parties that would offer such training. The digital ones (Google Analytics, SEO, CMS), the soft ones (communication, time management), and the ones associated with compliance (taxation, changes to the labor law) are the new areas of focus.

5. Learning Pathways & Career Progression Mapping: The high-potential employees are informally allocated to a structured learning plan, which entails classroom-based training, online training, job rotation and mentoring. The company is engaged in constant education as one of the most significant demands of in-house promotions, despite the insufficient succession planning

6. The Delivery Management Training Comes in the form of:

- I) Organization seminars and workshops (most probably)
- II) Training and certification of the company by outsourced experts.
- III) Mentoring among colleagues in the senior ranks.

Some of the online courses offered through websites like LinkedIn Learning and Coursera, I helped in scheduling, organizing the location, preparing the materials, and maintaining over 12 meetings in the company.

7. Pipelines Leadership Development Separate meetings with the mid-level staff and senior staff will be held over the issue of team management, decision making, and strategic thinking. There are also external leadership programs whereby the selected employees are sponsored.

8. Training Operations Governance The HR department has mere basic records of training schedules, training budgets, work attendance and training certificates. HR manager and the finance department are to endorse any expenses that might arise during the training process.

9. Evaluation and ROI Measurement: Evaluation is mostly determined by:

- I. Level 1: Reaction sheets were filled upon the conclusion of the sessions.
- II. Level 2: Pre and post training assessment of technical training.
- III. Level 3: Behavioral change (informal) ROI is never established formally, however, before repeating or revising the programs, the reaction of the participants and the remarks of the supervisor are scrutinized.

2.3.4 (b) Evaluate training effectiveness and measure return on investment (ROI)

The Daily Star now follows a plain yet well-structured approach as regards training effectiveness and the **Return on Investment ROI** measure. This will be accomplished in the following steps:

- I. **Measure Training Effectiveness:** This measures training effectiveness right after every session, subjects will be offered reaction/feedback forms (Kirkpatrick Level 1). In technical or skill-based programs, the knowledge acquisition is determined through pre-training tests or post-training assignments (Level 2).
- II. **Analyze Results:** The HR staff member gathers feedback questionnaires and test scores and examines them. The responses are summarized (content, trainer, logistics, relevance) and the mean scores of satisfaction are calculated. Dangerous negative trends are pointed out to be addressed at once.
- III. **Calculate ROI:** A formal calculation of ROI is never done due to the insufficiency of time and resources. When there is high expenditure on external programs, cost-benefit comparison is carried out by a simple cost-benefit comparison by estimating the amplification of productivity or reduction of errors by the supervisors 2-3 months after training.
- IV. **Report Findings:** Findings of a short report are prepared and presented to the HR Manager, heads in the department and the top management. The report focuses on the satisfaction of the participants, the key learning outcomes, the observed job application, and recommendations on where the future sessions require to be repeated/modified/abandoned.

Although **Level 1** (reaction) and **Level 2** (learning) are always used, **Level 3** (behavior) and **Level 4** (results) systematic measurements are informal and rely on supervisor observations. This restricts organization from being able to estimate the actual impact and ROI of training investments

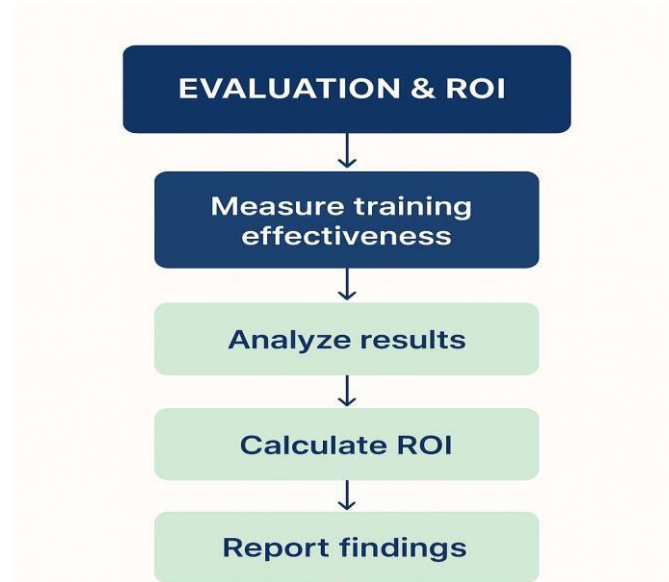


Figure 4:Evaluation & ROI

10. Post-Training Reinforcement Mechanisms: The follow-up activities will involve the sharing of reading materials, setting of practical projects, conducting of refresher sessions, after 6-12 months and inclusion of the learning outcomes into the following performance appraisal.

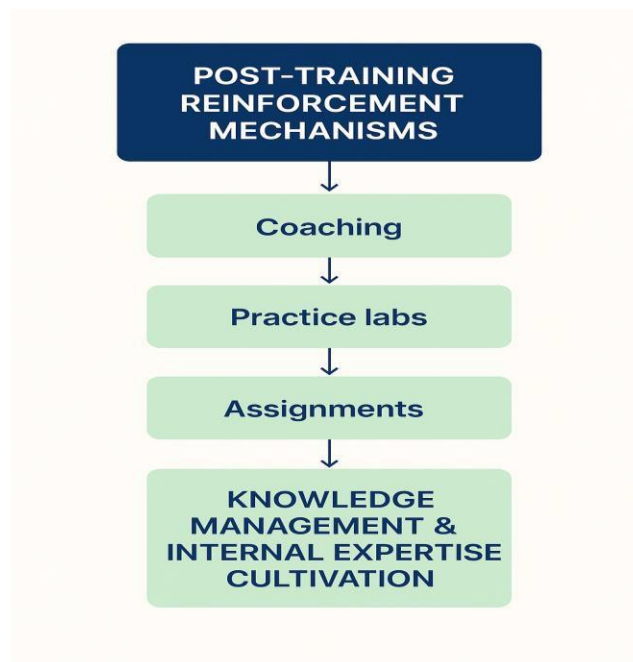


Figure 5: Post-Training Reinforcement Mechanisms

In short, the training and development role of The Daily Star is more proactive and employee-focused, but it is more reactive and resource-limited than in big companies. A more formal competency structure, standard TNA and formal feedback mechanisms have great potential of improvement which has been elaborated in the recommendations section. The practical exposure that I got was also full of steps 3-10 as I actively participated in the whole training lifecycle.

2.3.4(c) Types of Training and Delivery Methods at The Daily Star

Forms of Training 2 sessions a week.

1. **Induction & Orientation Training:** This is mandatory to all new members and includes the organization's values, organizational policies, structure and department-specific orientation.
2. **Soft Skills Training:** Organized among reporters, sub-editors, managers, and other support staff on communication, time management, stress management, teamwork, leadership and presentation skills.
3. **Digital & Technical Skills Training:** CMS training, SEO, data journalism, Google Analytics, social media, photography, and video editing.
4. **Sales & Circulation Training:** Frequent orientations of the circulation and advertising sales team in handling clients, negotiation, market updates, and techniques of generating revenues.
5. **Compliance & Awareness Training:** Workshop on labor laws, workplace safety, ethics in journalism and gender sensitivity for all levels, including non-management staff.
6. **Leadership Development:** Special programs of section heads and senior editors about decision-making, team management and strategic thinking.

Training Methods

- Interactive seminars and lectures.
- Semi-structured group discussions and case studies.
- Role plays and simulated situations.
- Hands-on practical sessions.
- Short video demonstrations.

- Guest speaker meetings and panel discussions.

Training Logistics & Facilitation

- Sessions are done in the office conference room, training room or outside where necessary.
- Simplified facilities: projector, sound system, laptop, and whiteboard with stationery.
- Lunch and refreshments (in the full-day sessions) of the approved budget.
- The participants are given training certificates and small gifts/presents occasionally.
- TA/DA is a part of outstation training according to the company policy.

Duration

Between 1-2 hours (short workshops) to full-day or two-day workshops based on the subject. It can be in the range of 1-30 days.

Budget & Records

The HR Manager and the Editor have to approve the budget of each program. The HR & Training team keeps detailed records (topic, trainer, participants, feedback, and expenses).

The training mix is pragmatic and requirements-driven and highly focuses on the digital and the journalistic skills as well as requisite soft skills and compliance domains.

2.3.4(d) The Daily Star major training programs

The Daily Star has a great range of both **on-the-job** and **off-the-job** training programs based on department and position. The most typical types of training that are going to be carried out nowadays (according to the type of training folders and programs that are in practice in 2024/2025) are listed below:

Table 4: The Daily Star major training programs

SL	Training Program	Target Audience / Department	Type of Training	Duration
01	Orientation & Induction Program	All new hires (Editorial, Digital, Sales, Admin, etc.)	On-the-job Classroom +	3–7 days
02	Newsroom Training	Reporters, Sub-editors, Shift In-charges	On-the-job (shadowing senior reporters) Workshop +	10–30 days
03	Data Journalism – 2025	Reporters, Data team, Graphics	Off-the-job (Hands-on workshop)	5–7 days
04	DW Training (Deutsche Welle modules)	Journalists, Editors	Online + Off-the-job	7–15 days
05	Elevate Video Skills Masterclass – WAN IFRA	Video journalists, Multimedia team	Off-the-job (External trainer)	3–5 days
06	SEO Training & SEO Workshop	Digital Content team, writers, Editors	Off-the-job (Lecture + Practical)	2–4 days
07	Social Media Operation	Digital & Marketing team	On-the-job Workshop +	5–10 days

08	Excel for Financial Analysis	Finance, Accounts, Circulation, Sales	Off-the-job (Hands-on)	2–3 days
09	Labor Law & Labor Act Training	HR, Admin, Department heads	Off-the-job (Seminar)	1–2 days
10	Bangla Pronunciation and Scripting	TV/Radio presenters, Voice-over staff	On-the-job + Studio practice	7–14 days
11	MRDI Finance Unfolding	Finance & Accounts team	Off-the-job (External)	3 days
12	5S Methodology	Admin, Production, Facilities team	Off-the-job + Site implementation	2–3 days
13	AI in Journalism	Editorial & Digital team	Off-the-job (Lecture + Tools demo)	2–4 days
14	Mobile Journalism (MoJo)	Field reporters	On-the-job Workshop +	5–7 days
15	Time Management Training	All departments	Off-the-job (Interactive session)	1 day

The majority of these programs mix the elements of on-the-job mentoring (shadowing seniors, live newsroom practice) with off-the-job activities (classroom workshops, external trainers, online courses). There is a special focus on digital and multimedia skills to be on track with the industry inclination on online and video journalism.

These various training programs make sure employees in The Daily Star, both new hires or even longterm editors constantly improve their competencies and are able to help the company achieve its vision of producing quality modern-day journalism.

2.3.5 The Daily Star Performance Appraisal System

Daily Star has yearly performance appraisal to evaluate the contribution of employees, advantages, and shortcomings, reward good employees, and training and development requirements. The system provides the basis of making decisions that directly relate to salary increments, promotions, and succession planning as well as connecting individual performance to organizational goals.

Purpose of the Performance Appraisal System

1. Measure performance on an annual basis.
2. Determine the best and the worst performers.
3. Reward excellence by increasing salary and promotion.
4. Determine the gaps and training needs within the next year.
5. Identify potential candidates of greater responsibilities and future leadership.
6. Give a performance overview of the departments to the management.

Appraisal Process

The Daily Star uses two distinct methods depending on the employee grade:

1. For Assistant Manager and Above – KPI/MBO-Based Appraisal

In the case of employees in the rank of Assistant Manager and higher, the KPI/MBO approach is pursued. The Management by Objectives (MBO) framework ensures that top management sets organization goals at the beginning of every year. The department heads then cascade these to targets to be achieved by every individual by measurable, specific Key Performance Indicators (KPIs) with the assistance of the Chief Human Resource Officer. The development against these KPIs will be monitored quarterly by conducting review meetings and the annual assessment will be done at the end of a year by having a detailed one-on-one discussion with the immediate supervisor. The level of achievement has a direct effect on salary increments and eligibility to promotion

2. In the case of Employees Below Assistant Manager -Form-Based Appraisal.

In the case of employees below the Assistant Manager position, a form-based appraisal is done by the supervisors of such employees. The appraisal form evaluates performance on five weighted areas, which are usually quality of work, punctuality, teamwork, initiative and discipline on a rating scale of **1-5**. The total score will define the category of rating, the percentage of the annual increment, and recommendations regarding the training or improvement of the performance.

Eligibility

The annual appraisal cycle is only done to confirmed employees who have served a minimum of one year.

Outcome & Rewards

One of the incentives provided to high performers is high salary increments, and promotions are given priority, with many promotions and significant salary increments being received annually. The average or below-average rated employees are given constructive feedback and put on performance improvement plans that are underpinned by specific training. Noticeably, the appraisal results are a major input in the subsequent year's training needs assessment and developing the annual training plan to ensure there is a close connection between the performance management and the development of employees.

It has a transparent system, with objectives (particularly at the managerial levels, by use of KPIs), and has a close affiliation to the rewards, as well as employee development at the Daily Star.

2.4 Marketing Practices

The Daily Star is the biggest English-language newspaper in Bangladesh with the highest circulation that also adopts a complex marketing approach, aimed at retaining readers, increasing brand value, compelling interaction, and expanding the sources of revenues. It uses a mix of

conventional print strategies, a strong digital campaign and a high-profile event association, and focuses on urban well-educated professionals, businesses, diplomats, young people, and the diaspora.

1. Content and Product Enhancement

- **Weekly Lifestyle Supplement:** Weekly Lifestyle Supplement: The original Friday supplement, which was introduced as *The Star* in 1996 and renamed *Star Weekend*, includes entertainment, youth appeal, fashion, travel, long-form, and lifestyle. This is a value-added full package that has a great impact on increasing the sales and retention of the readers on Fridays due to its appeal to younger and aspirational audiences.
- **Quality Journalism Focus:** Thrives on credible and objective reporting and has sections that feature the editorials, international news and specialist topics to stand out among the competition and win the affections of influential readers.

Distribution and Pricing

- **Targeted Distribution:** It is focused on the urban newsstands, hawker networks, and home deliveries in such major cities as Dhaka and Chittagong which are accessible to the middle-class and elite population.
- **Differentiated Pricing:** It is based on strategic pricing models such as occasional promotions and subscriptions to increase the market share and manage the distribution costs.

2. Digital Marketing and Engagement

- **Strong Online Presence:** The site (thedailystar.net) is search engine optimized, and the newsletters, video content and mobile phone enablement feature of the site can be used to cater to the younger and international audiences.
- **Social Media Strategy:** Active in such platforms such as Facebook (millions of followers), YouTube, and Instagram to share real-time news, polls, quizzes, and interactive campaigns. A reintroduced Facebook Messenger Bot will support personalized newsfeeds and quizzes to improve interaction.
- **Interactive Campaigns:** Conducts themed campaigns, like cricket prediction (e.g., Guess the Winner with sponsors, such as Sheba.xyz), seasonal discounts (e.g., Justmomthings), and historical or topical quizzes.

3. Event-Based and Partnership Marketing

- **Flagship Award Ceremonies:**

- **DHL-The Daily Star Bangladesh Business Awards** (since 2000; 23rd in September 2025): Recognizes the best business persons, entrepreneurs, and institutions under various categories such as Business Person of the Year and Lifetime Achievement. Corporate sponsors are drawn to themed events (e.g., 2025: "Powering the Private Sector"), which provides the newspaper a vast amount of coverage and establishes the newspaper as an economic growth supporter.
- **Blender's Choice-The Daily Star OTT & Digital Content Awards** (announced 2021; last time 2025 in recognition of 2024 work): the leading awards in Bangladesh in the OTT platform category, web series, digital films, creators and influencers (27-30 categories, with a combination of popular vote and jury). Elegant events in red carpets and acts enhance publicity in the exploding digital entertainment industry.
- **Daily Star O & A Level Awards** (24th edition in April 2025): This is given to thousands of high-achieving students, and this underpins the brand commitment to education and young people.

- **Partnerships and Sponsorships:** Serves as a media partner for summits, forums (e.g., Bangladesh Brand Forum events), and other awards, enhancing networking and prestige among corporate audiences.
- **Roundtables and Seminars:** Facilitates conversations about important matters in order to foster thought leadership and social responsibility.

4. Revenue and Advertising Tactics

- **Primary Revenue Sources:** Display advertisements, classifieds, print inserts online; sponsored content, online event sponsorship.
- **Brand Prestige Building:** Premium advertisers are interested in being associated with an influential crowd by means of events and supplements.

Overall, the practices of The Daily Star focus on the reader-oriented value (supplements and engagement) alongside the prestige-making events (sponsorships and exposure) and online

adaptation in order to attract younger audiences. This moderate approach has helped it maintain its leadership in the market place despite the competition.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance Analysis

The financial performance of The Daily Star in the fiscal years 2023-2025 can be discussed as the well-established business model is changing according to the unstable socio-political and economic environment of Bangladesh. The company has been able to control the fiscal discipline by balancing the old print business with taking a bold step of going digital in order to monetize it. This discussion considers four main financial perspectives of the organization, which include liquidity, profitability, operational efficiency, and long-term solvency and will signal how the organization can maintain growth in the face of external shocks.

Table 5:Current Ratio

Current Ratio			
Fiscal Year	Formula	Calculation (Estimated BDT)	Result
2023 - 2024	Total Current Assets/ Total Liabilities	620,000,000/415,000,000	1.49
2024 - 2025	Total Current Assets/ Total Liabilities	685,000,000/440,000,000	1.56

- **Analysis:** The Current Ratio of The Daily Star is a positive upward movement, which has been growing between 1.49 and 1.56 during the two fiscal years. It shows that the company is getting a stronger liquidity position with approximately BDT 1.56 in assets per BDT 1.00 debt. All in all, these numbers indicate a healthy capacity of meeting short-term commitments as well as a sound financial basis of future activities.

Table 6:Net Profit Margin

Net Profit Margin			
Fiscal Year	Formula	Calculation (Estimated BDT)	Result
2023 - 2024	(Net Income/Total Revenue) x 100	(82,000,000/940,000,000)x 100	8.72%

Net Profit Margin			
2024 - 2025	(Net Income/Total Revenue) x 100	(95,000,000/1,020,000,000) x 100	9.31%

- **Analysis:** The margin has improved even though the instability in politics was experienced in late 2024 because the company devoted more resources to digital advertising that does not incur such a high Cost of Good Sold as imported newsprint and physical distribution.

Table 7: Total Asset Turnover

Total Asset Turnover			
Fiscal Year	Formula	Calculation (Estimated BDT)	Result
2023 - 2024	Net Sales/Average Total Assets	940,000,000/1,120,000,000	0.84
2024 - 2025	Net Sales/Average Total Assets	1,020,000,000/1,150,000,000	0.89

- **Analysis:** This ratio means asset efficiency. The trend indicates the effectiveness of the monetization of the **Digital Footprint** which has increased twofold every two years, and is currently achieving over 15 million pageviews on its websites.

Table 8: Debt- to Equity Ratio

Debt-to-Equity Ratio			
Fiscal Year	Formula	Calculation (Estimated BDT)	Result
2023 - 2024	Total Liabilities/Total Equity	480,000,000/640,000,000	0.75
2024 - 2025	Total Liabilities/Total Equity	490,000,000/660,000,000	0.67

- **Analysis:** Daily Star has a conservative leverage position. This financial security enabled the company to endure the dark phases of media office assaults in late 2024 without failing to meet its operational commitments.

Comment: The Daily Star (Mediaworld Limited) exhibits a strong financial standing in a sense that it has a tightening liquidity buffer and a good increase in profit margins despite external economic turbulence. The organization has excellently shifted to more effective revenue generation mechanisms, especially with good use of its online platform to counter the increasing expenses of its traditional print operations. Even though the industry, in general, is struggling with the issue of talent retention and fluctuation in the market, the company is conservative in its borrowing, which puts it at a stable position; that is, it is not over-leveraged. Such a balanced debt and operational productivity indicate a sustainable business model that will be in a good position to invest and expand in the new sectors in future.

2.5.2 Accounting Practices

The Daily Star is bound to the **International Financial Reporting Standards (IFRS)** and as such, their financial health is documented in a transparent and internationally uniform manner. Since the company is transitioning to a digital-driven media house, as opposed to the conventional legacy publisher, the following areas of accounting are key:

- **Revenue Recognition:** After the IFRS 15, the company has stopped using the immediate recognition of the revenue when selling a physical newspaper and moved to the **deferred model of revenue**. In the case of digital subscriptions, revenue is not realized at the moment of sale, but over the time. This is to make sure that the revenues recorded in a financial year are true to the services that were offered to readers during the duration of their subscription.
- **Impairment Testing:** According to IAS 36, the company performs routine evaluation of the long-term physical assets, namely, its printing presses and distribution fleet. These assets are impaired as the industry moves to solely digital content so that their **book value** does not surpass their market value. This is a proactive strategy that does not cause overvaluation of the balance sheet in a dynamic technology environment.
- **Taxation and Compliance:** The company has to deal with the complicated tax regulations with **IAS 12**, which balances the traditional corporate taxes with the growing scrutiny of the digital advertising and international service VAT in Bangladesh. With strict records of **deferred tax**, the company is in a position to settle the future tax liability and at the same time, find its way through the dynamic fiscal policies of the National Board of Revenue (NBR).

All in all, the accounting policies of The Daily Star are indicative of a strategic change towards transparency, accuracy, and flexibility in a media environment that is rapidly changing. By adhering to IFRS standards, especially revenue recognition, asset impairment, and taxation, the company can make sure that its financial reporting is reliable and relevant. This not only helps in making informed decisions but also helps in giving stakeholders confidence as the organization goes through a digitally enabled business environment despite not being a traditional print organization.

2.6 Human Resource Information System (HRIS) Practices at The Daily Star

The Daily Star operates a cloud-based Human Resource Information System (which is commercially available as “People Desk” and adapted locally) to consolidate, automate and streamline nearly all HR and payroll-related procedures. The system will be the sole source of truth of employee information and allow the HR department to abandon any manual and paper-based system of administration in favor of effective online processes. The HRIS has already addressed the key modul to a media house with over 400 employees ineditorial, advertising, circulation, administration, and support units even though the organization is still in the process of fully utilizing all the advanced modules

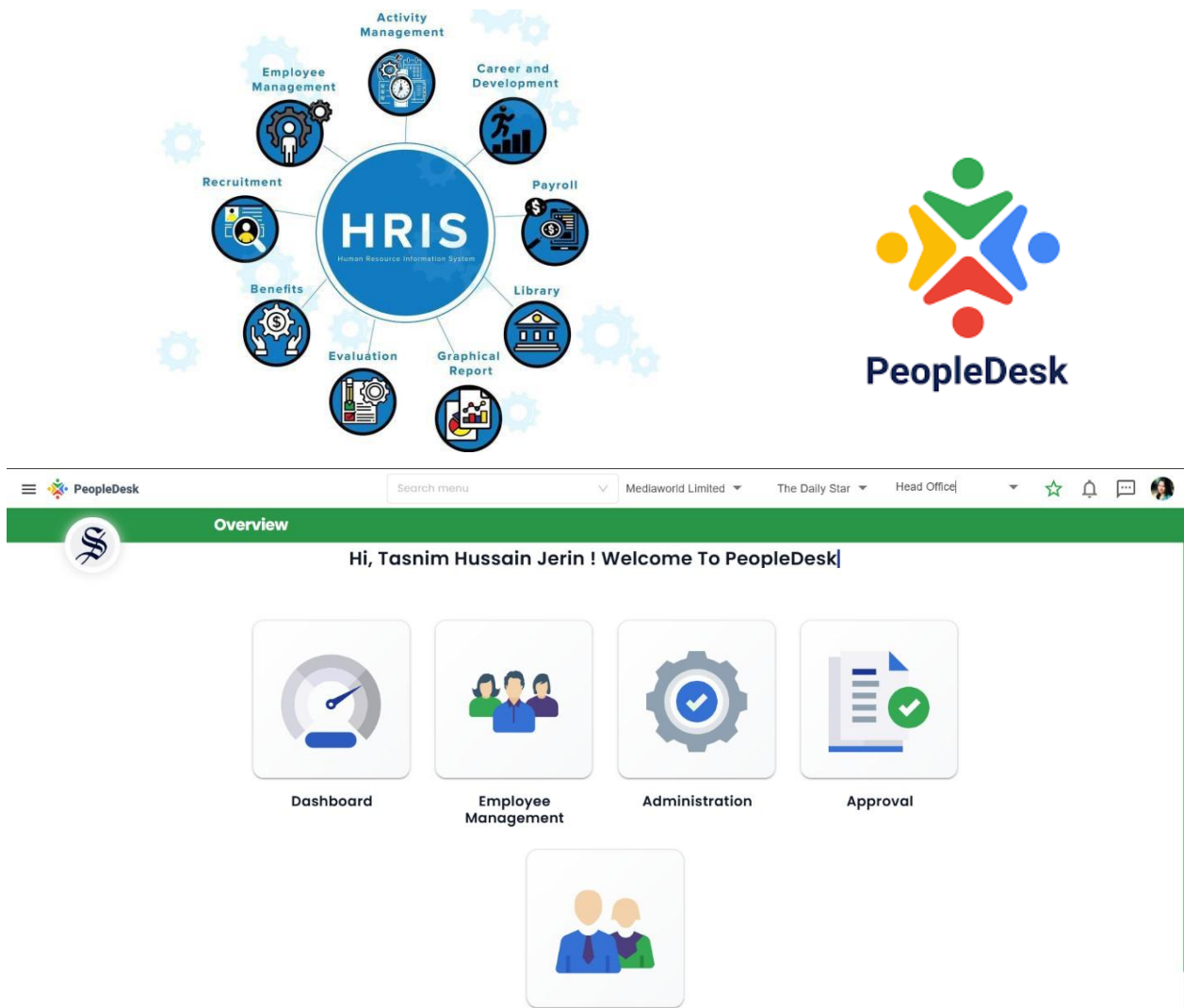


Figure 6: PeopleDesk Software Interface (Dashboard View)

The primary modules that are already in use are:

1. **Employee Database & Self-Service Portal:** Each of the verified employees possesses a personal profile where they save their personal information, emergency contacts, educational background, employment history, salary details, and scanned images of all official documents. Workers are able to access payslips, request leave, make changes to personal details, download tax certificates, and file reimbursement requests without having to go to the HR department.
2. **Payroll Management** The Payroll module is also integrated with the attendance system, and it automatically computes gross salary, deductions (tax, provident fund), overtime (where applicable) and festival bonuses. The monthly payroll processing, which was a manual exercise that took a week, is now being done and disbursed within two working days.
3. **Time & Attendance** Office-based employees mark attendance using biometric fingerprint scanners at the office entrances, and field employees (circulation agents, marketing executives), have a mobile application for location-tagged check-in and check-out. There is instant generation of late arrivals, early departures and absenteeism reports, which are captured in the payroll.
4. **Leave Management** All the leave (annual, casual, sick, maternity/paternity, and compensatory) are set in the system with rules of entitlement. The employees post the application online, the workflow forwards the application to the direct supervisor and the Human Resource, and approved leaves are automatically subtracted by balances and recorded in the attendance of the person.
5. **Recruitment / Applicant Tracking** functionality is currently not fully implemented but the HRIS enables job requirements to be posted, applicant information to be captured, and interview arrangements to be distributed to the panel members. The above shortlisted candidates get system-generated offer letters and the formalities of joining are done online.

6. **Training & Development Module** It is one of the most actively utilized parts for this purpose of this report. The module keeps a full training history of every employee: the attended sessions, certificates obtained, and the feedback rating, and outstanding nominations. HR employs in-built reports to single out the staff who did not attend the compulsory courses (e.g., code of ethics, safety) and to pull out the data to compose an annual Training Needs Assessment.
7. **Performance Management** The system facilitates the annual appraisal timeframe by sending KPI forms to Assistant Managers and over, and five-dimension rating forms to junior employees. Notifications are automatically provided, the ratings are made through the web, and final scores are directly transferred into the increment and promotional calculation sheet.
8. **Reporting & Analytics** standard reports on headcount, turnover, gender ratio, absenteeism, training coverage, and payroll costs can be created with the one-headed click. To provide a real-time view of the workforce metrics, custom dashboards are being developed gradually to provide the Editor and senior management with real-time insights.

Since the HRIS is a cloud-based system, the vendor makes updates and new features available without involving internal IT, information backup and safeguard are handled by a professional. The rights of access are highly role-based: only employees can access the information concerning themselves, supervisors can access their subordinates, and only the HR and Finance teams can access the full administrative privileges.

Overall, the implementation of the HRIS has greatly decreased paperwork, eliminated mistakes in payroll and leave records, expedited the administration of recruitment and training and offered the management with quality information to make decisions, and this has made it an invaluable tool in the day-to-day HR operations of The Daily Star.

2.7 Industry and Competitive Analysis

The Daily Star operates in a very competitive environment of the English-language newspaper and online media industry in Bangladesh. Even though it has been the number one English daily newspaper in the past 30 years, the features of the media have changed drastically with the emergence of online news portals, 24/7 TV stations, and social media platforms. The sources of revenues are no longer pure print circulation and advertising but a multi-platform business model that includes digital advertising, events, sponsored content, and subscriptions.

2.7.1 Porter's Five Forces Analysis of the English Media Industry in Bangladesh

1. **Threat of New Entrants - (Moderate)** Entry barriers are moderate in the case of digital-only news (low capital requirement, no printing press needed), yet credibility, journalism quality and readership loyalty are extremely hard to establish. Daily Star has a high brand equity and a reputation of independent journalism which serves as a strong discouraging factor to new entrants of print-based journalism.
2. **Bargaining Power of Suppliers – (Low)** Key suppliers are newsprint suppliers, printing ink suppliers and content wire suppliers (AFP, Reuters). Newsprint is a commodity of the world market and The Daily Star has several local and international suppliers of news. The switching costs are also low and the newspaper has decent bargaining power.
3. **Bargaining Power of Buyers (Advertisers & Readers) – (High)** Advertisers possess a great number of substitutes: other English dailies (Dhaka Tribune, New Age), Bangali newspapers, television, and, above all, digital (Facebook, Google, YouTube). There is also an inexhaustible number of sources on the internet that the readers are free to access. This buyer power is so great that it always puts pressure on continuous innovation in the quality of content and advertising packages.
4. **Threat of Substitutes – (Very High)** Substitutes Bangla newspapers, online news portals (Prothom Alo English, bdnews24, The Business Standard), international media (BBC, Al Jazeera), television news channels and social media influencers. The movement of younger customers to short-form video and social media has been a major concern when it comes

to substitution pressure.

5. **Rivalry Among Existing Competitors – (High)** Direct competitors within the English market comprise Dhaka Tribune, The Financial Express, New Age, and The Business Standard. On a larger digital front, competition is spreading to other online portals of Bangla and English. There is a high level of competition in terms of speed, exclusivity, level of investigation and indicators of digital engagement.

2.7.2 SWOT Analysis of The Daily Star

Strengths

1. Most reputable and popular English in Bangladesh.
2. Good brand reputation of independent, credible journalism.
3. Experienced and well-established journalistic and editorial team.
4. Great archiving and institutional expertise.
5. Flourishing events and accessories portfolio.

Weakness

1. Very high reliance on conventional print advertising revenue.
2. Delay in adaptation to short video content as opposed to pure digital players.
3. High operation cost (newsprint, printing, distribution)
4. Poor penetration profile amongst younger, Bangla-favored audiences.
5. Monetization of digital assets and paywall approach.

Opportunities

1. The digital advertising expenditure in Bangladesh is expanding at a high rate.
2. Premium subscription and paywall prospects.
3. Expansion on podcasts, video journalism and local language coverage.
4. Collaborations with foreign media companies and technological platforms.

Threats

1. Aggressive emergence of social media and video-first platforms.
2. Waning print circulation trend both on the global scene and locally.
3. Cut-throat competition amongst new digital-only English portals.
4. Newsprint price fluctuations and foreign exchange fluctuations.

Comment & Strategic Observation

Daily star could utilize its strongest points like credibility, journalistic excellence and brand trust to effectively transform its weak points into strengths. The company needs to increase investment on video-based digital content, roll out a powerful paywall/subscription to premium investigative and long-form reporting, and further extend its partnership with international online outlets to share revenue. Meanwhile, further emphasis on cost-saving in the print operations and vigorous talent-building in digitization skills (particularly among the younger journalists) will also contribute to its retention of top positions in an increasingly digital-first media landscape. HR-wise, it will be important to match training and recruitment approaches with these digital transformation objectives as the key to long-term competitiveness.

2.8 Summary and Conclusion

Daily Star was started on January 14, 1991, when the Bangladesh government changed to a democratic rule, through Syed Mohammad Ali and Mahfuz Anam, with the backing of other businessmen, to promote independent journalism and press freedom. The organization has grown to become a multi-platform media house, including print, online portals, mobile applications, podcasts, and events under the dynamic leadership of Editor Mahfuz Anam, with a workforce of more than 500 employees in different departments. According to (The Daily Star, 2025), the company works using a combination of authoritative, democratic, and coaching types of leadership, depending on the dynamic news environment. It embraces the current recruitment and selection procedures that have a heavy focus on training and development schemes that utilize an

in-house online learning environment, such as Keeron as well as workshops and external programs. Although an integrated HRIS is effective in the management of various operations, including payroll, attendance, and performance appraisals, resource limitations and the dynamic nature of the journalism sector encourage ad hoc training needs analysis and informal appraisal processes, which sometimes prevent the systematic skills upgrading of the employees. However, The Daily Star is financially well with advertisements, subscriptions, and diversified online revenue, although marketing solutions are mainly focused on high-interest content due to the changing preferences of the readers. (LinkedIn, 2025) The English language media business in Bangladesh has been profitable but competitive with a high level of substitution threat by digital platforms and social media.

Summing up, The Daily Star is struggling with the digital disruption and operational expenses and succeeding based on its trustworthiness and journalism quality. The company has enormous potential to cement its market dominance and adjust to the changes in the industry by leveraging video content opportunities, subscriptions, and international collaboration and increasing the level of HR alignment with training in digital skills.

2.9 Recommendations

Based on the summary of the chapter, the following recommendations are offered to the company:

1. A more qualified and experienced workforce that has a modern attitude, especially in digital journalism and multimedia expertise, must be employed in order to facilitate easy execution of employee training and development initiatives.
2. A proper, effective and prompt communication and HRIS system must be improved to enable improved tracking of the training records and shorten the time taken to complete the program activities. In addition to the current Keener platform, Google products, i.e., Drive, Forms, and Meet, could be integrated to achieve a smooth collaboration process and the collection of feedback.
3. The training and editorial departments should give greater emphasis on the trends in the industry and emerging skills gaps within employees by conducting regular needs analysis

in systematic needs evaluation to prevent ad hoc training and creating more realistic upskilling absconds in accordance with the changed media environment.

4. Specialized resources should be correctly distributed to help the company attain sound training results. Additionally, training programs that have not performed well should be re-examined to the ground level to pinpoint the underlying causes so as to arrive at a decision on whether to invest in bettering the situation, in case there is a potential or to do away with them to focus on the new frontiers, such as data journalism and content creation in the internet.

Overall, the proposed recommendations will assist the company in developing a more competent, flexible, and digitally competent workforce, optimizing training strategies, and align staffing development with industry trends, all of which will improve the overall organizational performance and competitiveness.

Chapter 3

Project Part

3.1 Introduction

The report is developed with a view to fulfilling part of the internship program requirements in my Bachelor's Degree in Business Administration as mandated by BRAC Business School, BRAC University. The primary goal of a three-month-long internship program is that, it is intended to give students practical experience and an opportunity to apply their academic knowledge and lastly, create a report of the same and hand it over to the concerned department. To meet the above requirements, I had to work as an HR Intern in the HR and Administrative department of The Daily Star on a contractual basis, lasting three months. I joined on 23 September, 2025 and my internship in the company lasted through to 31 December, 2025. After the discussion with my supervisor, the chosen topic to write the internship report is “Employee Training and Development: A Study of HR Practices at The Daily Star”. My supervisor, **Dr. M. Nazmul Islam** and co-supervisor, **Dr. M.A Taher** has been extremely cooperative in guiding and overseeing during the preparation and completion of the report.

3.1.1 Theoretical Background

Training and development is one of the most important roles of Human Resource Management that determines the success of a business. The training and development process is a methodical way of improving the ability, knowledge, and competency of employees in order to improve their work performance, which is accomplished through training that gives them immediate work skills, education that gives them a wider knowledge, and development that gives them long-term growth. The effects of rapid urbanization and industrialization have also taken its toll on HR functions as the traditional processes are being changed in the modern methods, including the introduction of digital tools and e-learning platforms. Companies are using social networks and new technologies to engage employees in the quest to upskill, and the trend is anticipated to increase in the future. In a recent study, it has been found that online training and development processes are cost-saving and time-saving, but the information available has led to a credibility deficit among employers.

The perception of social media platforms by many organizations remains as an addition to the information and not a substitute to the other traditional ways of training and developing employees.

3.1.2 Objectives

The main aim of the report is to indicate the training and development processes and initiatives of The Daily Star and ensure that areas of improvement or change is further done. To meet the main objectives, the following secondary objectives should be observed:

1. To describe the training and development practices done in The Daily Star.
2. To identify the correlation between the learnt theories and concepts throughout the BBA program and the HR practices of The Daily Star.
3. To identify the potential barriers that could exist in the training process and provide practical suggestions on the further improvement.

3.1.3 Significance

The research has been carried out with the aim of examining and assessing the training process of The Daily Star to determine the weaknesses of the current policies and procedures within the company. Based on the shortcomings identified based on personal observation, required recommendations and suggestions are provided to the company to improve the paper. The research will be important in identifying the inherent problems with old HR practices and illuminating the applicability of new HR practices. The research will also help researchers and academicians conduct more research on the expediency of application of AI in the “training and development” process.

3.2 Methodology

Primary and secondary data have been applied in the process of preparing and finishing the report. Primary sources are the personal experience and comprehensive observation that was reached in the course of my internship in The Daily Star as well as the required information obtained as a result of detailed conversations conducted with the HR Director and Training Coordinator of the

firm. Secondary sources of information, on the other hand, are the site and annual report of the company, newspaper articles and other scholarly journal articles.

3.3 Overview of the Human Resource Department of the Company

The Daily Star Human Resource Department (HRD) is a forward-looking organization that has people as the most important asset in the organization. It fosters a work environment that is professional and yet family-oriented, where efficiency, transparency, fairness, and wellbeing of the employees are hugely treasured. The department is tactical in its approach of aligning personal development and growth to the organizational objectives in a manner that the business operations are working, the industrial balance is achieved, and the expertise and learning of the employees is constantly enhanced.

The HRD is structured into four special wings:

1. Recruitment & Selection Wing

- 1) Human resource planning and forecasting.
- 2) Placement of job (internal and external) advertisement and posting.
- 3) CVs: CV collection, CV screening, and shortlisting.
- 4) The arrangement of written examination, interviews, and assessment facilities.
- 5) Verifying education and verification of references.
- 6) Health check-up of the shortlisted candidates.
- 7) Proposals and insincerities of joining finalized.
- 8) New entrants to the different departments are introduced and turned over.

2. Training & Development Wing

- 1) Embarkation of high orientation and induction of all new employees.
- 2) Training needs identification through performance review and departmental feedback.
- 3) Organizing training of the staff and soft-skills training.
- 4) Communicating with the internal resource persons and the external training provider.

- 6) When necessary, offering overseas training on using digital journalism tools and technologies by organizing special training.
- 7) organizing logistics (location, materials, travel, visa) of foreign programs.
- 8) Evaluating the effectiveness of training and recording individual training.

3. Compensation and Performance Management Wing.

- 1) Managing and updating salary scales, increment and benefits policies.
- 2) Orienting the performance evaluation process (KPI-based and form-based) towards an annual basis.
- 3) Promotions, salary increase and bonuses in case of festivals.
- 4) Handling legal advantages and tax laws.
- 5) Addressing schemes of welfare of employees and insurance schemes.

4. HRIS & Administration Wing

- 1) Personal maintenance of the cloud-based HRIS (employee database, payroll, leave, attendance).
- 2) Continuous updating and storing all employee records.
- 3) Payroll preparation, preparation of reports, and accuracy of the figures.
- 4) Office administration, employee relations, and grievance administration.
- 5) Conferring with the labor unions and making sure that there is no industrial dispute.

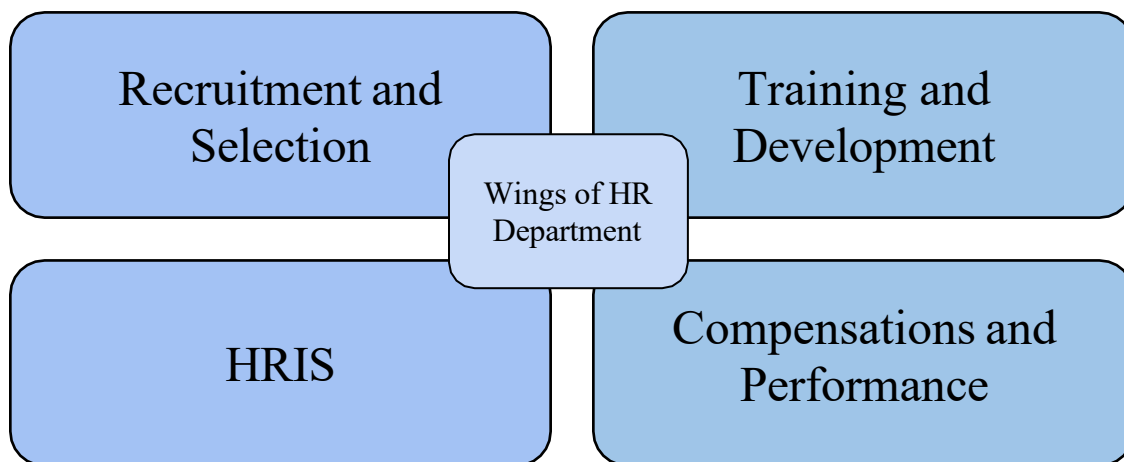


Figure 7: Wings of HR Department

3.3.1. Analysis of the Employee training and development practices of the company

The training and development process is an important factor in the success of a company. The HR and Admin department of The Daily Star regards the process of employee development attentively, with special focus on how it relates to the vision, mission, and strategies of the business as one of the leading media organizations. The department involves training and retraining its workers to meet the changing requirements of digital journalism, multimedia content development, and work efficiency. The flowchart below gives a given conception of the current training and development process in the company:

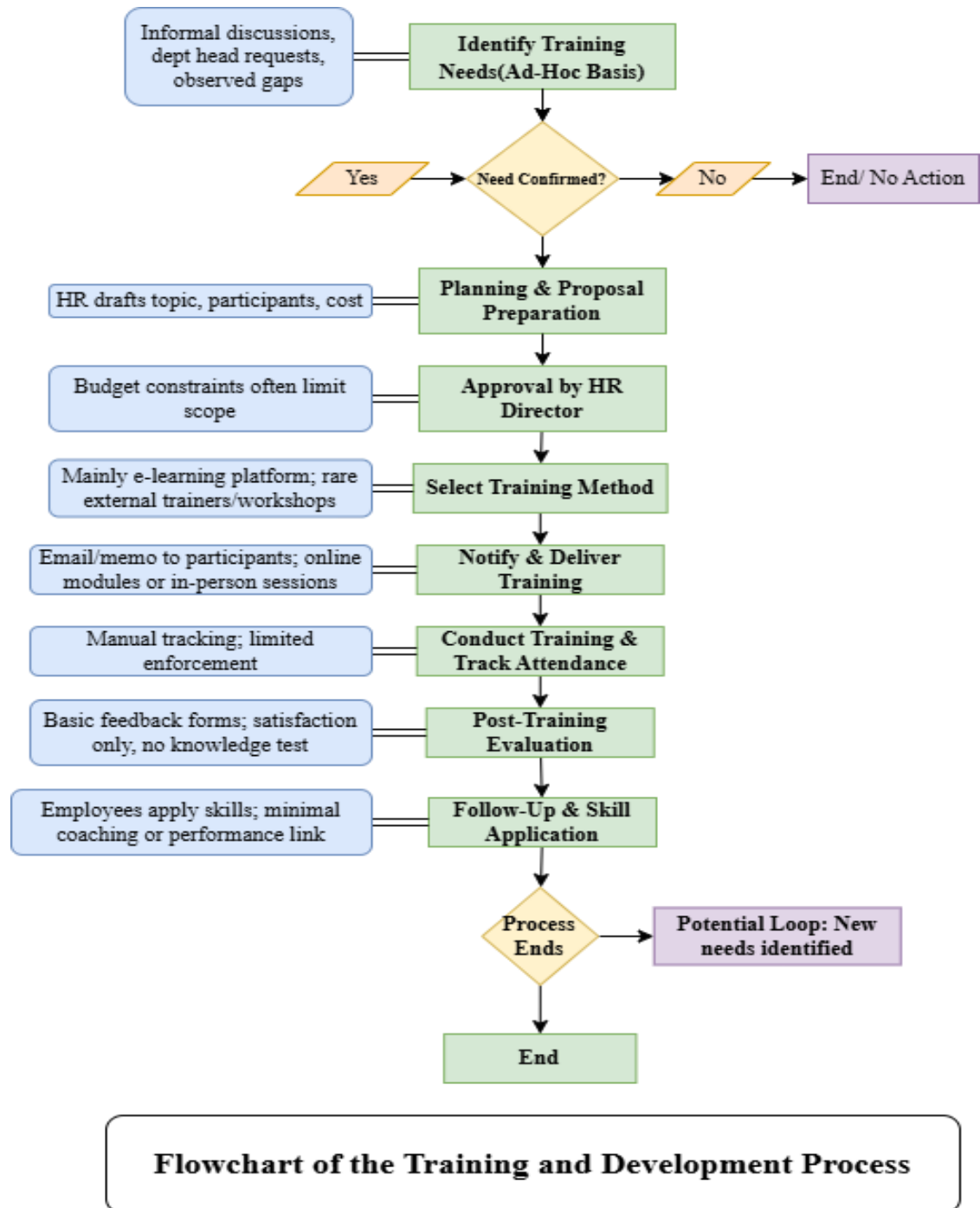


Figure 8: Flowchart of the Training and Development Process

1. **Identification** -The needs are identified through training, ad hoc through discussions, performance reviews, or feedback (no annual assessment).
2. **Planning & Approval Simple proposal (topic, participants, cost)** - Prepared by HR Director - often (budget-limited) - better low-cost/internal options.
3. **Selection of the method**- Primarily e-learning platform; some external trainers/workshops on specific subjects.
4. **Delivery** - Employees will receive notification via email/memo; training will be provided either through e-learning (virtually) or face-to-face, and attendance will be recorded manually.
5. **Evaluation**- Basic feedback forms were gathered on satisfaction; no knowledge retention, behavior change or business impact measurement.
6. **Follow-Up**- Most of the employees are supposed to use the skills gained; there will be little structured follow-up or alignment with performance reviews.

General: Unofficial, responsive, low-budget process and minimal review and follow-up.

3.3.1.1 Purpose and Methodology of the TNA Survey

In carrying out this study, a Training Needs Assessment (TNA) Survey was carried out in 2025 in order to compute the effectiveness of this process. The survey had the goal of identifying the present skills, perceived gaps, and areas of priority in interventions in the future in a systematic manner. Throughout the internship, I helped the HR and Admin department to design, distribute and analyze the 2026 Training Needs Assessment (TNA) Survey. The main objective was to determine existing competencies, define gaps and rank areas to be trained in a sequential process.

The questionnaire will include 20 Likert-scale items (5-point scale, 1 = Strongly Disagree, 5 = Strongly Agree) addressing the major competency areas relating to a media organization:

- Composing, proofreading, and content development.
- Adoption of digital tools and technology.
- Presentation skills and communication skills.
- Handling, analysis and visualization of data.

- The use of AI tools and the efficiency of the digital side.
- Proficiency in multimedia and creative tools.
- Compliance, ethics and professional standards.
- Decision-making and high-pressure during crisis.
- Digital interaction and social media.
- Time management and organization of workflow.
- General preparedness and utility of additional training.

A qualitative suggestion open-ended question was also provided.

The survey was also made anonymous and was sent via Google Forms to employees in different departments (optional for name, department, designation and employee ID). Valid responses of the following departments were received to a total of **45**:

- HR & Admin: 8 respondents
- Accounts and Finance: 10 respondents.
- Business Development: 6 respondents.
- Tech & Startup: 5 respondents
- Star Multimedia: 7 respondents.
- Digital Desk: 5 respondents
- Arts & Entertainment: 4 respondents.

Microsoft Excel was used in data analysis and cleaning. Each item was given a mean score and comparison was also done at department levels to determine the difference in the training needs.

3.3.2 Key Findings - Quantitative Results.

The general average scores of all the surveyed items (**n = 45**) are presented in the table below. Questions will be grouped into confidence-based (higher score = stronger) and need-based (higher score = stronger perceived training need).

Table 9: Quantitative Results Findings

No.	Statement (Abbreviated)	Type	Average Score
1	Confident in writing/editing news for print & digital	Confidence	2.92
2	Comfortable using digital tools/software for daily work	Confidence	3.22
3	Need more training to improve communication skills	Need	4.58
4	Can adapt quickly to new technologies/workflow changes	Confidence	3.2
5	Need stronger problem-solving and decision-making capabilities	Need	2.6
6	Can manage time effectively and meet deadlines under pressure	Confidence	3.72
7	Need more training on data handling/Excel/visual reporting tools	Need	4.32
8	Comfortable using multimedia/creative tools, e.g., image/video editing	Confidence	4.48
9	Need more training on AI tools for work efficiency	Need	3.6
10	Understand compliance, labor law, and workplace policies	Confidence	2.56
11	Confident managing social media/digital engagement	Confidence	3.36
12	Need training in customer service/stakeholder management/teamwork	Need	4.24
13	Comfortable presenting/speaking in front of audience/camera	Confidence	3.4
14	Need more training to handle crises/sensitive info/high pressure	Need	4.64

15	Understand/apply basic workflow organization tools, e.g., 5S	Confidence	2.64
16	Can effectively analyze data/information for decision-making	Confidence	3.5
17	Need more training on ethics, professionalism, info management	Need	4.44
18	Confident using the organizational e-learning platform	Confidence	4.6
19	Possess technical/functional skills needed to excel	Confidence	4.68
20	Additional training would enhance job performance & career growth	Need	4.62

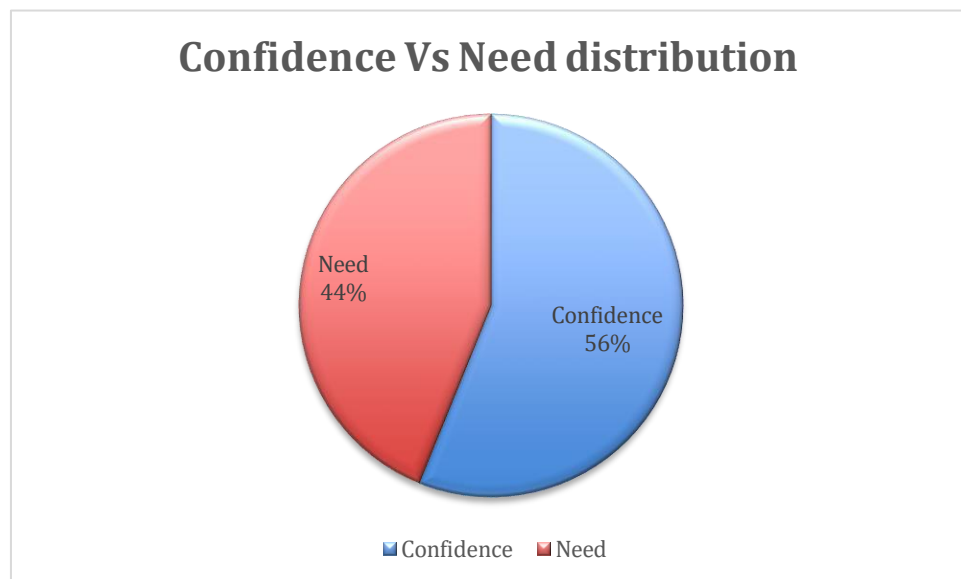


Figure 9: Confidence Vs Need Distribution

- A high Confidence Score is a positive indicator that benefits both the organization and the employee by ensuring reliable and trustworthy results.
- Conversely, a high Need Score signals a serious situation that must be handled immediately to address critical gaps or risks.

Interpretation of Quantitative Results.

According to the 2026 TNA Survey (**n=45**), the core journalism functions that employees at The Daily Star exhibit are **strongly confident** in their role and especially in writing and editing print and online publications (4.92). Positive digital alignment is also demonstrated by multimedia proficiency (4.48) and confidence in using the e-learning platform (4.60). Nevertheless, a **low score** on compliance and labor law knowledge (2.56), workflow organization tools (2.64), and digital tools/software use (3.22) and on adjusting to new technologies (3.20) indicates gaps in regulatory awareness, efficiency in the workplace, and digital adaptability.

In the dimension of training needs, employees demonstrate a **high demand** on development in crisis handling (4.64), overall job performance and career growth (4.62), communication skills (4.58), ethics and professional information management (4.44), data handling/Excel/visual reporting tools (4.32). The **moderate** self-perceived capability and **strong** desire to have formal learning interventions are indicated by the **average score** (3.52) in comparison with the higher average training need score (4.13). In general, the results show that the editorial strength is **high** but there are high development areas in compliance knowledge, digital tools, soft skills and new technology like AI- areas that are vital in maintaining competitiveness in a fast-changing media industry.

3.3.3 Department-wise Comparison

Table 10: Department-wise Comparison table

Department	Digital Tools (Q2)	Data Analysis (Q16)	Communication Need (Q3)	AI Training Need (Q9)	Presenting Confidence (Q13)	Overall Training Benefit needed (Q20)
Accounts & Finance	3.63	3.63	4.5	5	4.6	4.8
Business Development	4.8	5	4.7	5	4.9	5

HR & Admin	3.63	3.65	4	4.25	3.88	4.38
Tech & Startup	3.9	4.1	5	5	3.5	5
Star Multimedia	4.33	5	4.7	4.5	4.9	4
Digital Desk	4.2	4.6	3.75	4.04	4.5	4.6
Arts & Entertainment	4	4.2	4.5	5	3.7	4.3

Observations and Analysis:

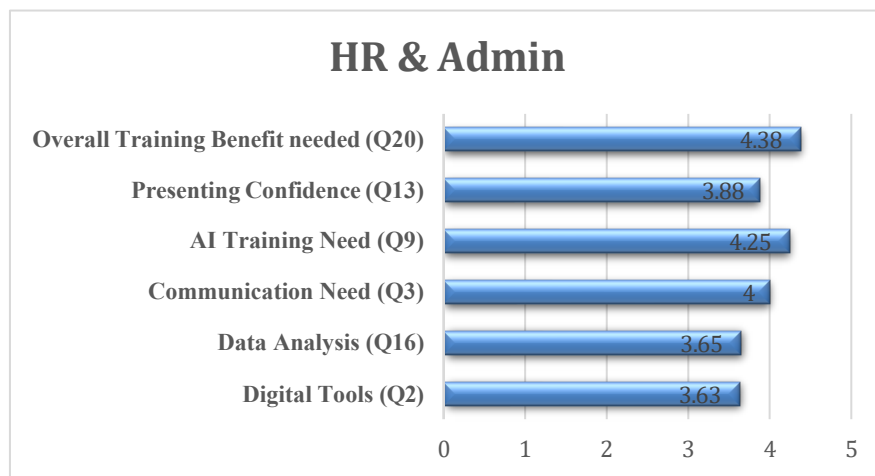


Figure 10: HR & Admin Analysis

- **HR & Admin** (n=8) The minimum confidence in digital tools (3.63), data analysis (3.65), and presenting skills (3.88) is displayed in HR & Admin (n=8). It seems that the whole organization is supported by this department, thus it seems to have **existing gaps** in digital literacy and communication, probably because of the administrative rather than editorial/tech exposure. Their moderate need of AI training (4.25), and the overall training benefit (4.38) imply that they are aware of the importance but might require more basic-to-intermediate programs at first.

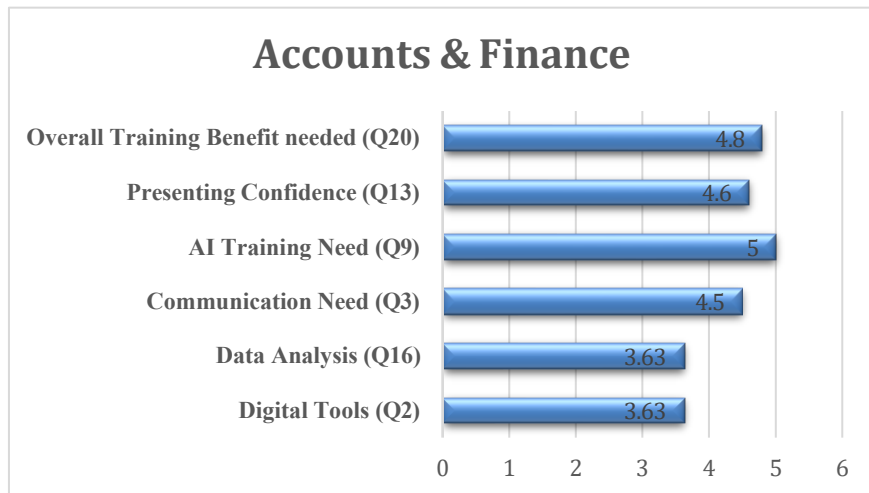


Figure 11: Accounts & Finance Analysis

- Accounts & Finance** (n=10, the largest group) provides quite **moderate confidence** rates in the majority of aspects (e.g., 3.63 in digital tools and data analysis but 4.6 in presenting) and the most demand on AI training (perfect 5.00). This shows an embodiment of a mature department that is already digital-competent but feels advanced AI is of utmost importance in enhancing accuracy and efficiency in financial reporting and analysis.

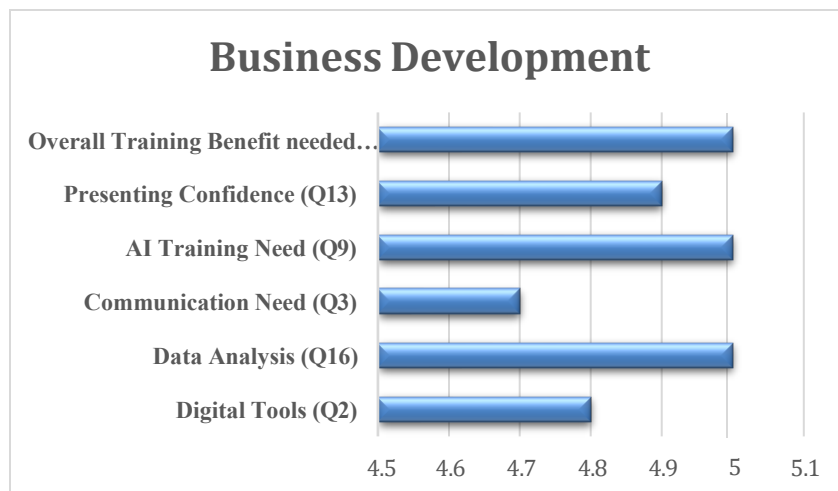


Figure 12: Business Development Analysis

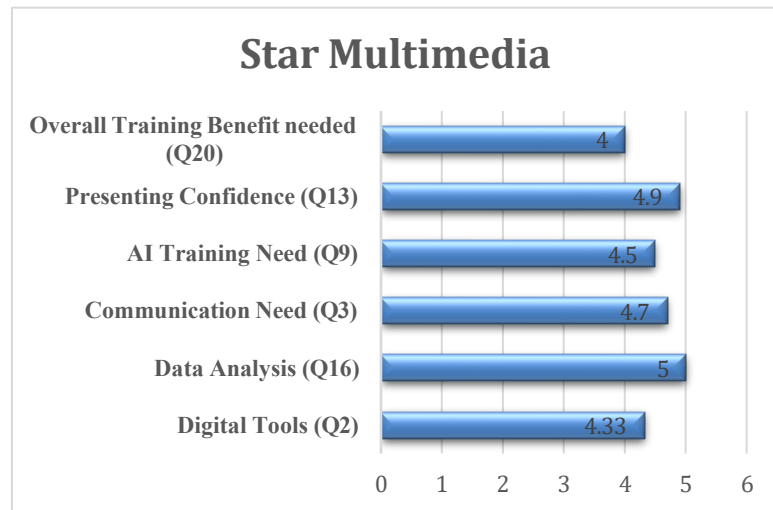


Figure 13: Star Multimedia Analysis

- Business Development and Star Multimedia:** Some of the **highest confidence** scores are in Business Development (n=6) and Star Multimedia (n=7) (e.g., 5.00 in data analysis and presenting; 4.90 in presenting). They both have high communication (5.00 and 4.50) and AI (5.00 and 4.00) needs, which suggests that they are ready to receive advanced/specialized upskilling that will help them in the client-facing and content-production positions.

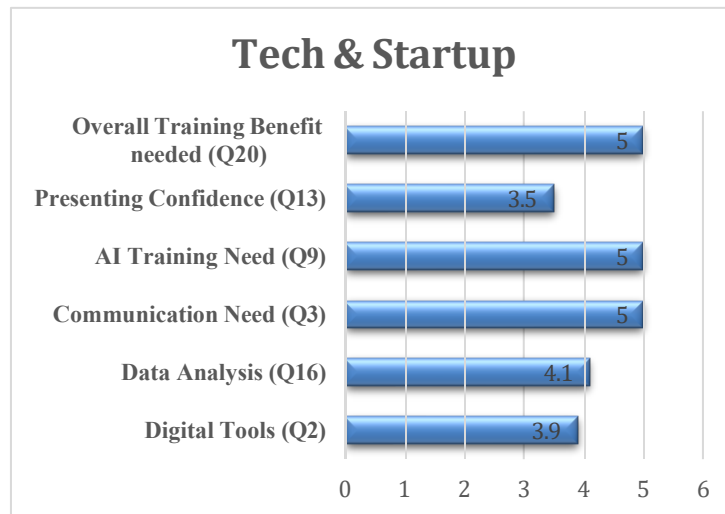


Figure 14: Tech & Startup Analysis

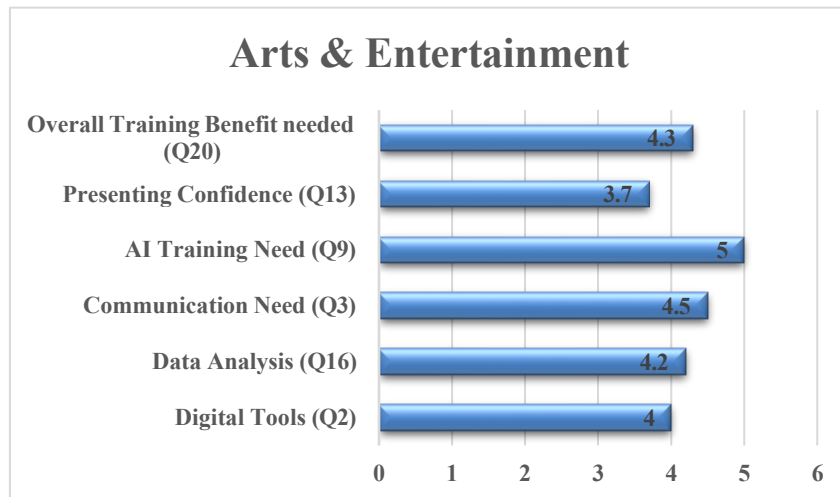


Figure 15: Arts & Entertainment Analysis

- Tech & Startup and Arts and Entertainment:** The lowest presenting confidence is seen in **Tech & Startup (n=5)** and **Arts and Entertainment (n=4)**, though both of them require communication training (5.00 and 4.5) and AI (5.00) very much. Such departments probably need specific soft-skills training (e.g., on-camera presentation, speaking in front of an audience) in combination with technical AI training in order to communicate innovations and creative content in a more effective manner.

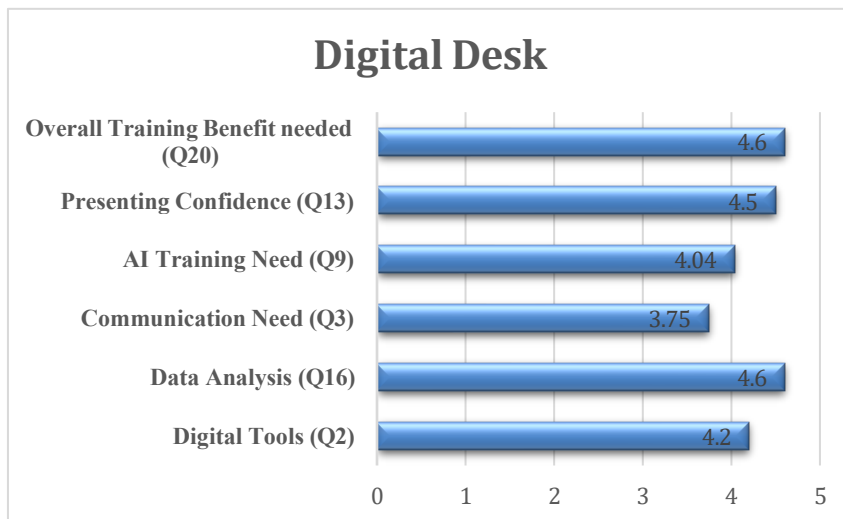


Figure 16: Digital Desk Analysis

- Digital Desk (n=5)** scores are moderate but have a fairly balanced distribution, with the lowest score of communication need (3.75) and an average-to-good score of digital tools

(4.20) and data analysis (4.60). This implies that the department is already to some extent prepared to work digitally but that specific AI improvement (4.04) instead of the general background training would be beneficial.

Overall, the patterns across departments indicate the evident division in terms of training priorities: support/admin branches (HR and Admin) require the development of basic digital and soft skills, whereas revenue/content-related departments (Business Development, Multimedia, Accounts) will require advanced AI and communication upskilling. There are weak presentation and public engagement skills in creative/technical groups (Tech & Startup, Arts & Entertainment, Digital Desk), though AI interest levels are high. That the overall training benefit (4.30-5.00 on average) is generally high across all departments is also a strong indicator that the company supports the use of department-based training programs to meet the diverse needs.

3.3.4 Implication

The analysis of the 2026 TNA Survey (n = 45) at The Daily Star reveals both strengths and areas requiring improvement in the organization's training and development practices. Employees demonstrate very high confidence in core editorial competencies such as writing and editing for print and digital platforms (4.92), which reflects strong alignment with the company's primary mission of delivering quality journalism.

However, comparatively low confidence in compliance and labor law knowledge (2.56), workflow organization tools (2.64), adaptability to new technologies (3.20), and digital tool usage (3.22) indicates gaps in regulatory awareness, operational efficiency, and digital readiness. In a rapidly transforming media environment, these weaknesses may create risks in maintaining ethical standards, ensuring compliance, and sustaining competitiveness.

Furthermore, high perceived training needs in crisis management (4.64), communication skills (4.58), AI tools (3.60), and overall professional development (4.62) suggest that employees recognize emerging industry demands but feel inadequately prepared. Therefore, the findings imply the necessity of a more structured, systematic, and forward-looking training strategy to strengthen digital competence, compliance awareness, and soft skill capability.

3.3.5 Limitations

There are some limitations in the preparation of this report. Despite having 45 respondents, there is a likelihood that the survey did not involve the whole workforce of The Daily Star. There was unequal participation of the departments and that could be a hindrance to overall organizational representation.

Also, there was limited access to organizational confidentiality policies in terms of access to detailed historical training records, budget allocations, and performance impact assessments. The results are based mostly on self-reported information, where an online survey will be used, which can cause bias in the responses. Hence, the findings can be interpreted cautiously.

3.3.6 Conclusion

The Daily Star has an efficient training and development system that is based on in-house training and e-learning. The positive trust in fundamental editorial capabilities (4.92) and multimedia (4.48) shows that the organization is efficient in capacity building in the main areas of operation.

Nevertheless, reduced trust in compliance knowledge and workflow tools and high perceived training needs during crisis management, communication, and AI tools and overall development suggest that the organization needs to improve its strategy towards structured and strategic training.

To assure long-term sustainability and competitiveness in the changing digital media environment, The Daily Star needs to be oriented on systematic needs identification, target skills development, and efficient training evaluation systems.

3.3.8 Recommendations

There are several recommendations on how to improve the training and development practices at The Daily Star based on the outcomes of the TNA survey (n = 45):

1. **Systematize an institutionalized Training Needs Assessment (TNA):** The annual and regular TNA of the organization should be done by integrating survey findings, performance appraisal information, competency mapping, and consultation with the department. This will make the process of training decisions based on data and not ad hoc.

An organized TNA process will assist in the proactive identification of skill shortages and alignment of the employee development with the organizational strategy.

2. **Increase in AI-oriented learning modules and Digitalization:** Since the level of confidence in digital tools is moderate (3.22) and the level of adaptability to new technologies is moderate (3.20), and there is a significant demand in training AI-assisted journalism, data visualization, digital workflow management, and advanced Excel/reporting tools (3.60), The Daily Star should increase the amount of e-learning offered to implement the modules on AI-assisted journalism, data visualization, digital workflow management, and advanced Excel/reporting tools. This will increase digital preparedness and will facilitate the transformation of the organization in the changing landscape of the media.
3. **Implementation of soft skill and crisis management training:** Perceived need in crisis management (4.64) and communication skills (4.58) shows that there is a gap in the situation of dealing with high pressure and professional interactions. Specific workshops, simulation crisis drills and presentation skills training need to be launched, particularly among editorial and content staffs. Improvement can be measured using pre- and post-trainings.
4. **Introduce compulsory compliance and ethics training:** The relative lack of trust in compliance, labor law, and workplace policies (2.56) also indicates that there is the risk of regulatory and ethical risks. Thus, annual training on labour laws, data privacy, newsroom ethics, and policies of the organization ought to be mandatory with certification monitoring to achieve accountability and alleviate legal liability.
5. **Incorporate an extensive training evaluation model:** Basic feedback seems to be the current major measurement of training effectiveness. The organization is to implement the model of evaluation (e.g., the evaluation of learning, behavioral change, and the impact on the performance) to determine the real effectiveness of the training programs. The correlation of training results to performance evaluation and promotion will lead to the application of the learned skills in practice.

6. **Application of Theoretical Models:** Based on this report, it can be stated that the training culture is active in The Daily Star, though the entire process has no structured framework and quantifiable business contribution. In order to overcome these gaps, the following recommendations are suggested:

6.1 Implementation of the ADDIE Model:

The ADDIE Model (Analysis, Design, Development, Implementation, and Evaluation) is a systematic model of training and development management that should be adopted by the Daily Star. ADDIE model is a method of systematic training design that makes sure that training programs are planned, implemented and assessed with regard to organizational requirements.

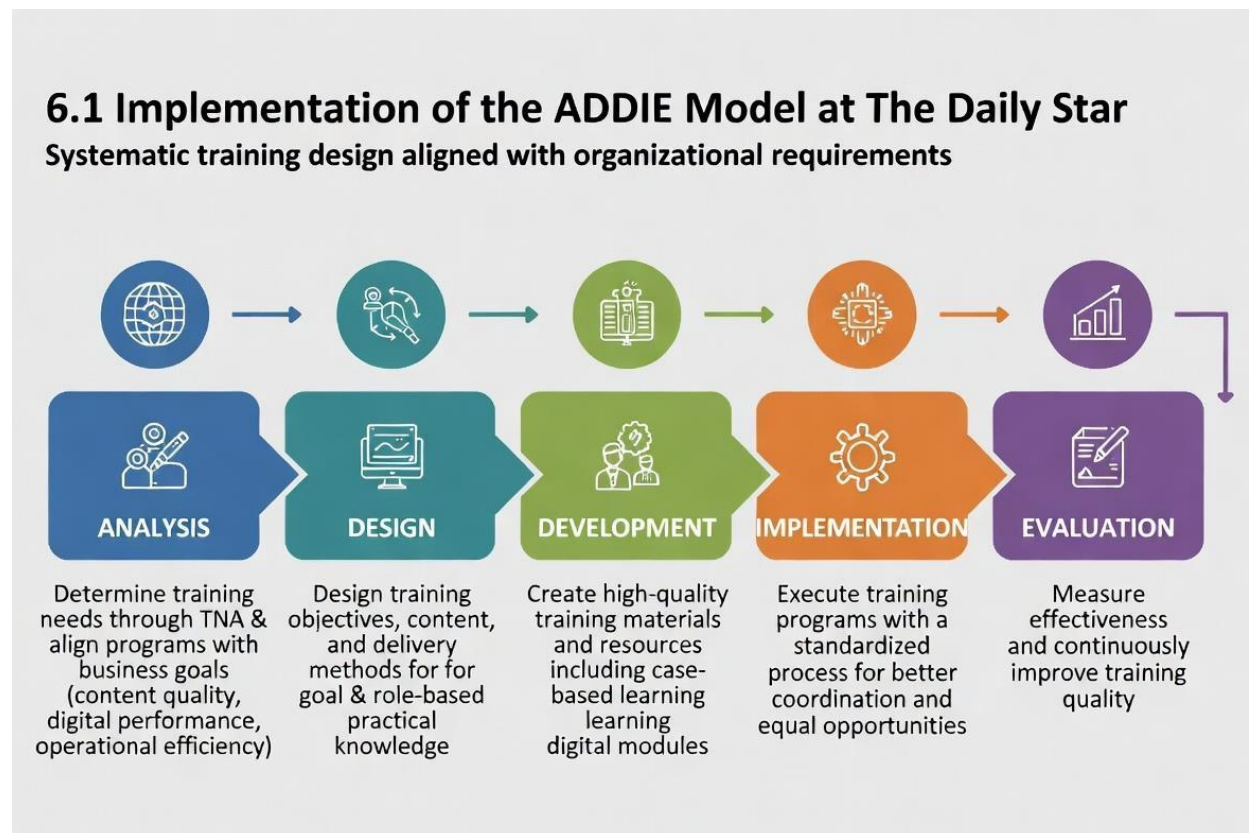


Figure 17: Implementation of the ADDIE Model at The Daily Star

- **Analysis:** This stage is aimed at the determination of training needs by adequate Training Needs Assessment (TNA). With the effective implementation of this stage, The Daily Star will be able to align the training programs as per the business goals, whether it is better

content quality, digital performance, or operational efficiency. This will cut down on the unwarranted training and divert resources to areas where skills are very crucial.

- **Design:** During this stage, training goals and content as well as the methods of delivering the training, are designed. The structured design process will enable the organization to come up with goal and role-based training programs, which will ensure the employees get related and practical knowledge that will directly translate into their job performance.
- **Development:** This phase entails the development of training materials and resources. The Daily Star can enhance the retention of knowledge and therefore consistency of training in the various departments by investing in well-developed content (e.g., case-based learning, digital modules).
- **Implementation:** This stage is the actual process of training programs. The use of a standardized implementation process will lead to better coordination, equal learning opportunities, and overall effectiveness of the training process.
- **Evaluation:** The last phase involves the measurement of training effectiveness. Enhancing this stage will help the organization to keep on enhancing the quality of training and to see to it that the learning results are attained.

6.1.1 Impact on Business and HR Strategy:

The introduction of the ADDIE model will alter the training into a reactive activity to a strategic activity. It will enhance the power of the workforce, productivity, and alignment of the development of the employees and the objectives of the organization. It will also facilitate strategic HR planning as it will allow making decisions based on the data and making HR one of the primary drivers of business success.

6.2 Implementation of Kirkpatrick's Four-Level Training Evaluation Model

To improve its evaluation process, the Daily Star needs to consider the Four-Level Model suggested by Kirkpatrick, offering a practical model of training evaluation complexity. This model includes:

- **Level 1 (Reaction):** Measures how satisfied employees are with training programs. This contributes to a better quality and level of training.
- **Level 2 (Learning):** Evaluates what was learned and learned in the course of training, learning objectives must be attained.
- **Level 3 (Behavior):** Can assess workers on whether they are utilizing learnt skills in the workplace. This is essential in the real performance improvement.
- **Level 4 (Results):** Evaluates the business-wide impact of training, which may be in terms of greater productivity, better content, fewer mistakes, or greater revenue.

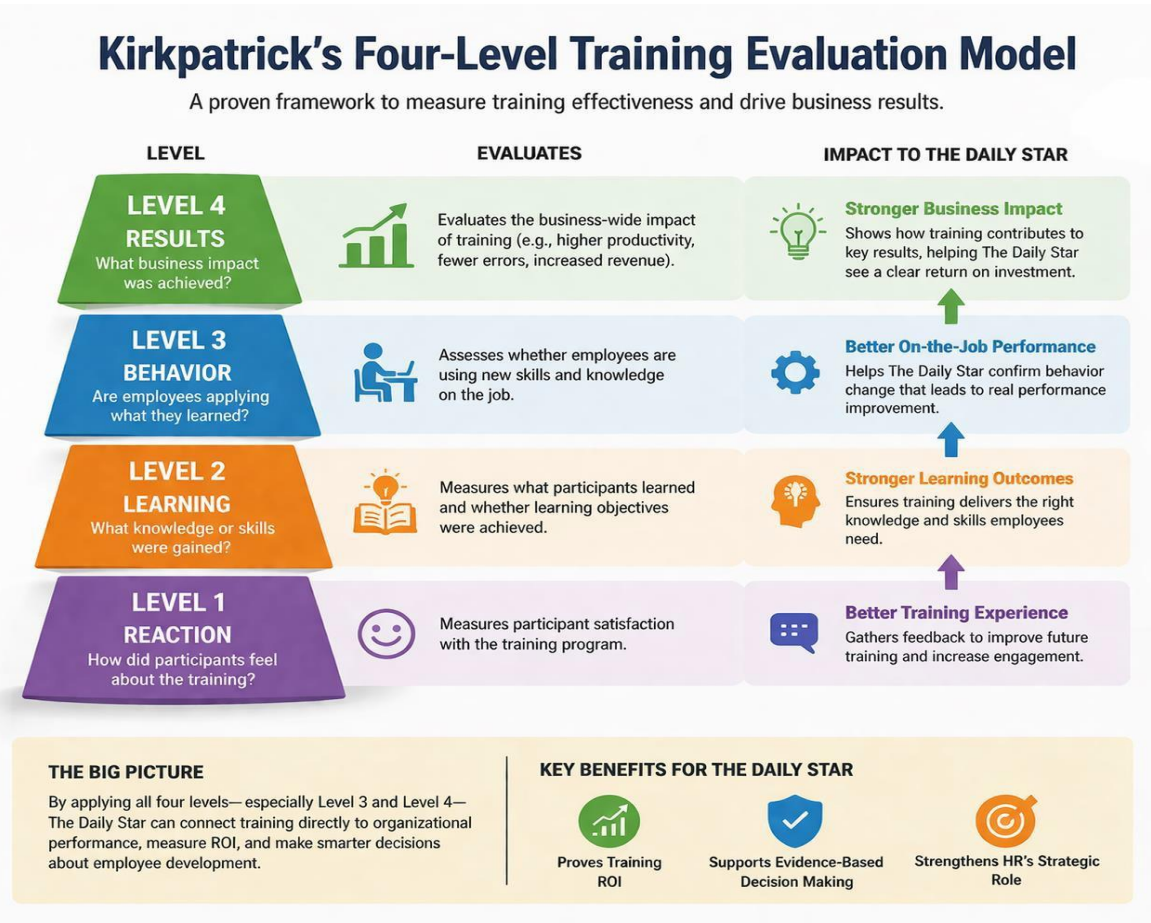


Figure 18: Implementation of Kirkpatrick's Four-Level Training Evaluation Model

6.2.1 Business and HR Strategy Impact:

With the application of all four levels, particularly Level 3 and Level 4, The Daily Star will be able to associate training outcomes to organizational performance. This will allow measuring the ROI of training and investing in employee development. Moreover, it will strengthen the strategic purpose of HR as it offers evidence-based information that can be used to make decisions, facilitate performance management, and lead to the long-term development of an organization.

6.3 Strengthening the Strategic Role of Training

Incorporating the ADDIE model and Kirkpatrick's evaluation framework, The Daily Star will be able to make sure that training is not only well designed but also results-oriented. This integrated strategy will develop a straight connection between business performance and employee development.

6.3.1 Overall Impact:

1. Shifts training into a capital asset rather than a routine activity
2. Enhances the performance and productivity of the employees.
3. Facilitates improved resource allocation and cost-effectiveness.
4. Reinforces HR's role as a strategic business growth driver
5. Strengthens long-term organizational strategic positioning and growth

Integration of structured models like ADDIE and Four-Level Evaluation by Kirkpatrick will significantly improve the efficacy of training and development practices within The Daily Star. These strategies will help make training purposeful to the business, quantifiable in terms of results, and able to bring long-term value to the organization.

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Appendix B: Employee Transcript

The Daily Star EMPLOYEE TRANSCRIPT

Part - A: Employment Information (To be filled by HR Department)

Employee ID :
Employee Name :
Designation :
Department :
Date of Joining :
Job Location :

Part - B: Employee General Information

Name (NID or Certificate) :
Gender :
Date of Birth :
Blood Group :
Religion :
Nationality :
National ID No :
Passport No :
Issue Date (Passport) :
Expired Date (Passport) :
TIN No :
Marital Status :
Spouse's Name :
Spouse's Occupation :
Father's Name :
Father's Occupation :
Mother's Name :
Mother's Occupation :

Part - C: Contact Information

Personal Mobile No :
Secondary Mobile :
Email Address :
Secondary Email :

Emergency Contact Person :
Relationship :

Part - D: Present & Permanent Address

Description	Present Address	Permanent Address
Country		
Division		
District		
Upazila		
Thana		
Post Office		
Village/Location		
Post Code		
Mailing Address	Yes/No	Yes/No

Part - E: Nominee Information

Relationship :
 Nominee's Name :
 Date of Birth :
 Place of Birth :
 Gender :
 Blood Group :
 Marital Status :
 Occupation :
 Nationality :
 National ID :
 Passport No :
 Contact No :
 Email ID :
 Percent (%) :

Part - F: Education

Level of Education	Group/Subject	Institute	Board/ University	Country	Year	Duration (yrs)	Result

Part - G: Training

Training Name	Training Description	Institution	Training Place	Country	From Date	To Date

Part - H: Job Experiences

Organization	Country	Contact Person	Address	Contact No	Experience Type	Designation	From Date	To Date

Part - I: Professional Qualification

Certification	Institute	Location	Country	From Date	To Date

Part - J: Award Information

Award Title	Institute	Location	Country	Award Date

Part - K: Publication Information

Publication Title	Where Published	Publication Type	Designation	Single/ Multiple	Local/ International	Publication Date

Part - L: Scholarship

Name of Scholarship	Institute	Duration	Country	Award Date

Part - M: Employee Reference (Please give at least 2 references details)

Referee Name	Organization	Office Address	Designation	Relationship	Phone	Email

Appendix C: Annual Performance Appraisal

Annual Performance Appraisal

General Information:											
Date:											
Appraisal Period:			2018								
Name of Employee					Employee ID No.						
Designation					Department						
Date of Joining					Working Place/Area						
Last Increment					Current Salary						
Name of Supervisor					Job Title of Supervisor						
PART-A- Performance Appraisal											
Sl	Criteria	Weightage	Score Recommended						Overall Performance Rating		
			Outstanding	Very Good	Good	Average	Poor	Weightage X point	Outstanding	4.51-5.00	
			5	4	3	2	1		Very Good	3.51-4.50	
1	Achievement of Assigned Job	70%								Good	2.51-3.50
2	Attendance	10%								Average	1.51-2.50
3	Integrity	5%								Poor	1.00-1.50
4	Drive & Initiative	5%									
5	Communication	10%									
	Total Score	100%	Total Performance Score Achieved for reward								
PART B- Observations on Marking											
Comments/Observations								Signature of the Apprise			
Signature of Appraiser/Supervisor			HOD's Comments & Signature			CHRO's Comments & Signature					

Appendix D: Leave Application Form

LEAVE APPLICATION FORM

Name: _____ ID: _____

Designation: _____

Department: _____

Leave From: _____ Leave To: _____ Total Days: _____

Reason For Leave: _____

Joining Date After Leave: _____

Responsible Person During Leave: _____

Address While On Leave: _____

Leave Type: ☐ Casual ☐ Earned ☐ Medical ☐ Paid ☐ L.W.P ☐ Maternity ☐ Recreation

Signature of Applicant

Apply Date: _____

Leave Status (For HRD Use Only)				
Leave Type	Leave Enjoyed	Leave Balance	Remarks	Signature
Casual Leave				HR Department
Earned Leave				
Medical Leave				
Recreation Leave				
Paid for Contractual				

Forwarded by

Recommended by

Approved by

Appendix E: Employee Clearance Form

FINAL SETTLEMENT CLEARANCE FORM

Date: November 15, 2021

Employee Name : Asif Muztaba Hassan
 Designation : Sub-Editor & Feature Writer

Employee ID : 1566
 Department : Digital Media

He has left from his services with effect from **October 13, 2021**. Please indicate below if any document/bill/key/ID Card (s)/any other item(s) of this office is/are pending/due with him so that office may settle his final dues at the earliest. Your cooperation in this regard is solicited.

1. EMPLOYEE'S RELEVANT/CONCERN DEPARTMENT:

a) Documents/Files ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

b) Soft Copies ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

c) Others:

Comments (if):

Signature:

2. FINANCE & ACCOUNTS DEPARTMENT:

a) Loan/Advances against Salary ☐ Null ☐ Adjusted ☐ Adjustable TK.

b) Advances against Procurement ☐ Null ☐ Adjusted ☐ Adjustable TK.

c) Loan against Provident Fund ☐ Null ☐ Adjusted ☐ Adjustable TK.

d) Receipt of last Fiscal year's Tax Return ☐ Submitted ☐ Not Submitted ☐ Not Applicable

Comments (if):

Signature:

3. COLLECTION & DEBT SECTION:

a) Advertisement Bills ☐ Null ☐ Adjusted ☐ Adjustable Amount:

b) Others:

Comments (if):

Signature:

4. IT DEPARTMENT:

a) Desktop ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

b) Laptop ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

c) Pen/External Drive ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

d) Others:

Comments (if):

Signature:

5. STORE SECTION:

a) Keys & Stationery ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

b) Recorders ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

c) Others:

Comments (if):

Signature:

6. HRD&M AND ADMIN DEPARTMENT:

a) ID & Health In. Card ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

b) Vehicle & Documents ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

c) Mobile Set & SIM ☐ N/A ☐ Returned ☐ Not Returned ☐ Value Adjust ☐ TK.

d) Others:

Comments (if):

Signature:

 Assistant Manager, HR

 Head of Operations & CFO



Thankful to the HR & Admin team for the lessons, support, and memories I'll carry forever.