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AN UPSIDE-DOWN PATHWAY OF CAREER DEVELOPMENT IN VIETNAM: AN OVERVIEW

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Introduction

According to the updated report of Vietnamese Ministry of Labour, Invalids and Social Affair (MOLISA), at the end of the 2017 year, there are about 1.074.8 thousand unemployed people in the working age. Particularly, the unemployment ratio of high-educated people (i.e. undergraduates and postgraduates) steadily increases up to 237 thousand people in a quarter and 53.9 thousand people higher than the previous quarter of the 2017 year (Bộ Lao đông - Thương Binh Xã Hội - MOLISA, 2008). The unemployment rate for college graduates is not much better than those ones. Such ratios are awaking Vietnamese policymakers, educators, employers, parents and students after a long-lasting sleep with fanciful dreams on higher education (HE) because this ratio will be much higher when Vietnam is approaching to the globalization, industrialization, and digitalization in a very near future.

The article examines the issues and concerns of Vietnamese education in relation to the graduate's career development through existing literature review and document analysis. It analyses the past and existing educational policies, strategies on career orientation, teaching and learning, and mindsets of Vietnamese people including parents, students, and educators. Those may have created a wave of a redundancy of Bachelors and Master while lacking skilled workers in Vietnam's society nowadays. It then provides suggestions with an appropriateness of career orientation, strategic vision that Vietnamese policymakers need to have a deep consideration. In addition, the article presents recommendations for educational institutes in linking with industry partners for a sustainable development and a guarantee for the output of colleges and universities. It hopeful upturns slightly the pathway of career development in Vietnam and contributes a unique angle to career development. The next section will highlight issues and challenges in career development.

Perspectives of Career development

The previous discussion about career has focused on life roles than work (i.e. Herr 1992, Patton and Mc.Mahon 1999 cited in Patton & McMahon, 2014). They defined a career as "the pattern of influences that coexist in an individual's life over time" (Patton & McMahon 1999, p 170 cited in Patton & McMahon, 2014). However, recent debates offer a wide range of perspectives on career development. According to the Canadian Council for Career Development, Career Development is described as "the lifelong process of managing learning, work and transitions, in order to move toward your preferred future" (CCCD, 2018) and the

development, maybe forward and backward (Patton & McMahon, 2014). Savickas et al. (2009) revisited that process as "life designing". This notion is adapted and used in the paper to discuss how Vietnamese graduates design their life and discuss the upside-down pathway of their career development.

Current issues and challenges

In Vietnam, there is a critical debate on thousands of unemployed graduates with Bachelor and Master Degrees. Currently, they must enroll for vocational courses at vocational colleges. That process is called an upside-down pathway in this paper. As a matter of fact, the increasing number of undergraduates enrolling in the academic year of 2015-2016 is 1.767.879. The postgraduate rate is also raised to 12.8 % and 21% for Master and Ph.D. program respectively in comparing to the last academic year (Le, 2017). This enrollment growth may accompany with a higher unemployment ratio in the coming year. As mentioned previously, 237 thousand people were unemployed in the last quarter of 2017. Such issues are explained as follows:

Shortcoming strategies

Vietnamese government asserts that education is the key element in providing a highly qualified and skilled labor force. It contributes to the socio-development of the nation. However, as mentioned in the Education Strategic Development Plan 2011-2020 of Vietnam, its education system lacks a harmony and a linkage among training levels with a national standard training framework. Unbalance in education between regions is stepping slowly. That leads to the fast-paced growth of Vietnamese education system with crowded universities. Accordingly, the training scale of postgraduate level also rises steadily. As can be seen from the following number, around 133.000 HE students in 1987 have a dramatic shift up to 2.12 million students by 2015 (World Education News and Review, 2018). The mushrooming increase of students and universities coincides with the low quality of labor force in Vietnam and a state of redundant crisis. Majority of graduates are hardly finding a job due to lacking required skills. It is argued that they might have good knowledge but be short of skills. A ridiculous practice in Vietnam when a huge number of university graduates enrolled in a postgraduate program (Master program) because of their unemployment. As Anh Khoa (2011) explained: "without a job, they (university graduates) decide to enroll in a postgraduate training program in order to show-up their high status or to have a proper reason for getting financial support from their parents. They even do not care about the appropriateness of the course, their ability. The only way to do this is to change their future". Such goals for their study make the career development pathway turn upside down when postgraduates return to vocational schools for their training to get a job afterward.

Hierarchy in family

In contrast, eighty percent of graduates from vocational institutions are easy to find jobs (Minh Duyen, 2018). However, it is tough for vocational institutes to have enough student enrollments because vocational education (VE) is considered as the "low status" or "last choice" of many students and their parents. Many students interviewed gave their reasons for choosing their further study such as their parents asked them to go to university for their family's tradition or for their parents' proud. In reality, many rural and poor families in Vietnam struggle to send their children to universities even though they must borrow money for their children's study. Students must follow their parent's arrangement and reluctantly go to school every day. They dare not to refuse. In another word, the Confucian mindsets of Vietnamese parents and children with the priority of undergraduate and postgraduate education may contribute to the upside down of the career development pathway.

Unsuccessful career orientation program

According to a recent statistics of Professional Education Department in Ho Chi Minh, up to 75% of high-school students are short of awareness and understanding about their career choice. They often choose their career by feeling. As a result, 30% of graduates found jobs and 80% of graduates are unemployed in the first 3 months after graduating. 50% of them cannot find jobs after 6 months to one year after graduating (Thuy Linh, 2013). A way-out for them is to enroll for postgraduate courses to get a higher degree with the hope to find jobs afterward (Anh Khoa, 2011). This causes a "redundancy of "white colors" and deficiency of "blue color".

Lacking skilled human resources existing parallel with a high rate of unemployment is an evidence for such unbalance. The key reason is no career orientation and guidance. According to a recent media, career orientation in Vietnam came out too late while other developed countries pay much attention to it for a long time and apply at the secondary schools (Ketnoigiaoduc, 2018). In practice, there is an existence of a Career Orientation Office in all Education and Training Department in all cities in Vietnam. At school levels, most high schools cooperate with colleges and universities to introduce their training programs to attract students to their universities. Such kind of activities is known as career orientation. From our experience in doing this program, students are confused with a lot of training programs from many colleges and universities. They don't know where to go and what the best choice for them is. In addition, there is an untrained staff for career orientation at schools. Teachers must take over this task while carrying out their teaching. This causes the career orientation is unsuccessful.

An existing gap between industry and educational institutions

Most of the graduates joined the world of work are ill-prepared and lack required skills industry needs. Many employers have been struggling to find skilled workers while university

graduates could not satisfy their needs (Le, 2017). It is argued that lacking skilled workers causes some effects on their enterprise's development. The explanation for the mention dilemma is the existence of a big gap between industry and educational institutions. In fact, a rector of a university in Vietnam shared that many enterprises feel troubled when some universities and colleges contacted them for students' internship or introduce them to graduates (My Quyen, 2014). This linkage is often set up via a personal relationship of some instructors or leaders at colleges and universities. Therefore, in order to support students to practice their skills, the engagement of enterprises is of importance. This will be discussed further in the following section.

Appropriateness of career orientation

As mentioned previously, it has been too late for Vietnam to implement career orientation at secondary and high schools. In some developed countries, (e.g., Germany, Austria), students are consulted to choose their majors, preferred subjects at the first stage of secondary schools. Students have opportunities to visit labs, factories, and enterprises to understand their future career. By visiting industry, it might help reduce the This model is very useful for students that Vietnam is initially implemented at some schools in big cities. It would be great if this model can spread through all cities, and schools in Vietnam. Therefore, the most appropriateness for career orientation is to change the students' attitudes, as they are the subject of the learning process and accumulate capacity and participate in the labor market in the future.

Future direction and occupation are also relative and can be adjusted in the capacity development process. In this process, the learner must persistently pursue the goal and continue to build up his or her capacity. One characteristic of the current development trend is the rapid change of the occupation. Adaptation is, therefore, one of the important factors that need to be clarified in the direction and pursuit of the profession. In order to meet these needs, learning skills, soft skills, adaptability, and creativity need to be understood as having a high value in helping youth. As a result, the labors with these skills can forecast their needs, evaluate trends in their industry and select the right sector, industry suited to themselves and the general trend of society. Career orientation and development is a long process and requires a close cooperation from different stakeholders.

Industry Partnership for a sustainable VET development

The Vietnamese government has recently realized that setting up a firm linkage with industry is an essential solution for education to make its breakthroughs. It is evidenced by issuing a circular No.96/2015/TT-BTC dated on 22/6/2015 regulating supporting policies such as reducing tax for enterprises, supporting for educational institutions to provide industry-

demanded-training programs, training fee (Bộ Lao Động Thương Binh Xã Hội, 2018). However, in order to motivate the educational institutions' development, the government should take responsibility to allocate their crucial sources (i.e. policy, finance, training policies). As soon as having such supports, educational institutions carry out their duties in linking with industry easily. It also helps institutions deal with the career prejudice that roots in Vietnamese people with Confucian influences (Ho & Reich, 2014). Linking with industry to prepare required skills for students, and to get feedback from industry and understand the specific demands on labor forces will be useful for career orientation and forecasting training needs. Performing this task well, educational institutions will contribute to reduce the unemployment rate and upskill labor forces for the society. It also helps to minimize the retraining for graduates with Bachelor and Master Degrees. Therefore, the Vietnamese government should have a macro policy to encourage the engagement of industry partners to an educational institution to upturn the pathway of career development.

Setting up linkage with industry not only stays with career orientation, forecasting labor needs, the participation of industry partners in delivering some courses would be beneficial for both partners. Within the practical knowledge, skills, and experience, experts from industry partners may bring students to bright future with well-prepared skills and knowledge.

Conclusion remark

This paper has presented different perspectives on career development, issues, and challenges of career development in Vietnam including shortcoming strategies, hierarchy in family, unsuccessful career orientation program and existing gaps between industry and educational institutions. It has also provided suggestions for the upside-down pathway of career development such as appropriateness of career orientation and linkage between industry and educational institutions for sustainable development. Suitable policies should be issued to turn this situation slightly back to its growth. By doing such important tasks, Vietnam might be successful in implementing its integration and globalization strategies.

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YOUTH ENTREPRENEURSHIP AND ONLINE BUSINESS: A STUDY ON START-UP REASONS AND PROBLEMS ANALYSIS IN DHAKA CITY

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Abstract

Youth's economic empowerment is an inevitable part of economic development discourse in any development undertaking of a nation. Despite recent progress in the advancement and empowerment, youth in Bangladesh still remain vulnerable to poverty and social deprivations. Youth entrepreneurs are in a less favorable position in case of accessing for example commercial credit from formal financial service providers. Entrepreneurship is the process where a person run a small or medium business with different factors of production, undertake risks and provide employment to others. It plays a key role in the economic growth of Bangladesh. This paper aims to focus on the online business of youth entrepreneurs by using a purposeful sampling method where in-depth interviews were carried out over two to three months' time period. It utilizes a qualitative methodology by conducting interviews with forty four men and women youth entrepreneurs of online business holders located in Dhaka city. This paper is evaluating the position of youth entrepreneurs in online business, start-up reasons and identified problems in this sector. The findings of this paper will help others to develop their business using limited resources and financial capital via internet facilities. This paper aims to evaluate the present scenario of youth entrepreneurship by using Facebook network. Facebook is very popular in Dhaka city. Many people of Dhaka city does not know details about using internet, but they are using Facebook. Moreover, this article attempts to relate between entrepreneurship theory and behavioral analysis of Dhaka's youth entrepreneurs and finally, provides some strategy recommendations.

Key Words

Young Entrepreneurs, Youth Entrepreneurship, Entrepreneurs, Entrepreneurship, Online Business, Facebook, Dhaka, Bangladesh

1. Introduction

Unemployment of educated youth has, for quite some time, become a growing concern all over the world. Youth empowerment depends on taking part in various development activities. The problem is particularly acute in the developing countries (Awogbenle and Chijioke, 2010; World Bank, 2005). According to ILO publication (2004), reducing youth unemployment could contribute to the addition of GDP, societies may gain direct economic benefits, violence and crime as well as vulnerability and exclusion might be reduced. In the Asian context this difficulty has been studied from different standpoints by different entities and groups. Therefore, the involvement of young people in various entrepreneurial activities has empowered them in social, economic and cultural arenas. Youth growth and empowerment are vital stages in life for building the human capital that allows young people to avoid poverty and lead better, and possibly have a more satisfying life.

Human capital formed in youth is thus an important determinant of long term growth that a nation can spend on. Hence, making sure that youths are well organized for their future is enormously significant to the course of poverty alleviation and progress (World Bank, 2005;Awogbenle and Chijioke, 2010; Uddin et al., 2015).According to the ILO (ILO publication, 2007), the rise in the number of youths in secondary and tertiary education is a positive improvement; however, labour markets in various countries are presently unable to accommodate the expanding pool of the skilled young graduates. It is estimated that about 400 million new jobs would be needed to absorb today's youths. Due to the decline in jobs and the rise in the number of those unemployed, young people are forced in the informal sector (ILO publication, 2007). Factors which readily come to mind when analyzing the worsened unemployment crises in Bangladesh are usually traced to the long period of instability in the socio-economic and political dimensions that led to the complications imposed on the economy, the nation and the workers(Uddin et al., 2015).According to Chigunta (2002), self-employment, taking youth into the economic mainstream, addressing socio-psychological problems and crime coming out of joblessness, developing new expertise, encouraging creativity and flexibility, rejuvenating the local community by supplying valuable goods and services, and making young entrepreneurs receptive to new economic openings. There is also a general lack of in-depth research and concrete findings on motivating and identifying start-up barriers of youth entrepreneurship especially in the context of Bangladesh. This study is an attempt to address this gap. Moreover, this study will contribute to the existing works of youth employment providing an update. Hence, the present study also serves as a directory of initiatives, programs and instruments to benefit the practitioners and policy makers in the field of youth employment, youth entrepreneurship and development of online business.

1.1. Unemployment of Educated Youth in Bangladesh

Bangladesh is a densely populated country with a youth population of 55 percent. Every year nearly 2 million individuals are entering into the labor force while only 1 million get employed in domestic and overseas job markets (BBS, 2014). Labour market selection procedure and lack of support from, relations, friends and others are two most common reasons for unemployment of young people in Bangladesh. Labour market is being too competitive to allow them to be hired. Here again it is a question of supply and demand (Uddin et al., 2015). Over supply of job-seekers for limited numbers of jobs will automatically lead to the rejection of a number of applicants who will have the feeling that they did not do well in the interview or they were not selected for facing tough competition among the candidates. This may not be a very essential factor as selection for a job in that country is mainly dependent on recommendations from guardians, relatives, friends or teachers (Das, 1981).

A record by Ministry of Industries (MoInd) indicate that, there were 0.77 hundred thousand small industries and 6.30 hundred thousand cottage industries in Bangladesh (BBS, 2014). About 70 percent of these organizations are run by the young entrepreneurs. More than 80 percent of these young entrepreneurs are neglected (Uddin et al., 2015). National policies have emphasized on self-employment to provide prospects for part of the new entrants in the labor force (Hytti and Gorman, 2004). Reducing unemployment of educated youth has become one of the most difficult challenges for Bangladesh where youths constitute one third of total population (BBS, 2014; Uddinet al., 2015).It is very difficult to attain sustainable economic growth without entrepreneurial

efforts of this large group of population. It is also necessary to ensure the contribution of vigorous, hardworking and entrepreneurial youth to make Bangladesh a middle income country (GoB, 2012). As conventional career opportunities are fading away increasingly entrepreneurial activities are becoming an essential choice for young people who face a labor market crisis with high rate of unemployment (Uddin et al., 2015; Momen, 2005). Entrepreneurship is considered as an important and useful revenue of generating income for young people to enhance employment and creating job. It also provides young people a sense of belongingness and openings to achieve their visions and dreams (Uddin et al., 2015). Hence, consistent programs and policies addressing the issue of youth employment are required for the country to benefit all in the long run (Momen, 2005; ILO publication, 2005).

2. Objectives of the Study

This study aims to review the present scenario of online business of youth entrepreneurs in Dhaka city. There are also some specific objectives such as:-
- To find out why young people are motivated to start their own online business in Dhaka city
- To find out their present confrontations or challenges to run and manage online business in Dhaka city
- To explore theoretical analysis of youth entrepreneurs in Dhaka city
- To understand the whole picture of youth entrepreneurship in Dhaka city

3. Literature Review

Entrepreneurship is widely considered as an essential ingredient in the modern global economic improvement recipe (Kirschoff and Phillips, 1989; Keeble et al., 1990; Audretsch and Fritsch, 1992; Amin, 2017). US studies exhibit ninety percent of employment growth originating from the "entrepreneurial sector" of the economy (Morris et al., 1996). Despite the potential for richness and texture that such a diverse mix of disciplines brings, a key weakness is that, in many cases, researchers from one discipline have tended to ignore entrepreneurship studies by researchers in the other disciplines (Wortman 1992).The term "Entrepreneur" has been interpreted dissimilarly by divergent people and yet no unity has been arrived on one universally obtained definition. An entrepreneur is an independent who drives by an idea, proactive goals and ambition, brings together the financial capital, people, equipment and facilities to establish and manage a business enterprise (Donnely et al., 1990). Sarasvathy (2008) states that expert entrepreneurs behave more like explorers, rather than rulers. Historically, it is proven that that with each economic downturn in both developed and developing countries, it is the entrepreneurial drive and persistence that brings us blessing (Kuratko, 2006; Amin, 2017).

Youth entrepreneurship also promotes innovation and resilience as it encourages young people to find new solutions, ideas and ways of doing things through experience- based learning (OECD, 2001; White and Kenyon, 2000). In certain circumstances, young entrepreneurs may be particularly responsive to new economic prospects and trends. This is an especially important given the on-going globalization practice. It is increasingly accepted that youth entrepreneurs can present

alternatives to the organization of work, the transfer of technology, and a new perspective to the market (White and Kenyon, 2000).Accurate impact assessment and evaluation of introduced programs and initiatives are also important to improve entrepreneurial conditions for young people (Greene and Storey, 2005). Positive attitudes can be promoted through raising awareness and familiarizing young people with entrepreneurship as a valuable career path (Uddin et al. 2015; Amin 2017). According to White and Kenyon (2001), interventions in entrepreneurship education can be resource intensive and are in general long-term investments. According to Hytti and Gorman (2004), entrepreneurship graduates implement better than the graduates without entrepreneurship education.

Youth can be defined as transition period of an individual from childhood to adulthood. Countries vary considerably in their definition of youth and childhood. The UN considers individuals under the age group of 15 – 24 as youths. In Uganda, for example, youth is from 12 to 30 years, while in Nigeria, it is between 18 and 35 years (ILO publication, 2005;ILO publication, 2007).There are also differences of age limit among some Asian countries, which are as Bangladesh (18-35); India(15-34); Pakistan (18-30); Srilanka (15-29); Malaysia (15-29); Nepal (15-40); Singapore (15-30); Hongkong (10-24) etc. (Sutradhar, 2005). One third of total population of Bangladesh is between the ages of 18 and 35 years old (Ali, Roy and Bhattacharjee, 2006). Monitoring the Situation of Vital Statistics of Bangladesh (MSVSB), in 2016 the estimated total population of Bangladesh is 160.8 million; where men is 80.5 million (50.1%) and women is 80.3 million (49.9%) (BBS, 2017).It is very tough to attain sustainable economic growth without entrepreneurial efforts of this large group of population in Bangladesh (Uddin et al., 2015).Youth unemployment is an enormous waste of human resources that could rather contribute to socio-economic progress of the country. Boosting up youth entrepreneurship may bring several effects on the economy of a country resulting in the increase of consumer demand and national revenue (Momen, 2005).

According to Kalafaltelis and McMillen (2004), a survey in New Zealand on entrepreneurship culture among young people delivers strong facts that parents are a key influencer. About 85% of the respondents claimed that their parents had influenced the formation of mindsets about business and approximately 35% informed that their parents owned a business. Sector wise it is found that the private sector workers have more liking for self-employment than their public sector counterparts. It is also proved that major factors vary according to the occupation of their parents (Das, 1981). Family background, in particular, plays a vital role in the growth of entrepreneurial attitudes (Street and Sykes, 2003).

Young people's attitude towards starting their own business is also influenced by the image, reputation, and credibility of entrepreneurs in a civil society (Uddin et al., 2015). Haque (2013) identified some obstacles of maintaining online clothing stores and strategies adopted by entrepreneurs to attract consumers. Women entrepreneurship has attracted growing attention in recent years in sunlit of concrete evidence of its significance for financial progress and social improvement in Dhaka city via online clothing business (Amin, 2018b). Haque and Quader (2014) investigated the use of technology as an empowerment tool by entrepreneurs operating online bakery stores on Facebook in Dhaka city. In a study on SME sector of Bangladesh, Miah (2006)

found that the major constraints for entrepreneurs are lack of adequate investment, lack of modern technology, high rate of interest on bank credits, irregular/inadequate supply of power, poor physical infrastructure and high transportation cost, poor information about market opportunities, inadequate availability of raw materials, lack of skilled workers, lack of research and development, fierce competition, absence of effective and transparent legal system, difficulties in accessing technology, credit constraints low access to business services, low awareness, low lobbying capacity and rapid changes in policy environment.

There are some previously published articles showing the issues of problem and scope for entrepreneurs in Bangladesh. There have been a number of articles on youth entrepreneurship practices but the illuminative fact of this article is that author emphasize the present situations of youth entrepreneurship in case of online business, their reasons in prior to starting a business, problem issues and behavioral analysis in Dhaka city with proper theory of entrepreneurship via questionnaire and face to face interview.

4. Methodology

This article is basically a descriptive research. A questionnaire was prepared consisting of a number of questions regarding the purpose of the study. Dhaka city has been selected for three reasons. Firstly, Dhaka is the capital of Bangladesh; secondly the population of Dhaka is higher than other divisions of Bangladesh. According to Population and Housing Census (2011), 17 million people lives here. Thirdly, youth entrepreneurs of Dhaka city are more active and the number of online business is higher than any other division of Bangladesh (Amin, 2018a; Amin, 2018b).

The study was conducted in northern part of Dhaka city. Dhaka North City Corporation (DNCC) and its surrounding areas (Mirpur, Dhaka Cantonment, Mohakhali, Gulshan, Uttara and other surrounding areas of Dhaka North City Corporation of Dhaka city) are chosen randomly as sites of data collection. The survey was conducted among 44 young entrepreneurs (online business owner) as sample size. The convenient sampling method was used to select the individual youth entrepreneur from under Dhaka North City Corporation. The choice of the sample size is based on the work of Schoof (2006) and Uddin et al.,(2015).

In order to complete the objectives of the study, a qualitative research approach was applied. In depth desk study along with interviewing young entrepreneurs was carried out. The desk research reviewed relevant literature relating to youth entrepreneurship, including relevant texts and journal articles and other publications. The literature review was done with a view to summarizing and updating key information with regards to youth entrepreneurship in general and to crucial factors for engaging in entrepreneurial actions of young people in particular. Young entrepreneurs' view point have also been integrated into the study. The questionnaire was derived, with some modifications, from Schoof (2006) and Uddin et al.,(2015), both papers are based on youth and entrepreneurship.

At first a list of 68 young entrepreneurs was prepared and out of this list, 52 young entrepreneurs from Dhaka were contacted and requested to fill up the questionnaire. 52 questionnaires were distributed among the contacted young entrepreneurs by a group of three members in the sample area and a total of 47 accomplished questionnaires were returned. After removing the ones with missing data, 44 useable questionnaires with a response rate of 85% were selected for analysis. So, the sample of the study is 44 young entrepreneurs selected purposively and conveniently from Dhaka for easy access and smooth collection of data and opinions.

With this small sample size, it would be inappropriate to draw representative conclusions for the young entrepreneurs in Dhaka city of Bangladesh. Further, the collected perceptions, opinions, experiences were described in the light of barriers, hindrances and incentives to participate in entrepreneurial activities by young people in this city.

5. Empirical analysis and findings from own survey (Findings through conducting face to face Interview)

5.1. Business Profile of Youth Entrepreneurs in Dhaka city

The shared information of the young respondents (men and women), who participated in this study is shown in table-1.

Here in table-1 it is clear to mention that, youth entrepreneurs are involved in different types of online business in Dhaka city. According to this study, the focus of online business of this city has shifted away from selling products and services to creating a great overall customer experience. Customers are now in the driver's seat, expecting an experience that is targeted to their demands.

Table 1: Business Profile of Youth Entrepreneurs of Dhaka city

Types of Online Business	Frequency	Percentage (%)
Handicrafts / showpiece items	4	9
Imported Handy items/ Electrical items	5	11
Boutique House and Cloth, Designer cloths, Imported dress	10	23
Home-made Food / daily necessities, Imported Food	6	14
Grocery and Stationery, Imported items	2	4.5
Jewelry Business, Home-made Jewelry, Imported Jewelry	6	14
Imported gadgets, Mobiles	5	11
Imported ladies and gents bag and shoes	3	7
Homemade Cosmetics, Imported Makeup	2	4.5
Others Miscellaneous items	1	2
Total	**44**	**100**

Source: Own survey (March-May 2018)

5.2. Reasons for Starting Online Business

Six proactive reasons are identified in this study from the young respondents, which is showed in table-2.

Table 2: Reasons for Starting Online Business of Youth Entrepreneurs in Dhaka city

Reasons	Frequency	Percentages (%)
Less Job opportunity	22	50
Low salary offer	11	25
Liking to self-employment	5	11
Easy to get self-employment	3	7
Easily access to the mass people with a minimum amount of time	2	5
Popularity of Online shopping	1	2
Total	**44**	**100**

Source: Own survey (March-May 2018)

Comments: According to this study in table-2, 22 respondents (Out of 44), 50% of total respondents' main start-up reasons of own online business is "less job opportunity" in Dhaka city. Low salary offer, liking to self-employment, easy to get self-employment, easy access to the mass people with minimum amount of time and popularity of online shopping are other five reasons for staring online business of youth entrepreneurs in this city(as percentages are showed in table 2).

5.3. Major Problems of Youth Entrepreneurs for Running their Online Business
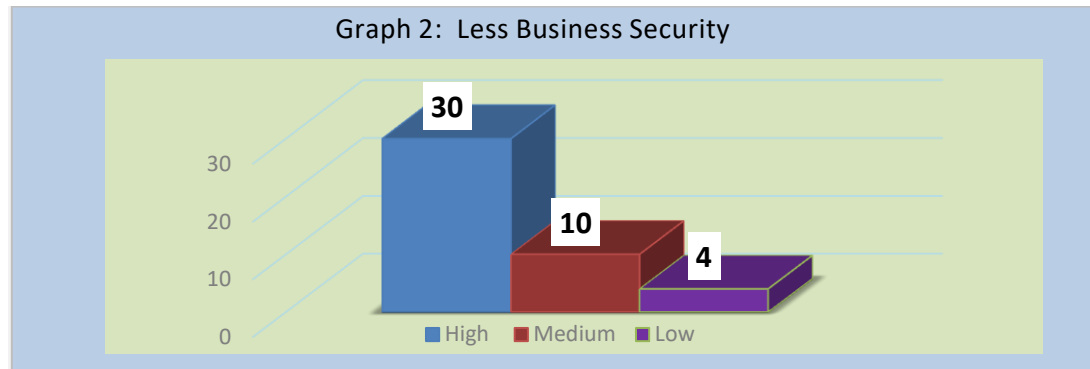
5.3.1. Less social recognition

Graph 1: Less Social Recognition
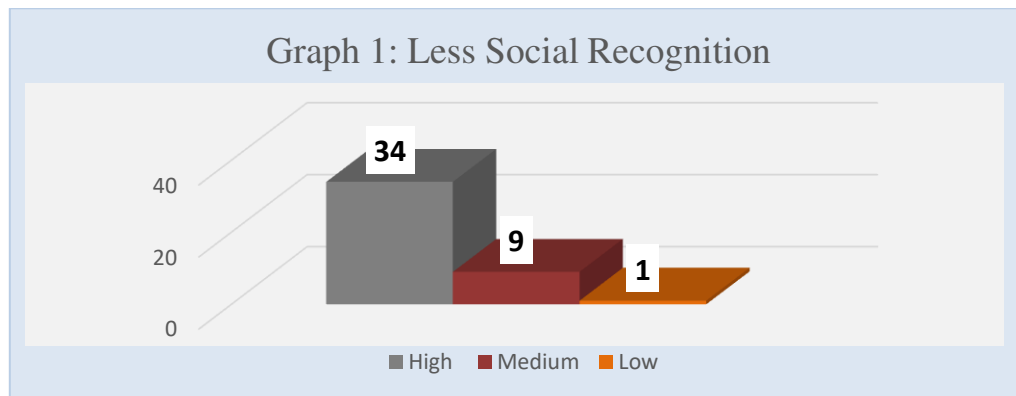
Source: Own survey (March-May 2018)

In graph-1, 34 respondents (out of 44) are reported that less social recognition is one of the problems of youth entrepreneur for running their online business in Dhaka city.

5.3.2. Less business security

Graph 2: Less Business Security

High: 30
Medium: 10
Low: 4

Source: Own survey (March-May 2018)

In graph-2, 30 respondents (out of 44) are reported that less business security is one of the problems of youth entrepreneur for running their online business in Dhaka city.

5.3.3. Less opportunity for continuous growth

Graph 3: Less Opportunity for Continuous Growth

High: 33
Medium: 9
Low: 2
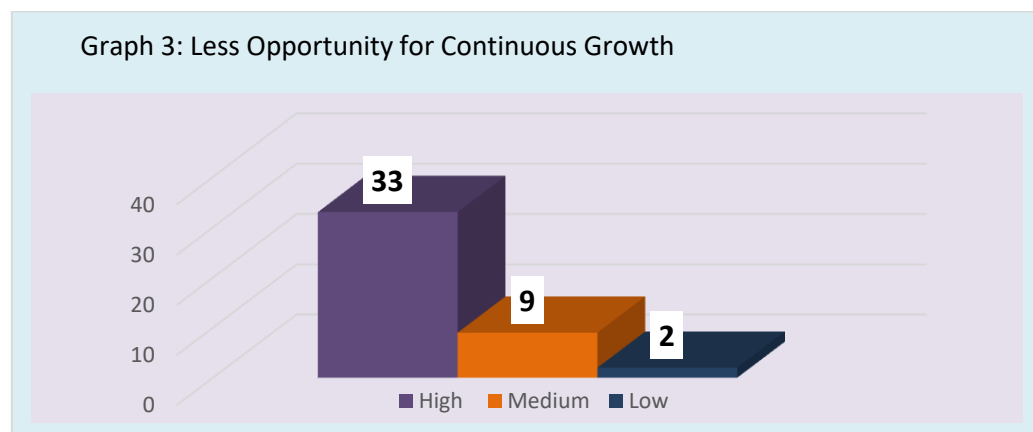
Source: Own survey (March-May 2018)

In graph-3, 33 respondents (out of 44) are reported that less opportunity for continuous growth is one of the problems of youth entrepreneur for running their online business in Dhaka city.

5.3.4. Lack of Facebook page security and genuine customers

Graph 4: Lack of Facebook page Security and Genuine Customers
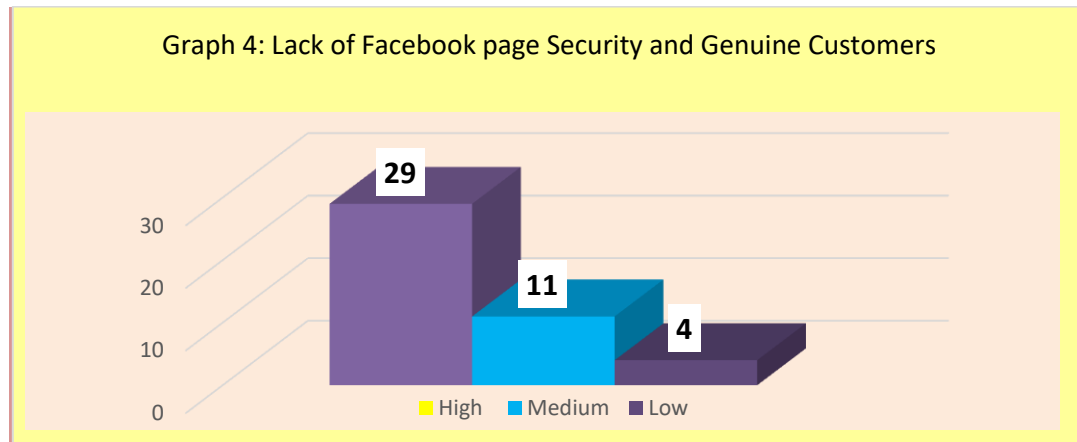
Source: Own survey (March-May 2018)

In graph-4, 29 respondents (out of 44) are reported that lack of Facebook page security and genuine customers is one of the problems of youth entrepreneur for running their online business in Dhaka city.

Comments: From graph 1,2,3,4 it is quite clear that, less social recognition, less business security, less opportunity for continuous growth and lack of Facebook page security and genuine customers are four practical problems of youth entrepreneurs for running and managing their own online business in Dhaka city. Today's customer are better informed, as technology has made it easier for them to do their homework. They know more about an item's strengths and weaknesses, and even what the seller's costs are, than ever before. They are also acutely aware of how many other suppliers they can acquire the same item from. In online business, high competition and less business security risks is very high in Dhaka city.

6. Behavior Analysis of Youth Entrepreneurship in Dhaka city

6.1. Theoretical Analysis

Now following the theory of entrepreneurship(Bulland Gary, 1993) will better explain and begin to predict the phenomenon of youth entrepreneurship in Dhaka city.

"A person will carry out a new combination, causing discontinuity, under conditions of-

1. "Task-related motivation", 2. "Expertise", 3. "Expectation of personal gain", and 4."A supportive environment." (Bull and Gary, 1993)

Table 3: Behavior Analysis of Online Business holders in Dhaka city

| Entrepreneurship Theory (Bull and Gary, 1993)	Youth Entrepreneurs in Dhaka city Source: Own survey (March-May 2018)
"Task-related motivation"	To be your own boss, To do something new
"Expertise"	Good Management and Marketing skills via technology
"Expectation of personal gain"	Easy to get self-employment, Profitable Business
"A supportive environment"	As Bangladesh government is spreading internet all over the nation as part of project called Digital Bangladesh, many private organization is giving free Wi-Fi facilities to help government policies.

6.2. Internet Usage Behavior Analysis

Facebook is very popular in Dhaka. Many people of Dhaka city does not know about using internet, but they are using Facebook (Amin, 2018b). The internet users of Bangladesh spend a staggering amount of time on Facebook. According to the Q2 report of 2017, Dhaka is ranked second in the world in terms of having the most active Facebook users. In this report, Dhaka has twenty two million active internet users, which is 1.1% of the total monthly active users of the social networking site across the globe (Global Digital Statshot, Appendix ,table-6). It is important to evaluate internet usage behavior analysis of youth entrepreneurs in Dhaka city in case of online business as shown below in table-4 and graph-5.

Table 4: Internet Usage Behavior Analysis of Youth Entrepreneurs in Dhaka city

Technology (Internet)	Frequency	Percentages
Facebook	34	77
Instagram	5	11
Websites	3	7
Others (Mobile Apps)	2	5
Total	44	100

Source: Own survey (March-May 2018)

With regard to network access, 34 participants (77%) utilize the Facebook network and 3 participants (7%) have got their own websites (table-4and graph-5). According to this study, Facebook is very important for young entrepreneurs of online business in Dhaka city.

Graph 5: Internet Usage of Online Business in Dhaka City
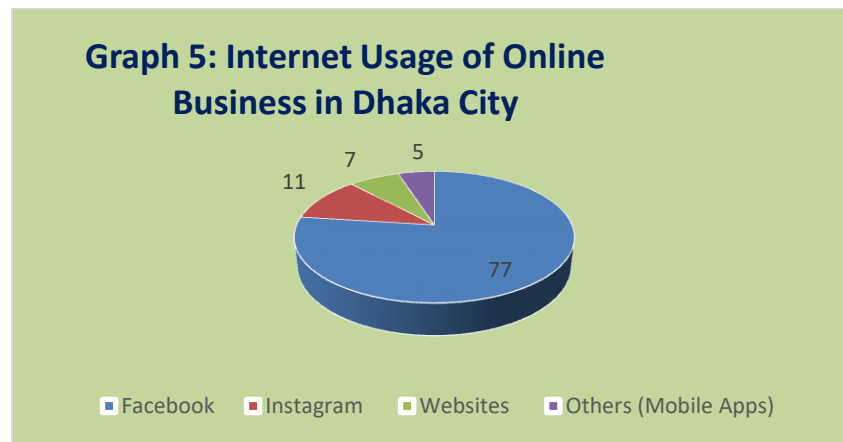
Source: Own survey (March-May 2018)

6.3. Natures ofEntrepreneurs Analysis

Author of this article found that youth entrepreneurship is a vast concept. Cowling and Bygrave (2003) express that necessity entrepreneurship can be defined as someone who starts their own business as a response to unemployment or a lack of job possibilities as a wage worker. On the other hand, an opportunity entrepreneur is someone that starts their own company because they see an opportunity (Verheul et al., 2006).According to the future research direction of Amin (2018a), the following table will represent the actual numbers of necessity and opportunity entrepreneurs in Dhaka city in this study.

Table 5: Percentage of Necessity Entrepreneurs, Opportunity Entrepreneurs in Dhaka city

Necessity entrepreneurs	Opportunity entrepreneurs
23 (Out of 44)	21 (Out of 44)
52%	48%

Source: Own survey (March-May 2018)

According to this study in table-5, 52% of youth entrepreneurs are necessity entrepreneurs, rest of them are opportunity entrepreneurs (48%).Previously it is mentioned in table-2, 22 respondents (Out of 44), 50% of total respondent's main start-up reasons of own online business is "less job opportunity" in Dhaka city.

7. Summary of Findings

Bangladesh is a densely populated country where youths constitute one third of total population. Youth entrepreneurs still face challenges getting a suitable job in Dhaka city due to nature of Bangladeshi society. The findings of this paper is less job opportunity, low salary offer, liking to self-employment, easy to get self-employment, easily access to the mass people with minimum amount of time and popularity of online shopping are six proactive reasons for youth entrepreneurs for starting online business in Dhaka city.

The author also recognize four difficulties of youth entrepreneurs for running and managing their own online business. These are; 1. Less social recognition, 2. Less business security, 3. Less opportunity for continuous growth and 4. Lack of Facebook page security and genuine customers.

This article attempts to relate between entrepreneurship theory of Bull and Gary (1993) and behavioral analysis of Dhaka's youth entrepreneurs. According to this study, 52% youth entrepreneurs are necessity entrepreneurs, rest of them are opportunity entrepreneurs (48%). The internet users of Dhaka city spend a staggering amount of time on Facebook. Facebook is very important source for online business in this city.

8. Suggestions for further study

Author of this article found that youth entrepreneurship is a vast concept. Amin (2017) states that "the excursion of women entrepreneurs in business enterprises has not been a stress-free ride". Roy (2016) states that, families feel more comfortable supporting financially a son, than a daughter for capital in Bangladesh. Further investigations are needed to know the difference between male entrepreneur and female entrepreneur in case of youth entrepreneurship in Dhaka city with a proper methodological way (Qualitative and or Quantitative research).

9. Conclusion and Policy Recommendations:

Youth entrepreneurship is the key to the creation of new enterprises that energize and revitalize the economy. It serves as the catalyst in the process of industrialization and economic growth. Youth entrepreneurs can play an energetic role in combating poverty of Bangladesh. The emergence and development of youth entrepreneurship fundamentally depends on the supporting conditions of different aspects such as economic, social, cultural, and psychological. Therefore, the following recommendations may be considered worthwhile:-

In respect to the policy, strategy and function of Bangladesh Bank (BB) and Commercial Banks (CB) following recommendations may be made:

- Identification of viable youth entrepreneurs
- Establishing credit guarantee scheme for youth entrepreneurs
- Setting up special window for financing youth entrepreneurs
- Enabling credit for the youth without collateral

There are following counseling and support services to facilitate youth entrepreneurship in Bangladesh:

- Credit programs need to be linked with entrepreneurship development training programs
- Lending procedures must be simplified, with minimum documentation formalities

There are following other recommendations for facilitating youth entrepreneurship:

- Tax holiday for youth entrepreneurs should impose further and made more supportive for them
- Either the registration procedure for import and export business should be simplified
- Value Added Tax (VAT) for youth entrepreneurs should be abolished online business

Therefore, Government and private sector interventions have generally accelerated income generating activities of young people both in the urban and rural areas with entrepreneurship development. Such kind of support services, policies, and strategies help to change the scenario of Bangladesh especially for the young people who have gathered courage to break barriers and enter the off-house working force as entrepreneurs and workers. According to this study, today's youths are better educated, tech savvy, dynamic, visionary, ambitious, sensible and smarter than the previous generations. The youth has the potential to create a superior Bangladesh and building a knowledge-based society. Furthermore, it is inspiring to mention that today's youths are attracted to establish their own online business professionally as a career.

10. Acknowledgement

11. Appendix

Table 6: Cities with the largest number of active Facebook users

Top Cities	Users	Total (%)
Bangkok	30,000,000	1.5%
Dhaka	22,000,000	1.1%
Jakarta	22,000,000	1.1%
Mexico City	17,000,000	0.9%
Sao Paulo	13,000,000	0.7%

Source: Global Digital Statshot, 2017 (According to a study conducted by We Are Social and Hootsuit. The study was conducted in 2016) (GDS, 2017)

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MILITARY AS A CAREER- BANGLADESH ARMY IN PERSPECTIVE

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Introduction

1.   Military is an armed, organized force primarily intended for war fighting. It's also known collectively as Armed Forces. Military is one of the oldest professions of the civilization. The profession of soldiering as part of a military is older than recorded history itself. Battle of Kadesh, known to be the first military engagement of the history of warfare, fought in an organized tactical formation in 1274 BC. Created for establishing the reign supremacy of the Feudal Kings, dynasties, etc. in the primitive era, now military has emerged as the most challenging career of the modern time.

2.   Almost all sovereign countries have formal militaries and their members are identifiable by their distinct military uniform. The militaries of different countries consist of one or more branches such as Army, Navy, Air Force and in certain countries Marines and Coast Guard. Main task of the military is the defense of the State and guard against external threats. Beyond warfare, the military may be employed in additional roles including maintaining internal security order, population control, promoting political agenda, manning emergency services and reconstruction, protecting corporate economic interests, conducting social ceremonies and national honor guards, etc.

3.   Branches of Military or the Armed Forces of Bangladesh composed of Army, Navy and Air Force. Besides the Military, Ansar and Village Defense Party (Ansar-VDP), Border Guard Bangladesh (BGB), Bangladesh Coast Guard (BCG) and Bangladesh National Cadet Corps (BNCC) form Para-military Forces of Bangladesh. Amongst all these forces, Army stands unique in terms of its size, capability and function. Apart from military undertakings, Bangladesh Army is being entrusted increasingly with numerous tasks under civilian government in democratic environment. However, within the limited scope of this paper, the topic shall be discussed under the followings headings with emphasis on career in the Army:

> Origin of Bangladesh Army- A Chronicle.
>
> Arms and Services Makeup- Organization and Structure.
>
> Career in Bangladesh Army.
>
> Induction and Professional Development.
>
> Compensation and Retirement Benefits.
>
> Second Profession Options.

4.   Origin of Bangladesh Army- A Chronicle

The origin of Bangladesh Army can be traced back to the Army of the Kings of Bengal of the medieval age. At that time the Army was composed of infantry, cavalry, war elephants and war boats. The chiefs were called Senapati or Mohasenapathi. With the arrival of Muslims in Bengal, the Army was strengthened; more organized and became disciplined under the regime of the Bengal Sultanate. The Mughals introduced cannons and artillery advancing Army capability further in warfare. The British East India Company led by Robert Clive defeated the Army of Siraj-ud-Dawla in 1757 in the Battle of Plassey and later the Army of Mir Qasim in the Battle of Buxar in 1764. Then the Bengal Army was formed and it became part of the United Indian Army covering the period from 1895 to 1947. Horse-mounted Cavalry and the Lancer Units were added with the United Indian Army prior to the Sepoy Mutiny in 1857. Bengal Sappers and Bengal Cavalry of the United Indian Army recruited soldiers mostly from Bihar, Varanasi and Urrar Pradesh.

4.1. During WW I, Bangali Paltan (Platoon) was formed to recruit soldier from Bengal in 1916. At this time Bangali Double Company was created, trained in Karachi and sent to Baghdad. They fought the War and later helped crush a rebellion by Kurds in 1919.

4.2. In WW II, British Armed Forces Eastern Command created an auxiliary force which was part Engineers and part Infantry named as Indian Pioneer Corps mostly recruited soldiers from West and East Bengal. They built roads, airfields, fortifications and fought the Japanese in an Infantry role. Organized in Company, they were attached to various Regiments of the Indian Army in direct support role.

4.3. Captain Abdul Gani was a Company Commander in Burma Front during WW II. In 1946, Captain Gani, Adjutant and Quartermaster of Indian Pioneer Corps Center at Jaina, India envisioned and generated an idea of forming an Infantry Regiment out of the Pioneer Soldiers from the East Bengal. Approved by the Chief of Staff, Pakistan Army General Sir Frank Messervy, he organized his men to form the nucleus of an Infantry Regiment, the Bangali Paltan (Platoon).

4.4. In September 1947, Captain Gani moved to Dhaka along with his two Pioneer Companies and stepped to Peelkhana first and then moved to Kurmitola for final lodging. On 15 February 1948, flag of 1st East Bengal Regiment (ERB) of the Pioneers of Bangladesh Army was raised with Captain Gani was in the lead of all affairs though the 1st Commanding Officer (CO) was Lt Col VJE Patterson. On 02 February 1949, 2nd Battalion of the EBR was raised with soldier from 1st East Bengal and newly recruited soldier from East Bengal. Before the Liberation War of Bangladesh a total of 8 Battalions of the EBR were formed. Today the EBR is the largest military formation of Bangladesh Army. The 2nd combat regiment after the EBR is the Bangladesh Infantry Regiment (BIR) raised in 2001, also known as Regiment of the Millennium. Till date, the EBR has 65

Battalions and the BIR has 42 Battalions excluding 2 Para Commando Battalions under command. The EBR has its Regimental Centre (EBRC) in Chattagram Cantonment and the BIR has its Regimental Centre (BIRC) at Rajshahi.

4.5. Lost in the General Election in 1970, the Pakistan Army, which was in control of politics, refused to hand over the power to the elected body under Sheikh Mujib of Awami League. They rather started conspiracy and launched a crackdown in Dhaka named Operation Searchlight on night 25/26 March 1971 killing 100s of innocent people brutally. Bangladesh Forces fought back prolonged guerrilla warfare and finally organized into the following military formations giving formal birth to Bangladesh Army in the hot bed of Liberation War:

- *K Force*, under Major Khaled Mosharraf, was created with 4th, 9th and 10th EBR.

- *S Force*, under Major K M Shafiullah, was created with 2nd and 11th EBR.

- *Z Force*, under Major Ziaur Rahman, was created with 1st, 3rd and 8th EBR.

5.   Arms and Services Makeup- Organization and Structure

Bangladesh Army is composed of Fighting Arms, Supporting Arms and Services. The Fighting Arms are: Armor and Infantry, and the Supporting Arms are: Artillery, Engineers, Signals and Aviation. The Services are: Army Service Corps (ASC), Army Medical Corps (AMC), Army Ordnance Corps (AOC), Corps of Electrical and Mechanical Engineers (EME), Remount, Veterinary and Farms Corps (RVFC), Army Dental Corps (ADC), Corps of Military Police (CMP), Army Education Corps (AEC), Army Corps of Clerks (ACC) and Armed Forces Nursing Service (AFNS). Emerged during the War of Liberation 1971 with only 3 Infantry Brigades having 8 Infantry Regiments in the Order of Battle (ORBAT) of 'K Force', 'S Force' and 'Z Force', now the Army is a formidable power with 17 Arms and Services Corps in its strength. As of today, it has 10 Infantry Divisions positioned all over the country and 4 Independent Brigades of Air Defense, Engineers, Signals and Infantry located in Dhaka. The Army is being expanded continuously as per Forces Goal 2030 that will give birth to 3 Fighting Corps independent.

5.1. The command structure of Bangladesh Army is framed in top down order as Army Headquarters (AHQ) headed by the Chief of Army Staff (CAS), Division/ Area Headquarters topped by the General Officers Commanding (GOCs)/ Area Commanders, Brigade Headquarters led by the Brigade Commanders and the Units commanded by the COs/ Officer Commanding (OCs). The Independent Brigades are the formations like the Divisions commanded by Brigadiers and they are controlled directly by the AHQ, nay the CAS. The command channel follows this hierarchical path both top down and bottom up approach.

5.2. Bangladesh Army is Infantry heavy and the Field Formations are mainly Infantry Divisions. The Divisions have all Arms and Services Units under command in the framework of Infantry Brigade, Artillery Brigade and Units directly commanded by the Division itself. Some Divisions have Armored Brigade and Composite Brigades looking after the security of Bangobondhu Jamuna Multi-purpose Bride and Padma Multi-purpose Bridge. The Static Units, mostly Services and logistic in nature, training institutions and miscellaneous organizations are grouped in a manner known as Area Units controlled by the Area Headquarters. In present setup, the Division Commander and the Area Commander is the same person. These two HQs are separate, works on different subjects but co-located. Technical control of the Services Units rests with respective directorates under different branches of AHQ and their local control is vested with Area HQs.

5.3. Fighting and Supporting Arms Units fight while Services Units, also known as Logistic Units, support them with munitions of war. This typical method is followed in conventional setting but for fighting guerrilla war/ unconventional warfare no particular method is followed rather blending of Fighting Arms, Supporting Arms and Services is made dictated by the ground scenario. Basic soldiering is common to all Arms and Services. All uniformed personnel of the Army are combatants. The civilian employees paid out of defense budget working in Military Engineering Service (MES), defense installations, logistic bases and static units are non-combatants. They are controlled locally by the Station Headquarters and Area Headquarter and technically by the AHQ. The combatants are around 150,000 and the non-combatants are more than 15000.

6. Career in Bangladesh Army

Why to Join Bangladesh Army

In Bangladesh, Army has the most challenging careers that offer the daring people the scope of making supreme sacrifice for the cause of the motherland. Army provides versatile fields to the young stars and the fresh graduates to work with zeal and enthusiasm in most demanding areas. Except few Fighting Arms and Supporting Arms, i. e. Armour, Infantry and Artillery, all the Arms and Services have professional branches where both male and female citizen can have equal access and work in unison, in parity. The professional branches are: Engineers, Signals, AMC, EME, ADC, AEC, and Judge Advocate General (JAG) Department. Officers and men working in these branches are trained to obtain higher degrees throughout their career that help them contribute in the respective arena while in service and facilities them secure enduring positions in the corporate world after retirement.

6.1. Army is the great single entity that combines so many disciplines and accommodates so many professionals in one umbrella, trained hard to be able to contribute significantly in own profession, to the nation and to the international communities through UN Peacekeeping Operations (UN PKOs). Army provides the scope to people to have early establishment in life through honest earnings in a dignified profession. Becoming an officer in the Army is simply the proof of individual's capability.

6.2. Army is a profession, a way of life for the people who seek challenges in career and self-actualization. Beyond military engagements, Bangladesh Army is, perhaps, the one military that is involved in so many civic activities unlike many armies of the world. Bangladesh Army stands distinctive in supporting the government administering government enterprises. These include City Corporations, Metropolitan Development Authorities, Public Health Engineering, Education, Election Commission/ NID Project, Passport, National KPIs including Nuclear Power Plant. Also, Refugee Control, Disaster Management and Relief Operations, Communication and Transportation (BRTA, BRTC, Padma Bridge Rail Link and MRT project) are very important schemes given to the Army for better. Government involves Army in the implementation of major national infrastructure development projects, e.g. Flyovers, Underpasses, Hatir Jheel Project, National Highways, Roads, and Bridges. Army helps maintain Law and Order (RAB) and many more. After the Readymade Garments (RMG) Sector, Army is the number one foreign exchange earner of the nation through the UN PKOs.

6.3. Bangladesh Army ensures one who opts to remain physically fit and mentally sound. It helps one to become a very good human being, remain truly honest throughout under any circumstances and achieve self actualization. A Higher Secondary student and/ or a fresh university graduate find more scope in Bangladesh Army than any other organizations to engage him/ her in a profession of pride and honor.

Career Prospects

6.4   Career in Bangladesh Army as officers is divided into three broad categories: 1) Bangladesh Military Academy (BMA) Regular Commission, 2) BMA Special Commission and 3) Direct Short Service Commission (DSSC). There is also General List (GL) Commission and Honorary Commission. These two types are reserved for the Other Ranks (ORs) that were recruited at the lowest military rank, e.g. Sainik, etc. The BMA Regular Commission is awarded to the officer cadets, who successfully complete 3-years military training in BMA along with 3-years study of Honors Course out of 4 years total. They are granted commission in various Arms and Services based on their performance in both military and academic subjects, physical endurance and mental aptitude.

6.5   Completing Higher Secondary Examination and equivalent, students can apply for BMA Regular Commission. For BMA Special Commission and DSSC minimum academic qualification is a bachelor degree on relevant subject. BMA Special Commission and DSSC apply mainly for the professional branches of the Corps of Engineers, Signals, AMC, EME, ADC, AEC, RVFC and JAG Dept. On successful completion of military training in BMA they are granted commission in the professional branches only for which they were called upon. The BMA Regular Commissioned Officers rejoin BMA for the 4th year study of the Honors Course under MIST and BUP after finishing their Regimentation Training (RT) in the Units. Besides commission rank, people may also find additional scope to serve in the Army as civilian officers in the MES and other organizations, e.g. Bangladesh Ordnance Factories (BOF), Bangladesh Machine Tools Factories (BMTF), Bangladesh Diesel Plant (BDP), etc led by Bangladesh Army. However, none of these employments are combatants' positions.

7.   Induction and Professional Development

7.1 <u>Selection</u>: AHQ, Adjutant General (AG) Branch, Personnel Administration (PA) Directorate deals with all commissioned officers' recruitment process. PA Directorate circulates vacancy requirements through the national dailies and Army Web Portal twice a year for BMA Regular Commission and as and when required for the BMA Special Commission and DSSC. All Bangladeshis are eligible to apply for the Army Commission. Selected through a modern competitive process involving preliminary tests, written examination, psychology test/ intelligent screening, aptitude, physical tests in the Inter Service Selection Board (ISSB) and final medical by the Combined Military Hospital (CMH) Dhaka, the cadet are sent to BMA for military training. Alongside military training, the cadets are awarded with a 4-year Honours Degree on any of the 4 science discipline taught in Military Institute of Science and Technology (MIST), e.g. Civil Engineering (CE), Mechanical Engineering (ME), Electrical Engineering (EE) and Electrical and Electronics Engineering (EEE). They can also study any one of the 3 subjects taught in Bangladesh University of Professionals (BUP), e.g. Bachelor of Business Administration (BBA), International Relations (IR) and Economics. The cadets study 3 year Honours Course in BMA while undergoing military training and in 4th year they study the rest of the course in BMA (BUP subjects) and MIST after joining the Units on commissioned. The faculty members from MIST and BUP teach them in BMA remaining permanently attached or posted. It's a great opportunity for the cadets that they can study Graduate Course in the same campus at the time of their military training at government costs.

7.2 <u>Training and Professional Advancement</u>. The uniqueness of military occupation in Bangladesh lies in the fact that the officers of Bangladesh Army are always put on training during peacetime at every level of their career, e.g. junior level, mid level and senior level. After the mandatory military training in BMA, officers are sent to respective Arms and Services Centers across the country for basic training and advance training special to Arms and Services. They are also sent to different

Arms and Services Schools at home and abroad for All Arms Utility Courses and Special to Arms and Services at every tier of their profession beginning at the rank of Lieutenant ending at the rank of General. Besides, officers are sent to various national training institutes like Public Administration Training Center (PATC), etc in addition to attending courses at MIST, BUP, Defence Services Command and Staff College (DSCSC) and National Defence College (NDC). Attending variety of courses at different training institutes of the country and overseas provide Army Officers the opportunities to be trained with civilian counterparts as well as with the foreign civil and military officers benefiting mutually both professional and social.

7.3 1st Landing in the Military Unit. On Commissioned officers are sent to designate Arms- Services Units across the country. The 1st Unit is known as Parent Unit. On joining the
1st Unit officers are placed on 2-months Regimentation Training (RT) directly. They do the RT rigorously staying in troops' accommodation; dine with them and perform various regimental activities along with them. This is where the military leadership and comradeship begin and grow. The young officers participate with troops and lead the Physical Training (PT), Range Efficiency Test/ Firing Efficiency Test (RET/FET), Training and Sports Competition, Drill Competition, Assault Course Competition, Assault Bayonet Fighting, etc. During RT they are also exposed to and participate in the study periods of the Units and project studies of the higher formations. On successful completion of the RT officers are allowed in the Station Officers' Messes through a Dine-in program. The CO may extent the RT, if an officer does not perform better in RT. RT is the foundation of officers' regimental, military and social life. It is both exciting and enjoyable.

7.4 Beginning of Professional Career. From the Parent Units officers are sent for Basic Training and Advance Training in respective Arms-Services Centers. On completion of Basic Training and Advance Training, conducted separately, officers may come back to parent Units or they may be posted out to some other Units and/ or Headquarters (HQs) as per Military Secretary (MS) Branch career plan. Posting out of own Regiment or Corps Units, the placement is known as Extra Regimental Employment (ERE). At this stage, i.e. 2nd posting time, young officers are given grade III staff appointments in various HQs, Inter Service Organizations and miscellaneous training institutions. During or after serving the 2nd tenure officers are sent for further training, special to Arms- Services or All Arms category. Meanwhile, officers are directed for appearing Promotion Examinations (PE) for the next higher rank applicable for the officers of the rank of Lieutenant (Lieutenant to Captain PE) and Captain (Captain to Major PE). Besides formal training, regimental appointment and ERE employment, young officers do lots of other utility training and exercises along with soldiers, e.g. Winter Collective Training (WCT), Summer Collective Training (SCT) and Fitness Inspection (FI), etc. By this time about 6-8 years passed and the young officers are prepared to shoulder higher responsibilities and they are, eligible ones, promoted to the rank of Major.

7.4.1 As Major and Lieutenant Colonel, officers get both command and staff appointments in the Units as second-in-commands (2ICs) and COs and in the HQs as grade II and Grade I Staff Officers (SOs) respectively. Concurrently, some officers of mid-level are sent for foreign courses based on merit and most officers participate in the UN PKOs around the globe. The mid level training are: Unit Command and Staff Course (UCSC), Army Staff Course and Army War Course (AWC) conducted by School of Infantry and Tactics (SI&T), Defence Services Command and Staff College (DSCS) and National Defence College (NDC) respectively.

7.4.2 Courses for the senior level, e.g. Brigadier General and Major General are conducted both at home (NDC) and abroad, mostly in UK, USA, France, India, China, etc. Besides, officers in all ranks are sent abroad on variety of courses and seminars at government costs or sponsored by the foreign governments/ organizations.

7.5   Peacetime Operations and Civic Duties. Routine activities in the Army fall under 3 categories: 1) Training, 2) Operations and 3) Administration. Army is always on training during peacetime. Training is number one priority in soldiering in Bangladesh Army. Peacetime military operations includes Counter Insurgency Operations (CIO) in the hill districts and special operational tasks ordered by the government, e.g. Operation Thunder Bolt launched against the terror attack on Holey Artisan Bakery in Dhaka on 01 July 2016. Other peacetime operations are: support in aid of the civil authority during natural calamities, political turmoil and law and order restoration, etc. Apart from these, all actions of the Army are broadly grouped under Administration. Morning PT and Parade or Arms Drill, daily routine tasks and evening games keep the officers' day intense followed by evening social interactions and/ or private studies. Army provides the best educative environment in Bangladesh both in the cantonments and in the Defense Officers' Housing Societies (DOHSs).

7.6   UN Missions and Service to the Humanity. Bangladesh Army first joined the United Nations Peacekeeping Missions by sending 15 officers as Military Observers to the United Nations Iraq-Iran Military Observer Group (UNIMOG) in 1988 in the Gulf. Since then it has participated in 54 UN Peacekeeping Missions in 40 countries around the world. In last 3 decades, Bangladesh has contributed total 163,887 troops including Army, Navy, Air Force and Police in which Army alone has contributed 132,837 personnel. At present, Bangladesh Army has 5078 peacekeepers in 16 contingents including one Deputy Force Commander (DFC), two Sector Commander (SC) deployed in 6 countries. Officers are the centerpiece of success in the UN assignments.

7.6.1. Bangladesh Government is a leading troop's contributor in the UN PKOs since 80s. Bangladesh Army has been maintaining its dominant role in UN PKOs and humanitarian assistance with total satisfaction of the UN Hierarchy and the host nations. Lots of sacrifices and enormous dedication have brought this fame for the Army and the nation at large. Out of 373 Bangladeshi peacekeepers' casualties in the mission area, Army troops died is 117 and injured 209 in which 25 are officers.

7.6.2. UN PKOs are now more challenging than ever before because of the hostile attitude of the warring factions against UN in some mission areas. Apart from typical peacekeeping, ceasefire monitoring/ observation, preventing the factions reentering into war, supporting electioneering efforts, maintain law and order and conducting special force operations made the 3rd generation peacekeeping more complex. Under the circumstances, officers and their leadership role has become critical to the sustenance and success of the on-going PKOs. Bangladeshi peacekeepers are the most favorite both in the host countries and in the UN Authorities. Respect for diversity, local customs and traditions, zero tolerance against sexual abuse, and the traditional hospitality of the Bengalese have earned the Army this trust and confidence. Professional interactions, joint operations, combined tasks, staff work, social communications with over 100 nations, armies and countries for over 3-decades benefited the Army immensely and experienced its officers uniquely unparallel in global standard.

7.7.   Professional Rewards Participating in UN PKOs. Participating in the UN PKOs means working with people and systems in the UN, Super Powers' Forum (Permanent Members of the UN Security Council having Veto Power), NATO, Former WARSOW Pact, G-7, G-20, EU, CIS (Commonwealth of the Independent States), ASEAN, SAARC, African Union and many other organizations and associations alike. UN Missions in general and UN PKOs in particular are so huge affairs that more or less these organizations, associations and countries have direct or indirect participations/ role. Organizations, structures, systems and functions of these forums are being changed continuously due to adoption of newer policy, knowledge and technology. As such, Bangladesh Army's involvement in the UN PKOS keeps its members specially the officers most up-to-date on new invention, acquisition and deployment of military equipments, doctrine, philosophy, and tactics. PKOs provide officers the opportunities to come across and habituate with global culture, ethnicity, and linguistics and with an environment characterized by equal opportunities for both men and women in true diversity.

8.   Compensation and Retirement Benefits

8.1 . Reimbursement. Cadets get free food, clothes and lodging during the entire period of their stay and training in BMA. In addition, they are given an attractive pocket money, presently Tk. 10,000 per month to bear the cost of daily sustenance. On being commissioned, officers receive standard monthly salary as cash compensation. Non-cash compensation, which is almost 60% of the total compensation package includes healthcare, retirement pay, childcare, subsidized food, housing and education for the officers and their children. Besides, there are wide opportunities to serve abroad in various UN PKOs number of times, UN HQs and Bangladesh Diplomatic Missions around the world.

8.2. <u>Salary and Other Pay Components</u>. Officers receive Basic Pay as per Pay Scale determined by the Joint Service Instructions (JSI) approved by the government. Salary is disbursed to the officers through their designated bank account. The Pay Scale depends on officers' rank and service length. Pay increases as officers climb in the rank and gather years of experiences. Added with Basic Pay is the Special Pay for special duties and skills. These include Special Duty Pay, Danger Pay, Command/ Appointment Pay, Flight Pay, Qualification Pay, Disturbance Pay. Beside pay elements, officers have the opportunities to get additional money as Eid/ Festival Allowance twice in a year, Defense Services Allowance, Outfit Allowance, Daily Allowance, Travel Allowance, Batman Allowance and Kit Allowance. Pay and Allowances combined together; officers get a monthly compensation package that is adequate to maintain a modest life style.

8.3. <u>Ration and Other Subsidies</u>. Ration items, e.g. rice, wheat flour, edible oil, pulse, sugar, salts, tea, etc and Military Dairy Firms' products on subsidized rate, free CMH support and Canteen Stores Dept.'s (CSD) facilities make officer life comfortable and caring.

8.4. <u>Healthcare Scheme</u>. Officers and their families receive comprehensive healthcare and insurance support. Officers and their families are automatically covered by an inclusive medical and dental care at no cost. Bangladesh Army Medical Organizations is one of the largest healthcare networks of the nation utilizing state-of-the–art technology in world renowned facilities across the country. Parents and in- laws of the officers also receive limited medical support.

8.5. <u>Insurance Coverage</u>. Army Family Security is insurance for all serving officers. Officers are covered by this insurance against any accidental death risk regardless of their age.

8.6. <u>Leave Package</u>. Officers gets 30 days annual leave. There are provisions for casual leave as needed and sick leave prescribed by the doctors. They can enjoy weekends and national holidays subject to service exigencies. They can also avail furlough for doctoral study/ pursue higher studies abroad.

8.7. <u>Pre and Post Retirement Support</u>. Officers receive their pay and allowances, retain family accommodation, and draw ration and dairy products, etc in full during Leave Pending Retirement (LPR) as like they were in Service. The LPR is of one year. In this period they also receive highest 18- months' basic salary, if their annual leave could not be granted and consumed due to service exigency and the leave is accumulated. During LPR, officers can resort to 2nd profession either in government projects on contract or can start 2nd career in the corporate world. However, an approval is needed from the CAS to serve in the corporate world while in LPR. After the LPR,

officers are free to do any job or business as per their choice and experience. The pension process starts well before officers go on retirement. MS Branch Central Officers Record Office (CORO) ensures officers receive their pension with no complexity and anxiety. CORO makes officers retirement process is a joyful experience.

8.8. <u>Living in Peace and Comfort</u>. Officers receive housing plots in the DOHSs mostly in and around Dhaka and few in the outlying areas at subsidized rate. Besides living in own building in DOHSs, they can sell flats to meet financial crises, if needed. DOHSs provide most secured and comfortable living in the country. Amenities and community facilities in the DOHSs are unique, which include Masjid, Parks, Lakes, Walkways, Community Services, CSD Supper Shops, Gas Stations and Car Maintenance Facilities, Educational Institutions, Hospitals/ Healthcare, Ambulance support and many more.

9.   Second Profession Options

9.1 <u>General</u>: General. Bangladesh Army has many quality educational institutions and profit making business organizations enlisted with the Register of Joint Stock Company. The educational institutions are: BUP, MIST, Armed Forces Medical College (AFMC), Army University of Science and Technology (AIST), Bangladesh International School and College (BISC), Baridhara Scholars'' Institution School and College (BSISC),Trust Technical Training Schools (TTTS), etc. The business organizations administered by Bangladesh Army are: Sena Kalyan Sangstha (SKS), Bangladesh Machine Tools Factory (BMTF), Bangladesh Diesel Plants (BDP), Radisson Hotels, etc. Officers on retirement can get a placement in these institutions and organizations through AHQ, Adjutant General (AG) Branch, Welfare and Rehabilitation Directorate. CSD Super Shops, Trust Bank Ltd. (TBL), Trust Filling Stations, Sena Kalyan Insurance, etc accommodates many officers on retirement.

9.2.   <u>Employment on Private Approach and Placement through RAOWA's Effort</u>. Army officers throughout their professional careers remain engaged in training and hard work in human intensive organizations earning proficiency in Human Resource Management (HRM) and personnel administration. Officers obtained additional higher degrees; experience gathered from the long professional journey as well as their relative young aged retirement facilitates them secure enduring positions in the corporate world at home and abroad. Besides, Retired Armed Forces Officers Welfare Association (RAOWA) is very keen to provide employment to its members seeking second profession. Army Officers retired from the professional braches, e.g. Engineers, AMC, EME, AEC, etc. hardly have difficulties to find a second career.

Conclusion

Military is one of the oldest professions of the universe. Primitive armies of the Feudal Kings are now universal and emerged as the most challenging occupation of the modern era. Trained and maintained for war fighting by all independent States, armies are now being increasingly used in democratic environment to implement national agenda and political will both internally and externally. Took birth during the War of Liberation 1971, the root of Bangladesh Army is engraved in the Army of the Kings of Bengal of the medieval period.

Captain Abdul Gani, an Indian Pioneer Corps Officer of the WW II is the founder of the EBR. He pioneered today's Army, raised 1st Battalion of the EBR on 15 February 1948. Born in the hot bed of Liberation War, Bangladesh Army is now a powerful military having 10 Infantry Divisions and 4 Independent Brigades under command. Army has 17 Arms and Services Corps and lots of training institutions, business organizations and miscellaneous outfit. The combatants of the Army are over 150,000 and the civilian employees are around 15,000. Army is expanding fast and by 2030 it will have 3 Independent Corps with full complements.

Bangladesh Army is an Infantry dominated military. Composed of Fighting Arms, Supporting Arms and Services, Army has static troops and civilian components in its organogram. A 4-Star General heads Bangladesh Army and the command is exercised through the Division/ Area Commanders, Brigade Commanders and COs/OCs. Having 17 different Arms and Services Corps, Bangladesh Army provides plenty employment opportunities to the higher secondary students and the university graduates to become commissioned officers in 14 Arms- Services Corps under BMA Regular Commission, BMA Special Commission and the DSSC.

Daring people seeking challenges in life and ready to sacrifice their lives, if needed, can find a career in Bangladesh Army. Army provides an environment to the young stars that ensures highest level of professional excellence and self esteem development. Career in the Army does not make one rich in money but essentially makes one very rich in quality. Selected through a modern process including preliminary test, written test, ISSB and final medical, the cadets are given 3-years' military training in BMA along with the study of 4-years Honours Degree on 7 Science and Business disciplines taught in MIST and BUP. On being commissioned, officers are trained vigorously at home and abroad on Arms and Services basic course, advance course and utility courses. Training is the main focus in the Army and officers at every tier are subject to undergo lots of training throughout their profession. Besides professional training, officers can undertake higher education and doctoral studies both at home and abroad.

After the commissioning ceremony in BMA, officers are first sent to respective Arms-Services Units. Subsequently, they are posted to various HQs, Units and miscellaneous organizations in command and staff appointments and employed on ERE positions. Officers are also sent on deputation/ secondment to BGB, BNCC, different govt. ministries and organizations. Bangladesh is a leading troop's contributor in the UN PKOs. Since 1988 more than 130,000 soldiers have participated in 54 UN Missions in 40 countries. At present, 5078 Army soldiers are deployed in 6 countries in 16 contingents. Officers are the centerpiece in the success, name and fame of Army deployment. In tenure of about 30 year's military career, all officers in general participate in 2 to 3 UN PKOs and most officers attend at least one seminar/ inspection/ visit overseas. Officers' employment in the Army, government organizations and in UN PKOs in variety of roles experience them so much that helps them find a second career easily in the Army administered organizations or in the corporate world.

Officers receive a salary sufficient enough to lead a dignified life and maintain their families modestly. Army takes genuine care of the officers and their families providing world class education, healthcare and comprehensive retirement benefits.

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KEY APPROACHES TO CAREER DEVELOPMENT IN A CHANGING WORLD

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Abstract

It is the aspiration of men from the eon of time to achieve mastery and excel in any task confronting him. This progressive spirit has moved him from Stone Age men to Modern men who are still aspiring and moving from one developmental goal to another. Any job-like task a man is involved in; which fetches him money, fulfillment and satisfaction can be regarded as a career. And man being a curious, enterprising and forward moving being is always prone to improve on whatever he finds himself doing. This type of spirit is the bedrock of career development (CADEV) which is simply advancement in any chosen career. This paper portrayed CADEV as any resource cycle in nature such as the Water Cycle. They start with a resource base sphere and gets transited from one stage to the other powered by relevant forces. It portrayed CADEV as achievable in any vocation an individual chooses provided all the necessary conditions are brought to play. This paper also identified Vocational Education as promoted by UNESCO-UNEVOC which modern man has shifted from as a veritable tool for practicing career development that is both beneficial and sustainable to modern societies.

Keywords: CADEV, Water cycle, Career Base Sphere, Formal education, Informal education

Introduction

According to Cambridge Advanced Learner's Dictionary; Career refers to the job or series of jobs that you do during your working life. It is the job or vocation that you are interested in and spends most of your time in pursuing (UNICEF, 2012). Different people all over the world have all been engaged at one time or the other in pursuing one career or the other. The strong desire to excel in one's chosen career has been the bedrock and driving force in actualizing most inventions, technological breakthroughs, innovations and new vistas which have moved and it's still moving the world from prehistoric stone men to modern *Homo sapiens.* Today we boast of new trends in virtually every aspect of human endevour such as entertainment, science, business, world, space travel, technologies, etc. These new trends are essentially the products of people who make efforts to excel in their careers.

People pursue careers for different reasons. Some of the reasons could include monetary gains, hobby, fame and services to humanity. To add to it; the type and choice of career we engage in could be by personal choice and interest, parental/family choice, community/societal interest as well as the goals/aspirations of individual, state or nation. A nation can decide to pursue certain goals which will form the content of its educational/training curricula. The implementation of these curricula will eventually lead to the actualization of the national goals and dreams. In such a situation Education becomes a major key to the successful pursuance and attainment of the proposed careers.

The Role of Education in Career Development

EDUCATION in a broad sense is a process by which an individual acquires the many physical and social capabilities demanded by the society in which he/she is born into to function. In an ideal sense, education is an ultimate set of values and hence, through the provision of social service, it is an agent of change (UNICEF, 2012).

The following are some of the characteristics of Education

- It is to a nation what the mind is to the body.
- By it nations churn out their dreams, aspirations and goals to be what they are today. E.g. USA, China, Japan, North Korea etc.
- By it any society metamorphoses into its set destiny.
- By it an individual can be transformed in mind, body, intellect and focus to a different and a higher pedestal of existence.

By and large, Education can be considered as the bedrock of every career and its development. It is the springboard or the launch pad from which every career emanates. It should however, be noted here that when we talk about education as an agent of change and the starting point of every career; we should holistically view it in its dual form of formal and informal education. The broad spectrum acquisition of knowledge and experience from the four walls of schools PLUS the informal training garnered from the home and a functional community that possess the right sets of values will ultimately make a person more positioned to pursue his career to a successful and logical conclusion.

Without mincing words; I hereby posit that to embark on a sustainable career pursuit and development the individual needs more than the knowledge acquired from formal education. He also needs those sterling characters which only worthy mothers, fathers, grandparents, elders, etc can inculcate into him. These informal training and strength become handy when storms and contrary winds begin to blast and rock our career boats. We then remember and rest on those words and training that our parents and elders have inculcated into us. Have we asked ourselves why there are so many crimes, disorders, societal breakdowns and over-packed modern prisons in the so called advanced nations of the world? The missing link has a lot to do with the absence of a sound informal education (Ighere, 2016). The possibility is still there that the same setback can take place in career development where a potential career person could break down and break off its career due to the lack of those mettle, those in-built qualities, those sterling qualities which informal education can impart.

Types of Career and Career Development

Careers are as many as human vocations and interests. Any human endeavor which is relevant to human needs can become career worth pursuing and developing. During the Greek and Roman era sports and gladiators were considered activities of interests. People can go any length in their

training in order to become victors and the best. Today; wrestling, playing of golf, handball, volley ball, football, etc, are few of the many aspects of sports out of which people make careers. And the truth be told; many have really made successful careers out of them both at the local and international scene.

One thing is to choose a career that is relevant to the needs and interests of the people either at the local, state, national and international level. Thus; the choice of career is another important key in career development. Any career we should make effort to develop and popularize must be relevant to the needs of people. By extension, career development is closely tied to the underlying principles of Entrepreneurship.

Career Development (CADEV)

CADEV entails all the efforts and resources which are ploughed into a chosen career to bring it to fruition. It requires relevant inputs aimed at nurturing, grooming and sustaining the chosen career until it matures, brings out dividends and become self sustaining.

According to Susan Heathfield, (2019), 'Career management is a must if you expect to gain maximum success and happiness from the hours you invest in work. You are likely going to work 40 hours a week for your entire adult life; and by managing your career effectively, you can make the best of those 40 hours'.

Furthermore, Heathfield, (2019) quoted Dr. Tracey Wilen-Daugenti, vice president and managing director of Apollo Research Institute and visiting scholar in Stanford University's Media X program, recommends the following five additional career management strategies.

i. **Set goals and create a plan to achieve them**. Could your career development and management use help to gain momentum? People who are the most successful and satisfied in their careers have proactively determined what they want from work.

ii. **Develop a timeline, including milestones.** Bringing your boss and his or her sponsorship and mentoring into the picture will ensure that you have an internal mentor who will help you manage your career.

iii. **Utilize company programs**. Some companies have formal programs to help employees develop their careers. In others, you will need to informally pursue your career development. Companies with programs generally focus energy on helping employees develop and follow a career path.

iv. **Own your career path**. A career path can be discussed at several bi-annual meetings with your boss. Some companies demonstrate a deep commitment to their employees by assisting where possible with resources of time and dollars. However, remember that it is your career path.

v. **Write it down**. Career paths are recommended for the same reason that goals are recommended. They are the written plan that can help each employee take charge of

what is most important to his or her fulfillment and success. Without a plan, you can feel rudderless and you have no benchmark against which you can measure your progress.

If we must follow a logical sequence, owning a career path should be the first step towards CADEV. This should be followed by writing it down, setting goals, developing a timeline and finally utilizing company program.

In my opinion, a well develop and functional career can be likened to natural cycles such as rain cycle, water cycle, Oxygen cycle, etc. It starts with a known resource which translates to another and another and another until the cycle is completed; while all the time yielding benefits for the good of humanity. Of utmost importance is the necessity of providing the needed resources at each juncture of the CADEV even as it applies to the resource natural cycles. There must first be a resource base (akin to Career path identified Dr. Tracey Wilen-Daugenti above) from which other subsidiary bases develop from. From each of the subsidiary stages are further developed to yield the desired result. Below is a diagrammatic representation of the Water Cycle which can be used to discuss CADEV.
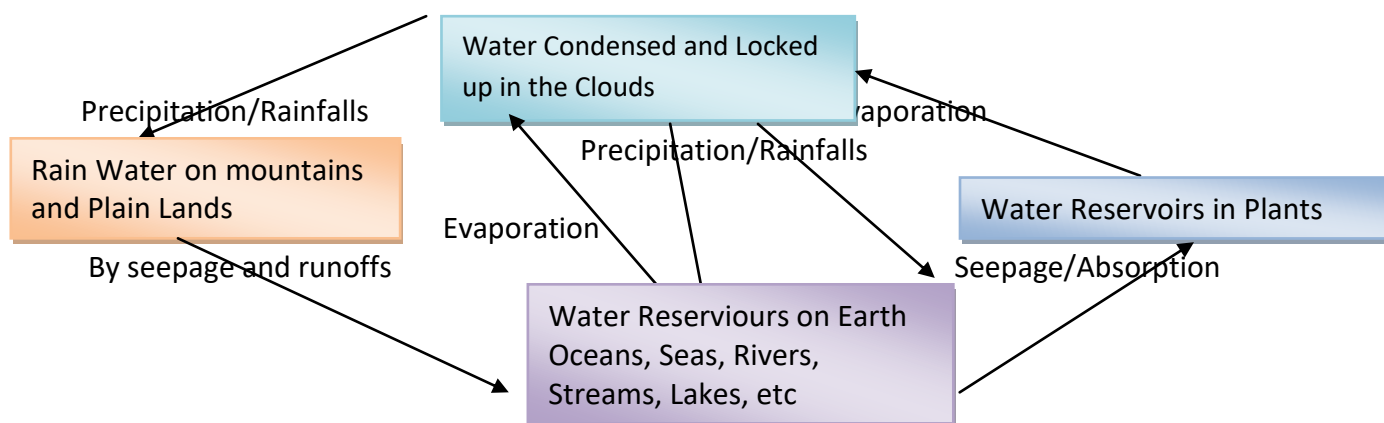
A simplified schematic diagram of the Water Cycle protocol

A thorough look at the water cycles reveals two things. A Resource Base Sphere and then Resource Transition Sphere. It is one thing to have the water resources lock-up in oceans, plants, condensed clouds and even splashing on mountains; and it is another thing for the forces of nature to come into play and convert them from one level to another until a self sustaining system is achieved.

The above analogy applies in a very great measure to CADEV. First there must be a relevant career. Then there must be a career base sphere (CBS) worthy of investment and pursuance. Different career bases include:

i.   Educational career
ii.   Organizational career
iii.   Personal Career……which forms the bulk of human endeavor in modern time.

Having identified a potential CBS, the next step is to provide and harness all the relevant potentials which is aimed at converting the career from one level to the other. And as shown in the water cycle; the necessary inputs must not stop until a conglomerate of different bases is expertly connected to one another and a Peak Level is achieved. From the Peak Level; benefits and resources must be made available to run the system endlessly. This analogy is in perfect agreement with the Policy Statement of the National Career Development Association Board of Directors (2003) which says that ".. it is the total constellation of psychological, sociological, educational, physical, economic, and chance factors that combine to influence the nature and significance of work in the total lifespan of any given individual."

From Career Dream to Reality

CADEV is like having a dream about a worthy cause and then translating that dream to something substantial which all can eventually see and benefit from. Let us take as an example a person who is gifted in singing and dreams to pursue a personal career in music. To worsen his situation; he is in jail. The question is 'how can that individual who though, can naturally combine sounds into meaningful strains of melody flowing into near perfect rhythms; is locked up in a correctional facility make a local, national and even global career out of his talent.' Even while in his prison cell he dreams and nurses the dreams of becoming music star one day. The natural gift of music moving and heaving within the individual like a mighty ocean is the CBS. What is needed at this juncture is a vent; an avenue to flow out to achieve relevance. This could come with the encouragement of the cell mates and the jailers who can spot the talent and then begin to encourage him. With time he can begin to feature in a miniature entertainment group even within the jail facility. As his profile grows within the confines of the jail he might be fortunate to get into an entertainment promotion group and BANG! He comes into a bigger light. At these points; his crude talent is being translated (EVAPORATED) into other higher dimension. With much push and refinement from outside and inside, his music career would ultimately be transformed into something worthy of acceptance either at the local, national or global level.

At this juncture; if he must pursue his music CADEV to its logical end and hit the peak; he has to go into more training, study the true concepts of music, seek out mentors and interact with those who are ahead of him. And to make his music have shelf life and be relevant to the contemporary period and even beyond; he has to improve according to the demands of the time. He has to pursue innovations to stay afloat. This trend in career development is seen in Toyota and other Auto companies. They kept on improving on their cars and products such that different versions of their cars come up periodically; each one looking better than the older version

CADEV and Feedbacks

Feedbacks are necessary for sustaining a career. Going back to our analogical water cycle; we can see that the water below converting to water vapour and eventually condensing to rain clouds above is the peak of the development. However, that is not the end. The cloud has to melt, precipitate down as a refreshing shower; giving back to the regions that gave to it and made it what it is….FEEDBACK.

Feedbacks in career advancement involve the following.

i.   Benefiting your mentors and promoters.
ii.   Satisfying the aspirations and interests of your fans and admirers.
iii.   Re-appraising your work and career with a view of making more improvements.
iv.   Emptying your present status to give room for more inflow of ideas, products and what have you.

CADEV and Growing Challenges

CADEV is a dynamic exercise riddled with many growing challenges. There are uphill challenges and down the slope pleasure rides. It involves giving into a system, translating the systems to different levels, hitting a peak gaining from the system as you go and then giving back to each sphere of the system to ensure sustainability. CADEV involves the person's creation of a career pattern, decision-making style, integration of life roles, values expression, and life-role self concepts (Herr & Cramer1996). Therefore, to remain afloat with your CADEV, the individual must be ready to face transitional challenges and give room for criticisms/corrections and even loses. It is on records that Toyota has to withdraw some of its cars from circulation and pay damage for defects factors. Yet; it remained afloat in its career production career because it never caved in because of those set-backs.

Vocational Education and CADEV

Modern times are fraught with a high rate of unemployment. At such; many careers are seriously affected and struggling to keep afloat. Many career jobs are collapsing and losing their relevance in the light of many breath taking technological advancements. Many white collar jobs are fast vanishing being replaced by computer and modern technology. Coupled with all these are the large turnout of graduates from different levels of our educational institutions and a massive shift from vocational training. UNESCO has identified vocational training as a major panacea in tackling this ugly and gloomy trend of unemployment that has come to bedevil modern society.

UNESCO has floated a program tagged TVET (Technical and Vocational Education and Training); an education and training which provides knowledge and skills for employment (UNESCO-UNEVOC, 2017)[a]. TVET uses formal, non-formal and informal learning UNESCO, 2018); and has become a crucial vehicle for social equity, inclusion and sustainable development (Marope *et al.,*

2015). The decision in 1999 to officiate the term TVET led to the development of the UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training in Bonn, Germany (UNESCO-UNEVOC, 2017)[b].

This paper is unequivocally recommending TVET and UNESCO-UNEVOC programs to be mounted and domesticated in all the regions of the world. The good thing about it all is that any career can be pursued under the UNESCO-UNEVOC program.

The UNESCO-UNEVOC protocol fulfils CBS which is the first stage of the CADEV. Having established a proper career base vocation, the natural processes of CADEV can be smoothly followed. TVET ensures that all pursued careers are relevant and capable of creating jobs for both

the trainees and the masses. It is hereby recommended that any personal and educational CADEV should look into the UNESCO-UNEVOC protocols for the betterment of our teeming unemployed youths with a view of ameliorating the negative socio-economic impact which career loss is causing our modern society.

Conclusion

Career development (CADEV) is an instinctive action undertaken by every man involved in one form of job or the other. The potency and intensity might differ; but there is hardly a man that has a job that will not make an effort to improve on it. Some go about their jobs without setting a goal or aiming for anything higher while other do so. The former are those who hardly make anything out of their career while the latter do; to the extent they have something to lean on even after retiring from the company work. However, anyone that has caught the vision of CADEV will endevour to set a career goal for himself, pursue the goal until it become beneficial to all and sundry both stretching beyond the present to future generations. This is the path of CADEV which renowned business moguls and world celebrities have trod. Movie actors and actresses, musicians, sports men and women, media houses, artisans, small and medium scale business owners, educational institutions, corporate organizations, etc are today making their marks in the history of time because they all worked on their respective careers starting from a career base sphere till it grew and fill the 'earth.' The frontier is still opened for anyone to breakthrough and mine from the inexhaustible field of CADEV.

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OBSTACLES WOMEN FACE FOR CAREER DEVELOPMENT: FROM SOUTH ASIAN PERSPECTIVE

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Abstract

Women in institutions face bigger number of difficulties than their male co-workers both in execution of their tasks and in vocation improvement. The challenges particular to women incorporate inadequate coaching and training and improvement, gender stereotypes, being rejected from helpful data contributed in workplace that are not available to women because of their sexual orientation or because of their extraordinary jobs and duties in the family. The difficulties experienced by women in profession advancement involved; sex generalizations, protection from women's' initiative, restricted access to casual collaborations and preparing and improvement. The examination additionally settled that the women need to always substantiate themselves if they somehow happened to advance vocation savvy. The investigation conclude that women representatives are surveyed on various individual attitude from that of their male co-workers. The investigation has built up that career movement for women contrasts from that of men. The examination suggested that associations should utilize various parameters to quantify execution of female workers and furthermore advise profession advancement examples of female representatives attributable to their different jobs that they attempt. Likewise, their familial obligations ought to be considered and their presentation estimated bearing in thought their jobs as parental figures just as representatives, and the two jobs played ought to be hence perceived and acknowledged. Organizations ought to likewise create arrangements that help create profession development of mothers with youthful families in order to enable them to adjust and create in their careers.

Introduction

The job done by women in business or any type of work that they perform in a general public is a noteworthy marker of a nation's improvement all in all. At the point when there is no dynamic commitment of women in household, official work or any extra communal exercises, the social, monetary or political progression of a nation will disintegrate and wind up dormant. women have made extraordinary walks in the work environment, however disparity still endures as the executives has been thought of as a male domain, where job desires are still to a great extent male.

Workers face difficulties in execution of their obligations yet women representatives are more influenced than their male co-workers since a portion of the difficulties they face are sexual orientation explicit. Work in lower positions in the civil service convolutes their capacity to ascend to senior administration positions. Women are additionally oppressed in more current higher framework handle that are rising. They are forgotten about in arrangements to outside and worldwide administration positions. The absence of women in higher-ranking management positions to guide and support other younger and women in junior positions is one of most important concern negatively affecting women doing business (Baker & Mckenzie, 2001).

Ilagan - Bian (2004) suggests that women encountered many challenges affecting their upward mobility such as unsupportive bosses or workmates and sexual and male prejudice. To attain an equal status, the conditions set for women at the workplace are at a much higher standard, they are expected at the same time to put more effort, be more determined, more qualified and proficient as compared to male employees in performing similar duties. Nevertheless, they do not rise to positions of responsibility and authority with similar ease as male employees in similar positions, backgrounds and credentials as themselves (Bryce, 1989). Being commanded by men in the work environment has constrained the female representative to expect an increasingly bold model.

Regardless of the notable progressions women have made in turning into a noteworthy part of the workforce, they are as yet confronting significant profession improvement issues. Although numerous women accomplished lower and center administration positions, they appear to hit the "discriminatory limitation" in numerous associations and are denied the most senior degrees of upper administration. The reasons are multi-dimensional; a few women do not have the courage to go after senior jobs; some do not have the fundamental instruction or training; and others wind up avoided from the top positions in light of foundational sexual orientation inclination that exists in certain organizations.

The most recent decade has seen a noteworthy ascent of women in the workforce in Bangladesh. The empowering pace of development has been reflected in an assortment of divisions. Having the option to distinguish a few women in high positions in the typically male-driven corporate industry is unquestionably promising. With change comes a social weight for social moves in recognition. For instance, today, the working women's future 'dreams' are getting autonomy, yet progressing in their particular professions. Such ideas of professional success intently look like the chronicled goals of men. In any case, women's ways towards such dreams are endlessly not the same as men and the response that such women face from their companions and families keep on being dangerous. Joined with the general results of a man centric culture, women in Bangladesh's corporate world are driven by extra determinants - How would it be a good idea for me to excel as a women? How would I deal with my life at home nearby my vocation? How would I manage family desires?

Career Development

Career advancement is the persistent achievement or improvement of capabilities and comprehension, just as employment recognition and expert development, combined with professional progress. Career development is a progressing and dynamic process and therefore employees should be encouraged and supported in reviewing regularly as well as re-assessing their goals and activities (Raymonds, 1991).

A career is a progression of occupational roles of a person, an activity that is carried out for a considerable time of a someone's existence and with opportunities for advancement. It also implies upward mobility and advancement in work roles (Torrington et-al, 2005). Career improvement incorporates progression or development and employment broadening, parallel moves and advancement of portfolio work. It is considered as a person's property and accordingly it is the obligation of that person to oversee it. This incorporates recognizing profession objectives, making arrangements and receiving techniques to accomplish the objectives distinguished. Waterman et al (1994) suggests that employees have to be conversant with market trends in the job market, be aware of skills and knowledgeessential in a given profession and predict prospects of its growth, beware of their strengths and weaknesses, have a career growth plan and make career moves when a win-win

situation is no longer possible with the current employer. Despite the fact that profession advancement has been distinguished as the obligation of the individual, the association needs to offer an encouraging and strong job.

Challenges of Career Development

Women around the globe keep on confronting foundational hindrances and dissatisfaction in the work environment. While the marvel is all inclusive, the subtleties contrast from nation to nation, formed by social and financial powers. According to a recent survey of business students and alumni conducted by the Global Network for Advanced Management, "Women remain underrepresented in business leadership roles worldwide, and intriguing variation across the globe and even across industries within the same country suggests that there is more to blame than a monolithic culture of patriarchy." Global Network Perspectives asked expert faculty over the Global Network to remark on the boundaries—unequivocal or understood—to women partaking in the economy in their nations.

With the biggest working-age population and developing middle class, South Asia's advancement potential is tremendous. In any case, the absence of women in employment and financial interest reflects lost potential. In India and Sri Lanka, a huge number of women have dropped out of the work power in the course of the most recent twenty years.

Numerous components are keeping them down. Practically 50% of South Asia's women are unskilled and its girls experiences the ill effects of the most noteworthy unhealthiness rates on the planet. Paces of viciousness against women and maternal mortality stay among the most noteworthy on the planet. Every one of these variables convert into a work market described by low cooperation, high joblessness and persevering pay holes for women.

Restrictions on women's job opportunities have significant socioeconomic costs. The Asia-Pacific region loses $42 billion to $47 billion annually in domestic product growth because of women's lack of access to employment, according to the most recent figures available from the United Nations' 2007 Economic and Social Commission for Asia and the Pacific report.

Yu said addressing the work/life balance could change the market substantially. But in traditional Japanese corporate culture, she observed, "it is almost impossible for ambitious women to succeed." Even though in China and India many women—thanks to parents—are able to balance child care and their career, gender-based discrimination and harassment continue to be problems. Let's look at some of the major barriers women face while developing their career:

Household Issues

As per the Denver Women's Commission, despite the fact that most women work outside the home, they are as yet the essential parental figures for their small children just as older or weak relatives. Therefore, numerous women can just seek after their career on low maintenance premise, bringing about less advancement openings. In contrast to their male partners, women consider the times of their children and the measure of time they have accessible before they choose to seek after a lifelong way.

Harder Work, Less Pay

By and large, women earn altogether not as much as men. Indeed, the Denver Women's Commission reports that women procure just 72 cents to each dollar that men acquire. Women additionally will in general work more earnestly on the grounds that a considerable lot of them accept they have to demonstrate their devotion. Women frequently are not repaid for the extra time hours they put in out of a solid feeling of commitment and duty.

Education and Training Issues

Some women wind up ignored for advancement since they come up short on the instructive foundation required for development. Older women in the workplace are more outlandish than their more youthful partners and then men to have a college degree. Women with family obligations discover it especially hard to take courses in the nighttime or other occupational training opportunities that may be offered in areas excessively far away from home.

Pregnancy Discrimination

Being a working women can turn out to be severely troublesome with regards to having a child. Numerous women fear beginning a family realizing that their career will in all likelihood be influenced. Truth be told, The Guardian reports that roughly 50,000 women every year lose their positions as the aftereffect of a pregnancy or having had a child, while numerous female laborers come back to work just to understand that their activity obligations have changed or that they can never again advance inside their job. For what reason would it be a good idea for us to keep on managing this sort of segregation? Men do not have a similar issue when turning into a father, however they also penance as quite a bit of their own time when bringing up a child.

Appearance

Can any anyone explain why a woman's appearance is judged more than guys? 'In the case of apparel, body edge or cosmetics relate, some of the time the analysis is that women do not look polished, with the general frame of mind being that the women could not care less about their activity on the off chance that they are not wearing cosmetics or high heels,' composes Kaytie Zimmerman for Forbes. 'On the other hand, if a woman dresses her best and pays careful attention to the details of her appearance, others can assume she's trying too hard.' It's so elusive the ideal medium where you look clean and expert however not very cleaned and not very chaotic either.

In Bangladesh, the number of working-women who are in the rising phase of their career, between the age of 25-45 are visiting the parlors regularly, picking work-fitting looks going from hair styles to unpretentious nail trims. New boutiques and style houses are offering increasingly more "work-suitable attire" explicitly made to make a lady feel and look progressively genuine. Young women utilized in real business and banking enterprises in the city are progressively "looking like it." It is not that one ought to ever not look work-proper; rather, there is a cognizant choice made by numerous women to need to look appealing in the working environment, past simply being "respectable".

"The first lesson I learned as a South Asian woman is, I don't have to compromise my values, but I really need to understand how I articulate them," said ShahlaAly, a general manager at Microsoft at a conference at Harvard Business School in 2005 in a discussion about South Asian women at work. "My need to dress modestly can be articulated in dress that is more pervasive. At that point [when she first began her corporate job], I had not yet earned the right to be different."

'That Time of the Month'

A women's 'time of the month' is no funny issue. It is something that is totally out of a woman's control; she does not have a clue how her body will respond. One month may be a breeze, though the other may feel like 100 Spartans have attacked her midsection and are on full assault attempting to break free. Male counterparts find this point extremely hard to comprehend and think women blame it so as to take a day in the event that they cannot toss themselves up and make it into work. Tragically, there is very little that should be possible other than taking some paracetamol and enduring peacefully, trusting that men will teach themselves on this point.

Conclusion

Bangladesh is among some of the nations in South Asia that have expanded female employment in the most recent decade while likewise cutting the compensation hole among people altogether and it should keep this energy up to make more gender balance, says a World Bank report.
While recognizing Bangladesh's accomplishments, the report likewise takes note that women still have constrained options, control and basic leadership control over their work, accounts and financial resources despite the fact that the female work power interest rate expanded to 36 percent amid 2003 and 2016.

The report, Voices to Choices: Bangladesh's Journey in Women's Economic Empowerment, discovers women's investment in the workforce is not exactly 50% of that of men in Bangladesh, and the nation can turn out to be progressively prosperous all the more rapidly if more women get work with higher-caliber and more generously compensated occupations. More than 33% of women in work power are the unpaid family helpers.

"Bangladesh has made extraordinary steps towards making people equivalent to numerous zones, especially in health and education. But women need more economic empowerment," said Robert Saum, Acting World Bank Country Director for Bangladesh and Bhutan. "Bangladesh's female labor force participation is lower than that of Nepal (80 percent) and Vietnam (77 percent) and lifting social and economic barriers will help Bangladesh unlock a significant part of the country's productivity."

The report additionally discovers gender disparity in resource control, money related consideration and business enterprise. In provincial regions, for instance, women possess land at a lot of lower rates than men: farming area proprietorship by men is around multiple times higher than proprietorship by women, and agricultural land proprietorship by men is around multiple times higher than it is for women. Today, numerous rural women are asserting their legacy and contrasted with 10 years back, brothers are progressively strong of sisters guaranteeing legacy. In any case, a vast dominant part of rustic ladies surrenders their privileges to the acquired land.

Women in Bangladesh have likewise fewer options than men in where they set aside and acquire money. As indicated by the report, working and non-working women crosswise over urban and country zones concurred that working women need to hand over a large portion of their profit to their significant other or family. Just 36 percent of women have ledgers, contrasted with 65 percent of not control money related resources. Great practice examples on the best way to improve women's utilization and control of money related resources incorporate sexual orientation delicate financial establishments, female-claimed ledgers and giving budgetary proficiency preparing.

In spite of the fact that the pace of female enterprise has been developing, women-led organizations continue to keep on being little and gathered in explicit areas: just 1.7 percent of undertakings in the conventional part are possessed by women, which is among the most minimal paces of women's endeavor ownership on the planet. More grounded authorization of existing laws and approaches to guarantee that women claim land and approach budgetary items and business openings will help decrease social obstructions.

What's more, hindrances, for example, a high pace of marriage among young women under 18 keep them away from accomplishing their potential, as marriage is the most widely recognized motivation behind why young women drop out of school. In spite of the decrease in child marriage in the most recent decade, around six out of each 10 young women still get married before age 18.

"Women often face discrimination in job search, hiring, and promotion processes; in entering high-skill and management jobs; and in accessing credit and starting businesses. Ethnic minority women face even harsher discrimination," said Jennifer Solotaroff, World Bank Senior Social Development Specialist and the report's lead author. "Our findings show that steps such as providing childcare facilities, ensuring safe transportation, and encouraging girls to study science, technology, engineering, and mathematics will pave the way for more women to get quality jobs."

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Xurtials Career Development Center (XCDC) is engaged in research, publication and training on skill development, resource mobilization and employment creation. The core responsibility of XCDC is to promote and develop a culture to inculcate and exercise proficiency, professionalism and productivity at individual, enterprise and policymaker level.

The vision of XCDC is to support for creating a poverty free and unemployment free world and it's mission is to develop skilled and enlightened workforce.