

The Role of Voluntary Military Training in Facilitating Officer-Like Qualities among the Youth: A Case Study on Bangladesh National Cadet Corps

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Abstract

The prime objective of this study is to appraise the role of Voluntary Military Training in facilitating Officer-Like Qualities (OLQ) among the youths taking Bangladesh National Cadet Corps (BNCC) as a case. A qualitative research method, primarily an in-depth face to face interview, was conducted to obtain the opinions from former BNCC cadets who had experienced cadetship and were selected in armed forces, or civil services later as an officer. Unearthing the limitations of the program, the study tried to investigate how the OLQ factors are facilitated through VMT program of BNCC. The findings of the study project BNCC camping as a potential event of VMT which mostly covers all the factors of OLQ. Hence, the study also suggested Human Resource Development interventions to develop the instructional capacity among the BNCC officers and military instructors. BNCC is an apex government organization engaged in transforming the youth into a potential leader. Therefore this organization should be supported to transform it into a centre of excellence by facilitating OLQ among the youth generation of Bangladesh.

Keywords: Voluntary military training, Officer-like quality, Bangladesh national cadet corps, Youth development, Cadet

Introduction

Officer-like quality (OLQ) is a blend of personality traits within a person which make him/her fit to command or lead an organization. OLQs are some behavioral traits that are infused in a person to shape his/her personality and attitude. Such personality development will equip a youth to organize and lead a military or civil institution. Every potential service holder or entrepreneur must possess a persona like an officer to ensure order in his/her organization and successfully achieve its missions. The public and private institutions should take initiatives and interventions to help the youths to be a potential leader, where the OLQ should be considered as an integral part of National Human Resource Development. National Cadet Corps is an internationally recognized youth development program which provides Voluntary Military Training (VMT) to the youths (Sarkar & Margaj, 2015). Military training helps bring positive personality change among the youth influencing their character development (Jackson et al., 2012). Military training in any form brings about a positive change in one's behavioral traits (Elder, Gimbel & Ivie, 1991) and promotes physical wellbeing of a person (Ozer & Benet-Martinez, 2006). Hence, the VMT programs of cadet corps are designed to groom the youths as a sensible citizen and a potential leader (Vyas, 2017).

Bangladesh National Cadet Corps (BNCC) is a government-sponsored youth organization conducting VMT programs for youth's development contributing directly to the national human resource development (NHRD) of Bangladesh (Huda, 2020).

It is a tri-service organization and a directorate of the Ministry of Defense. However, it collaborates with the Ministry of Education as the key stakeholders of this institution are students and teachers of school, college and university. Since its inception, the organization has trained thousands of youths and facilitated them to shape their personality as a leader. The VMT program of BNCC blends military and social development curriculum to engage its volunteer members towards socio-economic development of Bangladesh and trains them to lead the nation and social crisis. Therefore, developing OLQ among its members is one of the key missions of this institution. BNCC's VMT program also facilitates the cadets to prepare themselves for defense and civil services where the factors of OLQ (table 1) are used as a key selection criterion. The main objective of this study is to appraise the role of the VMT program of BNCC in facilitating OLQ among its youth members and critically analyze its curriculum for further development.

Rationale of the Study

Youth development should be the prime priority of national development as a significant percentage of total population is within 24 years. However, the current government of Bangladesh is promoting youth development programs which will subsequently ensure sustainable NHRD (Huda, 2017). Youths are the essential stakeholder in NHRD and are the primary catalyst of a country's socio-economic engine (Betchoo, 2013). Today's youth will take the leadership of the nation in future, and will take charge of different administrative and managerial positions of public and private organizations as an officer. Therefore, developing OLQ among the educated youths is essential and planned initiatives must be taken by the youth development agencies of the government. BNCC is a youth development organization that has proven its potentials to facilitate OLQ among its members through a comprehensive military training and social development programs (Kherdekar, 2017; Huda, 2017).

The training program infuses essential leadership qualities like individual character, self-discipline, confidence and sense of judgment among the educated youths, which undoubtedly facilitate sustainable

development for a nation (Jahan, 2012). Most of the cadet corps training provides different soft skill and life skill programs to shape the youths as a potential leader (Sarkar & Margaj, 2015) which is an essential factor to be a successful officer. Apart from leadership development programs, BNCC training engages its members in different social development initiatives voluntarily which foster better citizenship spirit among them and shapes their ethos which should be possessed by every officer irrespective of rank and status. Though the development of OLQ among the youth is an essential factor of national development, it's being overlooked in development researches, and hence, the studies on developing OLQ through VMT are very rare in the existing literature. This study will try to bridge the gap of researches and make an endeavor to study the role of the VMT program of BNCC in OLQ perspective. However, an extensive appraisal of VMT program of BNCC will be made to project its necessity in facilitating OLQ among the youths of Bangladesh.

Literature Review

Definition of OLQ

Officer-Like-Quality (OLQ) is, in general, the fundamental qualities that a leader must possess. To imbibe these qualities among the youths, Service Selection Board of India suggested fifteen characteristics categorized in four personality factors (Table 1) (Singh et al., 2016; Kulkarni, 2018). According to Doll & Berkshire (1961), OLQ is measured by the leadership behavior factors mainly among the officer candidates of different armed forces. However, OLQ should be a blend of individual attributes including conscientiousness, social competence, leadership potential, judgment, decisiveness, style of expression, communication, learning, achievement motivation, reasoning, stress resistance, professional orientation and physical fitness (Birke, 2000). OLQs are some critical leadership traits and managerial skills including self-development competencies which are to be held by a public service officer (Kruyen & Van Genugten, 2020). According to Kulkarni (2018), such kind of human quality is present in every person at different degree.

Determinants of OLQ

Officer-like qualities are some combined instinctive and obtainable human values including loyalty, honor, truthfulness, patience, tact, firmness, justice, knowledge, judgment, zeal, self-control, sense of humor, common sense, power of command, initiative, physical & moral courage-both, dutifulness,

and self-confidence which should be possessed by an officer to lead an organization or unit effectively (Burrough, 1948). According to Singh et al. (2016), OLQs are grouped into four factors, namely Planning & Organizing Factors, Social Adjustment Factors, Social Effectiveness Factors and Dynamic Factors. Details of these factors are presented in table 1.

Table 1: Four Main Personality Factors of OLQ with Variables

Planning and Organizing Factor	
Effective Intelligence	Effective intelligence is an intellectual and cognitive capability in a person which enables him/her to think in an abstract form (Wastell, Clark & Duncan, 2006). This ability of a person helps him to evolve the solution of practical problems without waiting for someone.
Reasoning Ability	Reasoning ability is a quality of rational and logical thinking of a man which helps him to diagnose a situation and take decision judiciously (Kyllonen & Christal, 1990). This ability helps him to find out a reason for everything enabling him to find out a solution to every simple to complicated situation.
Organizing Ability	Organizing ability is skills that let a person organize tasks by using resources efficiently and attaining the objectives effectively (Barge & Schlueter, 1991). It enables him to use all available resources to produce the best results giving him the capacity to work with limited resources.
Power of Expression	Power of expression is a quality in an individual to present his/her thoughts and feelings through effective written presentation or oral conversations (Gülen, 2010). It is an ability to put across one's idea with clarity and ease. It is also a capacity to communicate briefly and accurately during interaction with others.
Social Adjustment Factor	
Social Adaptability	Social adaptability is a person's aptitude to adjust individual behavior to adopt with change (Mackey, 2013). It enables a person to interact with the known and unknown person.
Co-operation	Co-operation is an individual's human quality that leads to leadership (Schools, 2008). The ability helps a person to willingly participate with group members to achieve a common goal.
Sense of Responsibility	Responsibility is a sort of accountability, dutifulness and obligation towards accomplishment an organizational mission (Islam, 2016). This is an ability to understand and adhere to social value, norms and culture.
Social Effectiveness Factor	
Initiative	The initiative is an essential leadership skill that drives positive change, manage crisis and achieves organizational goals (Bruttel & Fischbacher, 2013).
Self-Confidence	Self-Confidence is a necessary leadership character to take a decisional risk and to influence people to achieve organizational objective (Kipnis & Lane, 1962).
Speed of Decision	Speed of decision is a capacity to make a practical judgment of a tricky situation in relatively lesser time (Dubno, 1965; Gu, et al, 2012; Van de Calseyde, et al, 2020).
Ability to Influence Group	Ability to influence a group is one the most vital leadership skills. It allows a leader to inspire his followers to peruse organizational goals willfully (Lunenburg, 2012).
Liveliness	Liveliness is a vigorous spirit in a leader that helps him to keep the followers exuberant in a stressful situation. (Eisinger, 2000; Van Eeden, et al, 2008).
Dynamic Factors	
Determination	Determination is a leadership trait in a person to peruse a mission successfully (Johnson, 1999). It motivates a person to provide constant effort to accomplish predetermined objectives despite impediments and psychological setbacks (Kulkarni, 2018)

Courage	Courage is the most outwardly visible character of a leader which helps him to face adverse situation (Hannah, et al, 2011; Stefano & Wasylyshyn, 2005).
Stamina	Stamina is a physical and mental endurance which gives a leader to encounter occupational stress (Manning, 2012). It is an individual’s mental and physical aptitude which helps him to put up with the stresses of life. (Jagannathan, 2012)

Source: Singh et al. (2016); Kulkarni (2018)

OLQ Development among the Youth through VMT

National cadet corps movement is a popular youth development program which is practiced globally through comprehensive VMT (Huda, 2017). According to Khurana (2016), though this movement was first initiated in Germany in the year 1666, the idea was incorporated in India back in 1948. The training program of cadet corps is mostly military in nature and basing on the philosophy of military discipline, the programs can convert a youth as a national asset (Vyas, 2017). The training programs are provided to the educated youths of different academic institutions with the aim to developing them as better citizens and effective leaders (Huda, 2020) However, additional soft and life skill training is also provided to them to develop managerial capacity among the youths (Sarkar & Margaj, 2015). The program also offers motivations to the youth to take part in different philanthropic community development programs which energize their minds toward national development (Divya & Rajagopalan, 2014; Bhambi, 2012).

The VMT curriculum of cadet corps infuses different personality traits among the youths to build their career as an officer of a public and private organization (Kherdekar, 2017). According to Vyas (2017), the training provides different types of management skills, including conflict management, interpersonal relations, and liaison. Most of the training program is aligned with the mainstream academic curriculum of schools, colleges and universities and help the trainees to acquire different social skills (Divya & Rajagopalan, 2014). It develops different leadership traits, including comradeship, ethos, and a positive attitude, which are defiantly essential OLQ (Jansi & Anbazhagan, 2017). However, the VMT equips the youths to take part in physically challenging activities which foster mental fortitude, develops courage and builds self-

confidence (Singh & Shejwal, 2017; Bhambi, 2012). According to Singh and Shejwal (2017), the VMT program develops morality among the cadet, which is necessarily a highly desired personality trait of an officer. However, the VMT sets a positive mental state among the youths to encounter the physical and mental hurdles of life (Kherdekar, 2017). Jansi and Anbazhagan (2017) had studied the VMT of NCC, India and proven that how “Big 5 Model” of personality traits by Cattell, Eber and Tatsuoka (1970) is achieved through such training.

Table 2: Existing VMT Curriculum of BNCC

Self Development and Social Awareness	Military Training
Social Awareness Training	Drill
Leadership Training	Physical Training
Science & Technology	Military Tactics (Minor)
Self Belief and Self Development Training	Field Craft
Disaster Management Training	Map Reading
Liberation War of Bangladesh	Military Organization
Social Development Program	Weapon Training
Entrepreneurship & Self Employment Training	
Health & Hygiene Training	
Motivational Training	

Source: Ferdous (2016)

Bangladesh National Cadet Corps (BNCC) and its VMT Programs

BNCC is a tri-service organization of Bangladesh which includes all parts of armed forces of Army, Navy and Air Force (Huda, 2020). It runs the most successful and effective citizenship and leadership development programs of Bangladesh through VMT (Huda, 2017). The key stakeholders of BNCC are the young students of different academic institutions of

Bangladesh, who later on, join BNCC voluntarily as “cadets”. Since the inception of BNCC (year 1979), the organization has trained 313214 (till 2019) youths as cadets. The organization is administered by the Ministry of Defense in collaboration with the Ministry of Education of Bangladesh (Huda, 2017). The VMT directly contributes to youth development of Bangladesh and inculcates different leadership and managerial qualities among them which subsequently help them to build their career as a dedicated officer (Jahan, 2012). According to Khan (2020), the VMT curriculum of BNCC is sophisticatedly designed to groom the cadets as a potential leader and infuses different managerial and interpersonal skills in them. It is a blend of military and social skills training which shapes a youth with different human qualities to perform the responsibilities of an organization as an officer. The curriculum of BNCC is presented in table 2. Hence these training curricula are organized at different platforms (Table 3) of BNCC.

Table 3: Different Platforms of BNCC Training

Training Platforms	Duration	Organizer
Platoon Level Training	Year-long programs for 120 periods	Conducted at academic institutions
Battalion Training Camps	7 Days	Organized by Battalion Headquarters (HQ)/ Wings for a week
Annual Training Camps	10 Days	Organized by the Regiments/wings
Winter Collective Exercise	14 Days	Organized by HQ BNCC in association with Bangladesh Army
Central Training Camps	12 Days	Organized by HQ BNCC
National Parade	25-30 Days	Organized by HQ BNCC in association with Bangladesh Army
Youth Exchange Program	25-30 Days	Organized by HQ BNCC in association with different cadet corps of South Asian Countries

Source: Author (Compiled from different documents of BNCC)

Research Gap

There are a good number of studies available in the existing literature on cadet corps training in the context of South Asian countries including Huda (2017); Jansi & Anbazhagan (2017); Kherdekar (2017); Divya & Rajagopalan (2014); Sarkar & Margaj (2015); Vyas (2017) and many more. However, their contribution to the literature was limited within the significance of cadet corps programs and its impact on NHRD. No research work was conducted previously on the title of this study. The current study will attempt to fill up the research gap by discovering the role of VMT in facilitating OLQ among the youths of Bangladesh.

The Methodology of the Study

The research objectives have directed the methodology of the study. The study has considered a qualitative research approach to explore the role of VMT in facilitating OLQ among the youths of Bangladesh and considered BNCC as a case. Highlighting the objectives of the study, the phenomenological methodology of qualitative research was found appropriate in applying a philosophical approach to this study as it tried to explore and interpret the experiential knowledge of the respondents underlying on the realities of VMT program conducted by BNCC in facilitating OLQ among the young generations of Bangladesh. As it was not a hypothetical study, the researcher had tried to develop theoretical knowledge based on primary and secondary data analysis which could be considered as an inductive approach of phenomenology. Primary data were collected through an unstructured face to face interview using a semi-structured questionnaire. An extensive literature review was conducted on OLQ, VMT and cadet corps using previously published relevant research journals, and reference books to establish a theoretical alignment between the research’s findings with the contemporary concepts. The literature review also helped develop a theoretical framework amalgamating OLQ and VMT conducted by Cadet Corps, which also helped in establishing the underlying correlation between these two issues.

The study endeavored to explore the role of VMT program conducted by BNCC in facilitating OLQ

among the youths of Bangladesh. However, the study also tried to unearth the limitation of VMT programs of BNCC, mainly the missing factors of OLQ in the training program. For data collection, the purposive sampling techniques have been used as the informant must have an extensive firsthand experience on the central issues of the research including OLQ, VMT and Cadet Corps. The key informants were the former cadets of BNCC who have appeared in inter-services selection board (ISSB) or civil service examinations and were selected as an officer of armed forces or civil service.) (Total 17 ex-cadets with the above profile were interviewed, and each interview session lasted for two hours, and their opinion was recorded in a notebook. The interviews with the informants were focused on how different factors of OLQ are facilitated through VMT programs conducted by BNCC mainly on which VMT of BNCC (table 2) aids what type of OLQ etc. (table 1). Hence, the missing factors of OLQ were also discussed during the interview to discover the underlying challenges of VMT programs in facilitating OLQ among the cadets.

Data were analyzed using a cyclical process where data collection and data analysis were conducted simultaneously. The study tried to look for the similar meaning of the data and clustered similar responses together. The thematic content analysis was used for qualitative data analysis which helped identify a similar pattern of opinions shared by the respondents. The responses were noted, gathered, arranged, and classified to them use for narrative analysis, and the arguments were projected in the findings and discussion section of the paper. The researcher had faced some limitations as the secondary data and literature on OLQ and VMT was not available. Hence, the sample size was also small; as it was challenging to find out respondents with a complex profiled former BNCC Cadet serving in Military or Civil Service as an officer as their number is minimal.

Findings and Discussions

Most repeated remarks shared by the respondents are discussed in the findings of the study. Common opinions of the respondents on the role of BNCC's VMT program in facilitating OLQ among the cadets

and its limitations are described in an abstract form. According to most of the respondents, BNCC's VMT program is a unique platform to develop OLQ among the youths of Bangladesh. Most of the factors of OLQ are facilitated through this training program. Self Development, Social Awareness and Military curriculum (Table 2) cover Planning and Organizing, Social Adjustment, Social Effectiveness and Dynamic Factors of OLQ (Table 1). All the camping programs of BNCC facilitate OLQ among the cadets. Effective intelligence is developed among the cadets as they get the opportunity to lead the camp life independently staying away from their family.

A cadet develops 'Reasoning Ability' as they face different complicated situation during camps. They get the opportunity to organize various events during camps which creates Organizing Ability among them. Hence, cadets also get the scope to volunteer in different programs at academic institutions and take part in various national events. Camping is a platform of interaction among the cadets of other institutions and places of Bangladesh. Such interactions with unknown persons help them develop their 'Power of Expression' and 'Social Adaptability'. However, attending different debate competitions and area presentations allowed the respondents to expand their power of expression prudently. Most of the respondents availed the rare opportunity to visit foreign countries through youth exchange programs and attending such programs developed their Power of Expression, Social Adaptability, Organizing Ability and Co-operation to an extraordinary level.

Nearly all the training camps of BNCC are organized in a remote location away from home and academic institutions where cadets' needs to support each other to adjust with an adverse environment. Such training develops the spirit of co-operation among them and helps them to work as a team. According to most of the respondents, 'Sense of Responsibility' is inculcated among the cadets through social development and awareness programs. A BNCC cadet could participate in different programs including anti-narcotics rally, anti-corruption rally, tree plantation programs, and their active engagement develops a 'Sense of Responsibility' towards socio-economic development of the nation

and the individual's character development. Hence, the cadets get the chance to show their initiative during those programs. Different military training such as Tactical exercises; Field Craft and Weapon Training develop self-confidence among the cadets as these are physically challenging and daunting tasks. Winter collective exercise with the army takes them to the next level of self-belief to undertake any sorts of challenges in life.

BNCC's VMT program opens an opportunity for the cadets to lead at different echelons starting from platoon to regiment. Senior cadets are assigned with different ranks and appointments which empower them to lead. Such leadership opportunity helps them to exercise decision making, which gradually develops their speed of decision making. Hence, these opportunities also facilitate them in developing an ability to influence a group. Many respondents had shared that BNCC training events are full of life, and the cadets enjoy the company of each other. They make new friends and lead their student life with joy and happiness. Finding happiness during the hardship of VMT programs develops the aptitude of liveliness among them to stay energized in a stressful situation. They recommended adding more adventures VMT programs in BNCC training curriculum to facilitate OLQ among the cadets.

VMT of BNCC is a physical and mentally challenging program, and the cadets had to endure lots of stresses and hardships. Encountering such challenges and adversities makes them courageous and cultivates in them the sense of strong determination to persevere a goal and accomplish a mission. Physical exercise and military drill during platoon training and camping boost physical stamina of a cadet. Hence, the respondents had shown their discontent regarding the irregularity of such physical exercises which is not organized routinely during institutional/ platoon training. Despite the visible success of VMT in facilitating OLQ among the youth cadets, BNCC lacks in some areas which should be improved with due diligence. It is also very regrettable that the number of cadets selected in the armed forces is very low in proportion to number of cadets trained. However, there is no accurate database on the number of cadets selected in the armed forces and public service in the Directorate

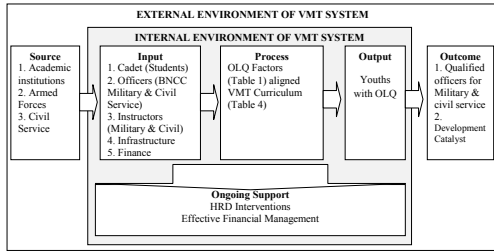
of BNCC. According to the respondents, there is a severe scarcity of qualified instructors in BNCC and the standard of the Military Instructors and BNCCOs is not up to the mark to facilitate OLQ. There is an insufficiency of standard training materials and advanced training equipment too.

Policy Prescription and Managerial Implication Proposed OLQ aligned VMT System for BNCC

The study proposes a framework of OLQ aligned VMT for BNCC, which may work as an integrated system (Figure 1). The initial part of this system includes sourcing talented youths as cadets, competent and dedicated teachers as BNCC officers, highly professional civil & military officers, and qualified military and civil instructors. Hence, the physical infrastructure should be developed at BNCC academy and within the regimental capacity to ensure imparting OLQ based VMT to the cadets. The financial commitment of the Government is a precondition to function the system effectively. The process is the most critical part of this system. It includes a specialized training program for the development of OLQ among the cadets through an enriched VMT curriculum is presented in table 4. This curriculum should be redesigned in accordance with the OLQ factors (Table 1). Therefore, a specialized training program should be included to the VMT curriculum to induce each of the OLQ factors among the cadets. The existing training program may be revised in this regard. A proposed VMT curriculum is presented in table 4 which shows what OLQ might be obtained by which training.

The output of the system predicted producing well groomed youths with OLQ. Finally, the outcome of the system could be primarily a potential candidate for military and civil service. Hence, the system may create national development catalysts and can change the agents at large. However, continuous support is evident to ensure the system to function effectively. Therefore a well planned HRD interventions and effective financial management should be developed.

Figure 1: OLQ aligned VMT System



Source: Developed by Author

Enriching the VMT Curriculum

BNCC VMT should be OLQ focused, and the prime objective of this training is to create a pool of potential leaders for national services. Top management of BNCC is suggested to redesign the curriculum aligning with the factors of OLQ (table 4). It means framing the BNCC training programs to fulfill the requirement of OLQ and allocate resources accordingly. A special task force could be formed in this regard comprising specialist from ISSB and PSC. Adventurous military training events, i.e. Para Jump, Para-sailing, Scuba Diving, Hill Tracking, Heli-rappelling can be included to enrich the VMT curriculum which might develop physical and mental endurance among the cadets. Advanced Leadership Camp could be arranged for the cadets who have the potentials to be an officer in the armed forces and civil service. The curriculum of Camp could include courses & exercises that facilitate OLQ effectively.

HRD Initiatives and Innervations

Sufficient HRD interventions must be taken by

the BNCC authority to create a pool of qualified instructors to facilitate OLQ. Hence, retired military and civilian officers with the experience of working in ISSB and Public Service Commission (PSC) could be hired as consultant and trainer. BNCC should be selective in recruiting BNCC Officers and Military Instructors. Specialized courses on instructional techniques could be planned for BNCC officers to facilitate the OLQ driven VMT program. However, the pre-employment training for the new BNCC officers and pre-commission training at Bangladesh Military Academy should be designed and planned according to OLQ aligned VMT (Table 4). BNCC officers should be sent for special internship or attachment program or on deputation to the regular army units to foster OLQ among them. Young military officers with a promising career should be posted on deputation in BNCC for a sufficient span of time to conduct OLQ based VMT effectively. Concern Government ministries should set priority for the development of BNCC and should consider it as a strategic intervention to NHRD of Bangladesh. Huda (2020) recommended the same in his research work. BNCC should develop its capacity as a school of OLQ to establish its identity uniquely as a National Force. However, BNCC academy should be equipped sufficiently and may be utilized dedicatedly for OLQ driven VMT programs. The BNCC academy should be marked as the “Home of Future Leaders.” A special project must be taken by the Directorate BNCC to create a database of ex-cadets serving in armed forces & civil service of Bangladesh.

Table 4: Proposed OLQ aligned VMT Curriculum of BNCC

Leadership & Self Development Training	OLQ Variables	Military Training	OLQ Variables
The Spirit of Liberation War Program	Sense of Responsibility; Determination; Courage	Outdoor Exercise & Camping	Social Adaptability; Co-operation
Management & Leadership Package	Self-Confidence; Ability to Influence Group; Determination; Courage	Ceremonial Drill & Physical Training	Social Adaptability; Ability to Influence Group; Stamina
Disaster Management & Civil Defense Training	Effective Intelligence; Speed of Decision	Day & Night March	Organizing Ability; Stamina
First Aid Training	Effective Intelligence; Speed of Decision	Military Tactics (Minor)	Effective Intelligence; Reasoning Ability; Speed of Decision

Teambuilding Exercise	Social Adaptability; Co-operation, Ability to Influence Group; Liveliness	Field Craft	Effective Intelligence; Reasoning Ability
Participation in Social Development Programs	Organizing Ability; Co-operation; Initiative	Map Reading Exercise	Effective Intelligence; Speed of Decision; Reasoning Ability
Oration Practice	Power of Expression	Art of Military Command	Speed of Decision; Sense of Responsibility; Self-Confidence
Current Affairs Display	Reasoning Ability; Organizing Ability; Initiative	Weapon Training (Small Arms)	Self-Confidence; Determination
Wall Magazine	Organizing Ability; Initiative	Assault Course	Self-Confidence; Determination; Courage; Stamina
Customs and Etiquettes	Power of Expression; Co-operation	Adventure Training (Para Jumping/Sailing, Scuba Diving, Glider Flying)	Self-Confidence; Determination; Courage; Stamina
Area Presentation	Reasoning Ability; Power of Expression	Aero modeling (Air Cadets) & Ship Modeling (Navy Cadets)	Effective Intelligence

Source: Author

Conclusion and Potentials for Further Research

The main objective of this study is to appraise the role of the VMT program in facilitating OLQ among the youths of Bangladesh. BNCC, a government tri-service organization for youth development, was considered as a case. The author of this article had carried out qualitative research to surface the facts of VMT program in facilitating OLQ and ex-cadets of BNCC who were interviewed in this regard. The findings of the study depict that the BNCC camping programs are very effective in facilitating OLQ among the cadets and a sufficient number of HRD interventions are essential to overcome the limitations of VMT. BNCC should redesign its VMT curriculum focusing on OLQ factors (table 1), and it should be branded as a youth school of developing Future-leadership. The prime motto of OLQ is to inculcate leadership qualities among the potential officers where the BNCC cadets could be the most impending target group. Instead of including multiple curriculums in the VMT program and doing multispectral events, BNCC should focus on the singular idea of OLQ development programs which could be a unique contribution to the socio-economic development of Bangladesh.

To overcome the limitations of the study, the researchers could conduct conclusive research using sophisticated statistical tools considering large sample size. As Bangladesh is facing severe leadership crises in all spheres of public, private and social organizations, the government should invest in this unique idea of OLQ development to create a pool of future leaders and provide the necessary support to BNCC in grooming the future leaders.

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