

Internship Report on
Overall HRM Practices of Bata Shoe Company
Bangladesh LTD.

By
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Bata

This Report is Submitted to United International University's School of Business and Economics as Part of the Bachelor of Business Administration Degree Requirements.



**Internship Report on Overall HRM Practices of Bata Shoe
Company Bangladesh LTD.**

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Letter of Transmittal

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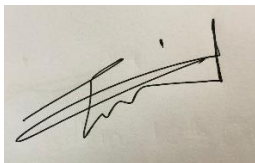
Subject: Submission of internship report on overall HRM practice of Bata shoe company Bangladesh LTD.

Dear Sir,

In my internship report, I aim to present a comprehensive overview of the "Overall HRM Practices of Bata Shoe Company Bangladesh Ltd." The report will provide insights into the company's HR practices, including talent acquisition, training and development, performance appraisal, HR operations, and legal and compliance matters. Through the study I conducted, I have gained valuable expertise, which has allowed me to create a unique report.

Although I made every effort to ensure the report's accuracy, there may still be some errors. I sincerely apologize for any unintended mistakes. Thank you for your patience and understanding.

Yours sincerely,



TAOHIDUL ISLAM TAOHID

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Index of Similarity Certification

Title of The Report: Overall HRM practice of Bata Shoe Company Bangladesh Ltd.

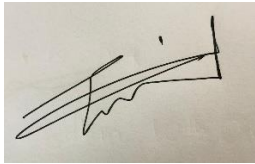
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I confirm that my internship report is an original study, free of any plagiarized content. I have not engaged in any unethical practices while preparing this report.



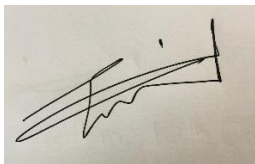
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Declaration of the Student

I am TAOHIDUL ISLAM TAOHID, a Bachelor of Business Administration student at United International University, specializing in Human Resource Management.

I hereby declare that,

1. The internship report on "**Overall HRM Practices of Bata Shoe Company Bangladesh Ltd.**" is a presentation of my original work.
2. My report is a creative effort, grounded in my hands-on experience and a thorough analysis of the current practices in the Human Resources department, which I sincerely acknowledge.
3. The conclusion of this research was guided by Jakowan, Assistant Professor of School of Business and Economics at United International University.
4. This report has been prepared solely for academic purposes to fulfill the requirements of the Bachelor of Business Administration (BBA) degree.



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Acknowledgment

First and foremost, I am grateful to Allah for granting me the strength to complete my internship tasks, as well as the research and report on time. I would like to sincerely thank everyone who contributed to the preparation of my internship report and helped me achieve this milestone.

I would especially like to express my gratitude to my internship supervisor, Jakowan, Assistant Professor at the School of Business and Economics, United International University, for his invaluable guidance and support. Without his direction, assistance, and involvement, I would not have been able to complete the report in a timely and proper manner. I look forward to successfully finishing my internship report under his supervision.

Additionally, I extend my thanks to SHAHRIAR RUPOM, HR Sales Manager at Bata Shoe Company Bangladesh Ltd., for providing me the opportunity to gain practical experience as an intern at the company. I am also grateful to the employees of Bata Shoe Company Bangladesh Ltd. for their participation in the survey.

Despite my best efforts, there may still be some errors in the report. I hope you will consider both these mistakes and the overall effort in preparing this report.

Executive Summary

The internship report has been completed as part of the requirements for my Bachelor of Business Administration (BBA) degree. It is based on my practical experience as an intern in the Human Resources Department of Bata Shoe Company Bangladesh Ltd.

My research focuses on the "Overall Human Resource Management Practices of Bata Shoe Company Bangladesh Ltd.," with the primary goal of detailing the operations of the HR department. In this report, I have explained the HR practices at Bata Shoe Company Bangladesh Ltd. as well as my own internship experience, organizing the content into five chapters.

The first chapter presents the report's context, research objectives, motivation, scope, limitations, and methodology.

Chapter two offers an overview of Bata Shoe Company Bangladesh Ltd., including the company's history, trends and growth analysis, customer segmentation, products and services, and business operations.

In chapter three, I describe HR responsibilities such as talent acquisition, payroll and HR operations, performance appraisal, and legal compliance.

Chapter four covers my internship experience, detailing my roles, tasks, responsibilities, newly acquired skills, and the application of academic knowledge.

Lastly, chapter five concludes the report with recommendations, key insights, and other relevant aspects.

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CHAPTER-1

INTRODUCTION

CHAPTER 1: INTRODUCTION

1.1 The Report Context:

As part of my BBA program, I began an internship with Bata Shoe Company Bangladesh Ltd., a footwear company originally based in Czechoslovakia. During my internship, I worked in their Human Resources Sales Department and developed this report based on my observations and learnings. A recent study highlights that effective Human Resource (HR) management can provide companies with a significant competitive advantage globally. Through my experience in the Sales HR Department, I gained a deeper understanding of the importance of Human Resource Planning (HRP).

HRP is a crucial element of HR management, aimed at ensuring the company has access to a workforce capable of enhancing its performance. It allows businesses to maintain an optimal human resource level while forecasting future needs, ensuring they have the right number and type of employees available when required. HRP, therefore, serves as a strategic plan for an organization to acquire, utilize, develop, and retain talent by predicting future workforce demands, assessing current staffing needs, and developing strategies to address potential manpower shortages.

Because of Human Resource Planning (HRP), Bata Shoe Company Bangladesh Ltd. can effectively manage manpower allocation for various events and festivals. The primary objective of this research is to examine the overall human resource practices at Bata Shoe Company Bangladesh Ltd.

1.2 Objectives of The Report

To fulfill the requirements for the Bachelor of Business Administration degree, it is essential to prepare a report on the internship experience. This report, titled "Overall HR Practices of Bata Shoe Company Bangladesh Ltd.," has been developed under the supervision of Jakowan, Assistant Professor in the School of Business and Economics at United International University. The study provides a detailed overview of the company's HR practices, including talent acquisition, training and development, performance appraisal, HR operations, and legal and compliance matters.

1.3 Motivation of The Report

The motivation behind preparing this report stems from the need to bridge the gap between theoretical knowledge and practical experience in the field of Human Resource Management. As part of my Bachelor of Business Administration (BBA) program, I wanted to gain firsthand insights into the real-world HR practices of a prominent organization like Bata Shoe Company Bangladesh Ltd. This report serves as an opportunity to apply academic concepts in a professional environment, allowing me to better understand HR operations, challenges, and strategies used by the company.

Additionally, this report aims to explore how effective HR practices can contribute to a company's overall success. By analyzing key areas such as talent acquisition, training, performance management, and HR compliance, I hope to highlight the importance of well-structured HR systems in fostering organizational growth. The ultimate goal is to contribute to the academic understanding of HR practices while gaining valuable insights that will enhance my future career in human resources.

1.4 Scope and Limitation of the Report

Scope of the Report

This report centers on the human resource management practices at Bata Shoe Company Bangladesh Ltd. Its objective is to deliver a thorough analysis of essential HR functions, such as talent acquisition, training and development, performance evaluation, compensation and payroll, HR compliance, and organizational health and safety. The insights gleaned from this report are designed to support HR practitioners and managers at Bata Shoe Company in crafting effective human resource policies and strategies that align with the organization's goals. By assessing current HR practices and identifying best practices, this report aims to enhance the company's ability to maintain optimal staffing levels, tackle succession management issues, and ensure that the required competencies and skills are in place to fulfill its objectives. Additionally, the study serves as a valuable resource for academics and researchers in human resource management, providing insights into the practical application of HR theories and practices.

Limitations of the Report

While this report is comprehensive, there are several limitations to consider. Although I had access to a wide range of information during my internship, including sensitive data and internal policies, some factors may have limited the depth of analysis in certain areas. Furthermore, the report predominantly focuses on the HR practices of Bata Shoe Company Bangladesh Ltd. Lastly, the findings and recommendations presented in this report are based on my personal experiences and observations during the internship, which may introduce some subjectivity into the analysis.

Nevertheless, the report aspires to offer valuable insights into the HR practices at Bata Shoe Company Bangladesh Ltd. and enhance the understanding of effective human resource management.

1.5 Methodology of the Report

In this study, qualitative research was conducted to gather insights into the human resource management practices at Bata Shoe Company Bangladesh Ltd. To prepare this report, I utilized both primary and secondary data sources. Since this is a descriptive report, it does not include numerical data, focusing instead on real-world scenarios. To explain the workings of the Human Resources department, I primarily relied on verbal analysis.

The sources of data are outlined below:

- **Primary Data:** Primary data was collected through my internship, conversations with supervisors, seniors, and other teams, as well as my own observations of general functional and operational activities.
- **Secondary Data:** Secondary data was sourced from Bata Shoe Company Bangladesh Ltd.'s official website, HR manual, annual report, and various academic resources, among others.

1.6 Literature Review

A range of new challenges, including globalization, technological advancements, innovation, emerging markets, consumer trends, and competition, impact workforce availability. To ensure a healthy work environment within an organization, effective human resource management strategies are essential. This information is crucial for accurately forecasting future human resource demand and supply, allowing businesses to maintain optimal staffing levels. The human resource planning (HRP) process ensures that a company has an adequate number of employees with the appropriate skills positioned effectively according to their expertise (O. Samwel, 2018).

HRP can be defined as an effort to anticipate future business needs and the external demands faced by an organization (Griffins, 2006; Mutua, 2019). To achieve these business objectives and comply with environmental regulations, skilled personnel will be necessary. HRP involves identifying the workforce requirements of the organization within the HRM function. Additionally, it includes developing interventions, strategies, and actions that enable the company to achieve its goals and objectives. This process entails job analysis, which involves creating job descriptions and performance criteria, as well as guidelines for career advancement to assist individuals in

progressing in their careers (John M. Dirkx, 2000). Therefore, HRP is a vital component of HR management, playing a significant role in the successful attainment of the organization's goals and objectives (Dirkx et al., 2004).

Employees are the most valuable asset of an organization; if not managed effectively, all operational functions may be disrupted. Every company has a human resource department dedicated to managing these crucial assets. The HR department directly oversees the organization's personnel and plays a pivotal role in ensuring that the workforce operates efficiently. Given that performance evaluation is a critical element of human resource management (HRM), it is evident that the HR department significantly contributes to the organization's overall effectiveness.

Human Resource Planning (HRP) is a comprehensive method for predicting an organization's future demand for and supply of personnel. By determining the number and types of workers needed, the HR department can improve its strategies for recruitment, selection, training, career planning, and other related functions. Also referred to as employment planning, HRP allows the department to staff the organization with the right individuals at the right times. Effective HRP not only helps organizations achieve their affirmative action goals but also enhances the department's capacity to address challenges proactively and in a socially responsible manner.

HRP involves assessing an organization's human resource needs in light of changing circumstances and developing the necessary actions to fulfill those needs. It ensures that the right number and types of individuals are available at the right times and locations to implement the organization's plans effectively. This process becomes strategic when efforts are made to anticipate long-term HR supply and demand in relation to evolving challenges facing the business, utilizing HR development plans to meet these needs.

Talent acquisition addresses the process of identifying and securing qualified individuals to meet the needs of an organization. The talent acquisition team is responsible for locating, attracting, evaluating, and hiring candidates to fill vacancies within the company. Key components of talent acquisition include employer branding, future resource planning, expanding the workforce, and developing a robust candidate pipeline (What Is Talent Acquisition? Tips & FAQs | Smart Recruiters, n.d.).

Talent acquisition is a comprehensive strategy aimed at attracting and acquiring top talent. It's important to note that "talent acquisition" and "recruitment" are not synonymous. Recruitment is just one aspect of talent acquisition, focusing specifically on selecting and hiring candidates for job openings. In contrast, talent acquisition encompasses a broader scope, including employer branding, recruitment marketing, the recruitment process—which involves managing candidate relationships—an onboarding plan with succession planning and talent development, and ongoing alignment with C-level objectives (What Is Talent Acquisition? Definition, Process, Strategies, and Best Practices | Toolbox HR, n.d.).

Recruitment serves as the mechanism for talent acquisition within an organization, guided by specific recruitment policies. While recruiting entry-level positions strengthens the foundation of the human resource pool, hiring experienced personnel brings fresh ideas, perspectives, and resources that enhance customer service. Organizations prioritize attracting, retaining, and motivating skilled individuals. To achieve this, they offer competitive salary packages and equitable opportunities for professional growth. Effective and high-quality human resources are considered vital for reaching the company's objectives, prompting a focus on recruiting highly qualified candidates who are eager to embrace new challenges.

In the current dynamic organizational landscape, a company's core assets lie in the skills of its people rather than merely in the financial resources reflected in financial statements. Locating critical talent and replacing essential employees who leave can be both expensive and time-consuming. To address this, the company has implemented a strategy to ensure that its talent pool is continuously nurtured and retained through formal representation and advancement opportunities. Additionally, the organization must ensure that its operations remain unaffected by the unexpected departure of key staff members, which is why it incorporates safeguards for manpower planning.

Effective training and opportunities play a vital role in Human Resource Development (HRD) by enhancing work skills, maximizing existing potential, and fostering creativity, all of which benefit both the individual and the organization. This is achieved by helping employees expand their skills and knowledge, thereby increasing their contributions to the company. Every employee should have the chance to develop their knowledge and abilities through HRD initiatives such as coaching, lectures, job shadowing, exchange programs, and other development opportunities provided by the organization. Senior executives, for instance, often receive regular domestic and international training to enhance their expertise and corporate knowledge. Learning is viewed as a long-term commitment that requires ongoing support.

Worren, Ruddle, and Moore (1999) explored how the focus has shifted from organizational growth to a more comprehensive approach to change management over time. The tools used in change management and organizational development are similar, but the rationale behind them differs. For example, attitude surveys serve both purposes: in organizational development, they assess job satisfaction and the organizational climate, while in change management, they are part of a strategy-driven, holistic change program. The article synthesizes various research findings to provide a complete understanding of change management. It notes that as companies grow, the demand for specialized services to manage change increases. The authors discuss interventionist and integrative approaches, with interventionist tactics being employed in organizational development and integrative strategies used in change management (Literature Review: Organizational Development, n.d.).

Organizational development is defined as a systematic and organized change in employee values or activities that leads to overall growth within a corporation or organization. Unlike routine operations and workflow enhancements, it follows a specific process that management publicly communicates to all employees (Organizational Development Guide Definition, Process, Models, n.d.).

Performance evaluation refers to the process of communication between the individual assigning work and the individual executing it, based on pre-established assessment criteria or standards set at the beginning of a calendar year. It involves reviewing achievements by the employee, manager, or department head over a designated time frame, such as a year, six months, or a shorter period. Employee performance should be assessed fairly and systematically throughout the year or within a specific timeframe. When executed correctly, the assessment process benefits the individual, the supervisor, and the organization as a whole. An individual's contributions significantly impact the company's strategic focus. Performance evaluation allows employees to understand their performance levels and what additional effort and guidance they may require for self-improvement and overall company success. Furthermore, it helps validate the recruitment process within the organization.

Payroll refers to a list of employees within a company who receive compensation. It can also denote the total amount of money disbursed to employees by the organization. The payroll function encompasses various tasks, including the development of the company's compensation policy, which may involve flexible benefits and leave encashment policies. It also includes determining the components of a pay-slip, such as basic salary, variable pay, HRA, and LTA. Additionally, payroll processing involves collecting relevant inputs, such as data from the company's food service provider regarding meal deductions from employees' salaries. Other critical tasks include calculating gross compensation, applying statutory and non-statutory deductions, and determining net pay, which is the amount owed to employees after all deductions are made. The process culminates in the disbursement of salaries and the timely deposit of dues such as TDS, PF, and other taxes with the appropriate authorities.

HR compliance involves establishing policies and procedures to ensure that employment and work practices align with existing laws and regulations while supporting the organization's broader human capital objectives. As the number of employment laws and regulations increases, companies of all sizes face growing HR challenges, and the risk of penalties for noncompliance is higher than ever. Employers must adhere to all relevant employment laws, including federal, state, and local regulations. Noncompliance can lead to audits by enforcement agencies, resulting in fines and penalties. It is not a valid defense to claim ignorance of compliance responsibilities, as a litigation settlement could jeopardize a company's existence. HR leaders play a vital role in aligning the organization's growth objectives with compliance regulations that affect various operations, including recruitment, employee development, and retention. A clearly defined set of objectives can help balance strategic goals with compliance requirements. By understanding the

company's strategic aims, HR can better assess how compliance issues may influence decisions. HR objectives should support business strategy while considering various conditions and regulatory factors. Moreover, health, safety, and environmental issues must be prioritized and managed effectively. All stakeholders should work to mitigate workplace hazards and enhance health and safety initiatives. Maintaining a safe and pleasant working environment is essential for empowering employees to deliver exceptional customer service while boosting productivity and efficiency.

CHAPTER-2
COMPANY OVERVIEW

CHAPTER 2: COMPANY ANALYSIS

Bata Shoe Company Bangladesh Ltd. has evolved from its establishment in 1962 to become one of the leading footwear manufacturers and retailers in Bangladesh. Bata operates with a strong legacy and has grown to meet the demands of the local market while maintaining its global standards. It has become a household name, offering quality footwear to customers across all demographics. Bata Bangladesh not only leads the footwear market but has also become a trendsetter in terms of design, comfort, and durability.

The company operates two production facilities in Bangladesh, located in Tongi and Dhamrai, which produce millions of pairs of shoes annually. Bata's commitment to quality is evident through its adherence to international standards of manufacturing, safety, and sustainability. Bata is also a key player in the employment sector, offering jobs to thousands of workers, making it a significant contributor to the country's economy.

Bata Bangladesh operates more than 245 retail stores across the country, making it the largest retail network in the Bangladeshi footwear industry. It also supplies footwear to a wide range of wholesale and franchised outlets. This extensive retail presence ensures that Bata's products are accessible to customers throughout Bangladesh.

Bata Bangladesh's product portfolio is diverse, catering to different consumer segments including children, youth, professionals, and outdoor enthusiasts. Popular brands like Power, North Star, Weinbrenner, and Bubble gummers are well-established in the market, known for their durability and style. Bata has also made significant investments in its online platform, aligning with the growing trend of e-commerce to meet the needs of the digital age.

As part of its human resources strategy, Bata places great importance on employee development, training, and well-being. The HR department focuses on talent acquisition, performance evaluation, and creating a healthy and productive work environment. The company's human resource practices are aimed at fostering both individual and organizational growth, which aligns with Bata's overall strategic objectives of maintaining high levels of customer satisfaction and operational excellence.

Bata Bangladesh has consistently performed well financially, benefitting from a loyal customer base and its vast distribution network. The company's ability to adapt to market trends while maintaining its core values has helped it retain its market leadership. Bata continues to explore new opportunities for growth by expanding its product lines and increasing its market reach both locally and internationally.

However, like many global companies, Bata Bangladesh faces challenges such as rising competition, shifts in consumer preferences, and the need to adapt to new technologies and market

trends. Despite these challenges, Bata has maintained its position through continuous innovation and a strong brand reputation.

In terms of corporate social responsibility (CSR), Bata is deeply committed to giving back to the community. It runs various programs aimed at improving education, health, and the environment. The company's efforts have contributed to local community development and environmental sustainability, further cementing its role as a responsible corporate citizen.

Bata Shoe Company Bangladesh Ltd. has a strong market presence, a well-diversified product range, and a customer-centric approach that have enabled it to remain a leader in the Bangladeshi footwear industry. The company's strategic focus on quality, innovation, and sustainability ensures that it will continue to thrive in the future.

Mission:

- To help people look and feel good.
- To be the customer's destination of choice.
- To attract and retain the best people.
- To remain the most respected footwear company.

Vision

- To make great shoes accessible to everyone.

(Noted- this mission and vision is according to Bata shoe company Bangladesh LTD.)

2.1 Overview and History

Corporate Information of Bata Shoe Company Bangladesh Ltd.

| | |
|--------------------------|--|
| Name | Bata Shoe Company (Bangladesh) Ltd. |
| Type | Public Limited Company |
| Industry Category | Footwear Manufacturing and Retail |

| | |
|-------------------------|---|
| Founded | Tomas Bata (Global Founder of Bata Shoe Organization in 1894) |
| Founder | 1962 (in Bangladesh) |
| Owner | Bata Shoe Organization |
| Staff | Approximately 1,500 including Management & Non-Management |
| Corporate Office | Bata, Tongi, Gazipur, Bangladesh |
| Telephone | +880-2-9815201-05 |
| Website | www.batabd.com |
| Email | info@batabd.com |

History:

Bata Shoe Company Bangladesh Ltd. was established in 1962 as a subsidiary of the global Bata Shoe Organization, which was founded by Tomas Bata in 1894 in Czechoslovakia. Since its inception in Bangladesh, Bata has become a leader in the local footwear market, known for its quality products and innovative designs. The company operates two manufacturing plants in Tongi and Dhamrai, producing millions of pairs of shoes each year to meet the demand of the Bangladeshi market.

With over 245 retail stores nationwide, Bata Shoe Company Bangladesh Ltd. has the largest retail footprint in the country’s footwear industry. Its extensive distribution network includes wholesale and franchised outlets, ensuring that its products reach customers in even the most remote regions of Bangladesh. Bata offers a wide variety of footwear products catering to all demographics, with popular brands such as Power, North Star, and Bubble gummers.

Over the years, Bata has built a reputation for quality, durability, and customer satisfaction. It continues to lead the industry by embracing new trends, expanding its e-commerce platform, and remaining committed to sustainable and ethical business practices.

2.2 Trend and Growth

Bata Shoe Company Bangladesh Ltd. has seen steady growth, driven by its extensive retail network of over 245 outlets and partnerships with more than 1,300 dealers across the country. The company has a diversified product range, catering to various market segments with formal, casual, and athletic footwear. Bata's focus on local manufacturing and digital transformation, including its e-commerce platform, has helped it adapt to shifting consumer trends, especially during the pandemic. Despite facing increasing competition and evolving consumer expectations, Bata maintains its leadership in the Bangladeshi footwear market and continues to focus on innovation and sustainability for future growth.

2.3 Key Milestone

Key Milestones of Bata Shoe Company Bangladesh Ltd.:

1. 1962 – Establishment of Bata Shoe Company in Bangladesh with the opening of the first manufacturing plant in Tongi, Gazipur.
2. 1964 – Official launch of retail operations with the opening of the first Bata store in Bangladesh.
3. 1985 – Expansion of manufacturing capabilities with the introduction of the Dhamrai plant to increase production capacity.
4. 1991 – Introduction of the Bata Children's Program (BCP) in Bangladesh, focusing on community development and education.
5. 2000 – Launch of the first Bata e-commerce platform in Bangladesh to cater to digital consumers.
6. 2014 – Opening of the 250th retail outlet, marking extensive retail coverage across the country.
7. 2020 – Digital transformation accelerated due to the COVID-19 pandemic, enhancing online sales channels.
8. 2022 – Celebrated 60 years of operations in Bangladesh with continued growth in local manufacturing and retailing.

2.4 Customer Mix

Bata Shoe Company Bangladesh Ltd. caters to a diverse range of customers, segmented based on various factors such as age, income level, and lifestyle preferences. Their customer mix includes:

1. Men: A wide variety of formal, casual, and athletic footwear options for men, targeting professionals, students, and active individuals. Bata also offers accessories such as belts, wallets, and shoe care products.
2. Women: Bata provides an extensive collection of formal, casual, and fashion-forward footwear for women. The brand serves women from all walks of life, ranging from working professionals to homemakers.
3. Children: Bata offers school shoes, casual wear, and sports footwear for children, ensuring comfort, durability, and style. The company has a strong focus on the children's segment with specialized designs for different age groups.
4. Middle-Income and Affluent Customers: Bata serves both middle-income and higher-income customers with a range of footwear that spans from budget-friendly to premium lines. This ensures broad market coverage and accessibility.
5. Sports Enthusiasts: Bata's Power brand caters to athletes and sports enthusiasts, providing high-performance shoes designed for various sports and activities.

2.5 Product/Service Mix

Bata Shoe Company Bangladesh Ltd. offers a diverse range of products and services to meet the varying needs of its customers. Their product and service mix includes:

1. Footwear:

- Men's Footwear: A broad range of formal, casual, and athletic shoes for different occasions, including brands like Ambassador, Weinbrenner, and Power.
- Women's Footwear: Stylish and comfortable footwear, including sandals, heels, casual shoes, and athletic footwear under brands like Bata Comfit, Marie Claire, and North Star.
- Children's Footwear: School shoes, sports shoes, and casual footwear designed specifically for children, focusing on comfort and durability.

2. Accessories:

- Bags: A selection of handbags, backpacks, and travel bags for men, women, and children.
- Belts: Leather and synthetic belts for both formal and casual occasions.
- Shoe Care Products: A variety of shoe care products, including polishes, brushes, and protectors to maintain the quality and longevity of footwear.

3. Brands:

- Bata: The flagship brand offering a wide range of footwear for all age groups.
- Power: A sports and athletic footwear brand catering to active lifestyles.
- Weinbrenner: A brand specializing in outdoor and adventure shoes.
- Marie Claire: A women's fashion brand offering stylish footwear and accessories.
- North Star: A casual and trendy footwear brand targeted at younger consumers.

4. Retail and E-commerce Services:

- Retail Stores: Bata operates a vast network of retail outlets across Bangladesh, providing personalized shopping experiences with a wide variety of products.
- Online Shopping: Bata's e-commerce platform allows customers to browse and purchase footwear and accessories online, offering home delivery services and easy return policies.

5. Custom Services:

- Footwear Repairs: providing customers with maintenance solutions for their shoes.
- Gift Cards: Bata gift cards are available for customers to purchase and gift, allowing recipients to choose products of their choice.

2.6 S.W.O. T Analysis

SWOT Analysis of Bata Shoe Company Bangladesh Ltd.

Strength:

1. Strong Brand Recognition: Bata is one of the most recognized and trusted footwear brands in Bangladesh, with a heritage spanning over 60 years in the country and over 100 years globally.
2. Diverse Product Portfolio: Bata offers a wide range of footwear catering to men, women, and children, alongside accessories like bags and shoe care products, which helps in appealing to a broad customer base.
3. Extensive Retail Network: Bata has a vast network of 245 retail stores across Bangladesh, ensuring its products are accessible to customers nationwide.
4. Global Backing: As part of the larger Bata Shoe Organization, the company benefits from global expertise in footwear manufacturing, marketing, and supply chain management.
5. Strong E-commerce Presence: Bata has adapted well to digital trends, offering an online shopping platform that reaches a growing number of tech-savvy consumers.

Weaknesses:

1. Price Sensitivity: In a price-sensitive market like Bangladesh, some of Bata's products may be considered expensive, particularly when compared to local or unbranded alternatives.
2. Dependence on Footwear: Bata's focus is predominantly on footwear, making it vulnerable to shifts in the industry or consumer preferences for other fashion items.
3. Limited International Presence in Exports: Although Bata is a global brand, its Bangladesh operations have a limited presence in the international market for exports compared to regional competitors.

Opportunities:

1. Growing Middle-Class and Disposable Income: With Bangladesh's growing middle class and increased purchasing power, there is an opportunity to target higher-end footwear and accessories.
2. Expansion into New Product Lines: Bata can diversify further into fashion accessories, apparel, or sportswear to complement its existing product range and attract a larger customer base.
3. Sustainability Initiatives: There is a rising demand for eco-friendly and sustainable products. Bata can capitalize on this trend by introducing environmentally friendly footwear and packaging solutions.
4. Potential Growth in E-commerce: With increasing internet penetration and a shift toward online shopping, Bata can expand its digital presence and tap into a larger, tech-savvy customer base.
5. Partnerships and Collaborations: Bata could explore partnerships with local designers or celebrities to develop limited-edition footwear lines, which could boost brand appeal and exclusivity.

Threats:

1. Intense Competition: Bata faces stiff competition from both local and international brands, as well as unbranded products that are often cheaper and easily available in the market.
2. Economic Instability: Any economic downturn or inflation could affect consumer purchasing power and reduce demand for footwear, especially in the middle and lower-income segments.
3. Changing Fashion Trends: The footwear market is heavily influenced by fashion trends, and a failure to keep up with these changes could negatively impact sales.

4. Rising Production Costs: Increases in the cost of raw materials, labor, or transportation can affect Bata's profit margins, particularly if the company is unable to pass these costs on to consumers.

CHAPTER-3
OVERALL HR PRACTICE

CHAPTER 3: OVERALL HR PARCTICE

3.1 Talent Acquisition

Recruitment is a crucial component of a company's human resource strategy and plays a significant role in establishing a competitive edge. Having skilled individuals in the right positions can serve as a core competency or strategic advantage for an organization. The primary aim of the recruitment process is to identify a sufficient number of qualified candidates who can help the company meet its goals and objectives. To achieve this, recruitment creates a talent pool from which management can select the most suitable candidates for various roles. This process includes developing interview questions for applicants, documenting candidates' responses during interviews, maintaining records of qualified candidates, managing employee databases, handling documentation, updating essential records, reviewing individual files, and verifying backgrounds. It also involves communicating with candidates through emails and phone calls to keep their information current.

3.1.1 Recruitment Requisition Form and Approval

When a department requires a new employee, they must complete a recruitment requisition form (RRF) that needs the approval signature of the department head. The RRF must justify the need for a new hire, whether it is to fill a vacancy left by a departing employee or to add additional staff. It should detail the job responsibilities, the number of employees needed, the designation, and the proposed salary. Once the RRF is signed by top management, it is sent to the Talent Acquisition team for further processing.

3.1.2 Job Advertisement

Once the RRF is approved, the Talent Acquisition team initiates the recruitment process by collaborating with two third-party organizations: ARMAC and PREDICTION. These companies are responsible for detailing the job title, providing a comprehensive job description, outlining the associated responsibilities, and specifying the qualifications and experience required for the position. Additionally, they include occupational requirements, educational qualifications, necessary certifications, the deadline for submissions, and any relevant instructions for applicants.

3.1.3 Assessment and Interview

After collecting CVs from various sources, the Talent Acquisition team at Bata Shoe Company Bangladesh Ltd. selects potential candidates and schedules a written test. The test has three sections: departmental questions, general knowledge (English and math), and an IT test. The department needing staff provides the departmental questions, while the HR department prepares the general and IT questions. The departmental head evaluates their own section, and the HR department checks the rest. Candidates must score at least 40% overall to pass and move on to the interview.

At Bata, Susmita Rinky Mondol and Hafsa Akter Badhon, both permanent employees, conduct the interviews. They decide whether to select the candidates, and those chosen are moved to the final interview stage.

3.1.4 Pre-boarding

After the assessment and interview process, pre-boarding begins for the selected candidates. Those who perform well in the interview are shortlisted, and the Talent Acquisition team contacts them to request scanned copies of their academic certificates, experience letters, previous salary slips or pay stubs, TIN, NID, and any relevant training certificates, as well as information about their availability to join. Once the documents are received, a member of the Talent Acquisition team negotiates the salary with the selected candidate and initiates the joining formalities. This includes preparing the proposal, joining letter, and appointment letter. These documents are signed by top management. After the papers are signed, the candidate receives a scanned copy of the offer letter, which includes the joining date, via email. Along with the offer letter, the candidate receives forms to fill out, such as the employee information update, nominee declaration form, reference declaration form, present address declaration form, and alternate payment option form. The candidate is also informed to bring four passport-sized photos of both themselves and their nominee, as well as a copy of their NID, when they report for joining.

3.1.5 On-boarding

After the pre-boarding formalities, the candidate will come on the joining date mentioned in the offer letter, bringing the completed forms that were sent earlier. A member of the Talent Acquisition team will receive the candidate, collect the forms, and verify the original certificates.

If any documents are missing, the candidate must submit an application with a date stating when the missing papers will be provided. The candidate will then receive a joining letter, which will be signed by both the department head and the candidate. Two copies of the appointment letter will be given to the candidate—one for their personal file and one for them to keep. After that, the candidate will receive a bank form to open their salary account. The Talent Acquisition team will then introduce the new employee to the head of their department. Finally, the Talent Acquisition team will prepare the candidate's personal file and hand it over to the payroll department.

3.1.6 Orientation

At Bata Shoe Company Bangladesh Ltd., the orientation process is tailored to the specific roles of new employees. Corporate employees are welcomed by their respective department heads, who provide an overview of the department's functions and give a tour of the office, familiarizing them with the various work areas and facilities. This helps new hires understand the workflow and their role within the corporate structure.

For sales personnel, the store manager takes charge of the orientation. They are introduced to store operations, provided with relevant reading materials, and shown how to manage the store's inventory and stock system. This hands-on guidance ensures that sales staff are equipped with the knowledge and skills needed to maintain store efficiency and deliver quality customer service.

3.1.7 Probation

The newly hired employee undergoes a six-month probation period. After successfully completing this period, the employee qualifies for company benefits, such as earned leave and pilgrimage leave, as outlined in company policy. If the employee's performance is considered unsatisfactory and does not meet expectations, the probation may be extended by three additional months. During this extended time, the line manager collaborates with the employee to identify performance deficiencies and provides on-the-job training to assist in improving their skills and meeting job expectations.

3.2 Payroll and HR Operations

Payroll refers to the list of employees in a company who receive payment and encompasses the total amount disbursed to these employees. It involves several key tasks as part of its business function, including:

1. **Formulating Compensation Policies:** Creating company pay policies, which may include flexible benefits and leave encashment options.
2. **Specifying Pay-slip Elements:** Identifying the components that make up payslips, including basic pay, variable pay, House Rent Allowance (HRA), and Leave Travel Allowance (LTA).
3. **Collecting Payroll Data:** Gathering necessary payroll information, such as details from the organization's food provider regarding meal expenses to be deducted from employees.
4. **Calculating Total Compensation:** Assessing gross compensation, which encompasses statutory and non-statutory deductions, and determining the net pay.
5. **Facilitating Payments:** Ensuring that employees receive their wages promptly.
6. **Ensuring Tax Compliance:** Handling the deposit of Tax Deducted at Source (TDS), Provident Fund (PF), and other taxes with the relevant authorities, along with submitting required returns.

The Human Resources Operations department plays a vital role in supporting the entire employee lifecycle and aiding teams in their everyday tasks. HR Operations encompasses a wide range of responsibilities and is crucial in developing the company's people strategy to ensure it aligns with its business goals. In Bata shoe company Bangladesh LTD. have dedicated separate department for payroll management.

3.2.1 Salary

All employees at Bata Shoe Company Bangladesh Ltd., including temporary, contractual, casual, permanent, management, and non-management staff, receive a fixed monthly salary. Payroll processes the salary payments, which are disbursed on the 25th day of each month.

3.2.2 Festival Bonus

Bata Shoe Company Bangladesh Ltd. provides its employees with a bonus twice a year, during Eid-ul-Fitr and Eid-ul-Azha. Employees receive a 100% bonus based on their basic salary. Those who are still on probation will receive a bonus prorated according to the length of their employment.

3.2.3 Medical Allowance

All employees of Bata Shoe Company Bangladesh Ltd. are entitled to a medical allowance. Additionally, employees can extend this benefit to their family members, provided they complete a dependent declaration form during the onboarding process, along with the necessary documentation.

3.2.4 Loan

Bata Shoe Company Bangladesh Ltd. offers its employees a loan facility, with the loan amount determined based on the employee's designation. The repayment of the loan is conveniently deducted from the employee's salary.

3.2.5 Transfer

The transfer letter for an employee is issued by the Payroll and HR team at Bata Shoe Company Bangladesh Ltd. The transfer order originates from the department head and the operation managers, and the Payroll and HR team manages the entire transfer process following that directive.

3.2.6 Financial Settlement

When an employee wishes to resign from their position at Bata Shoe Company Bangladesh Ltd., they must submit a resignation letter to the HR department. The team will review any outstanding transactions between the employee and the organization. If there are any pending matters, the payroll team will address and settle them. Once all issues are resolved, the employee will receive a release letter and an experience letter.

3.2.7 Leave

Leave is considered a benefit and it is an entitlement under labor law; it is calculated based on the English calendar year. The manager or designated authority has the discretion to approve or deny any type of leave based on the job's requirements. Employees at Bata Shoe Company Bangladesh Ltd. are entitled to the following types of leave:

1. Sick Leave: Leave granted due to health-related issues.
2. Casual Leave: Leave that can be taken for personal reasons or emergencies.
3. Day Off: Employees are entitled to 2 days of day off basically Friday and Saturday for corporate. For the sales personnel they get roaster day off.
4. Parental Leave: Leave granted for parental responsibilities. Basically, it the maternity leave for the female employee.
5. Annual/Earned Leave: Leave accrued over the year based on the employee's tenure.
6. Festival Leave: Leave granted during significant cultural or religious festivals. (EID, Puja, Christmas etc.)

3.3 Reward and Performance

The HR department of a company assesses employee performance to help determine whether the staff is meeting their goals and objectives. This aspect of Human Resource Management not only helps the organization identify areas where employees may need further training but also enables HR to pinpoint individuals who may not meet the minimum job standards and to design targeted career development programs for them.

A performance appraisal is a systematic approach to evaluating employee performance. At the beginning of each performance year, both line managers and employees review job objectives, responsibilities, and mutual expectations. Following these discussions, employees create an action plan to achieve their goals. Line managers provide ongoing feedback on employee performance throughout the year. Performance reviews typically occur at the end of each performance year, after the completion of the probationary period, or in conjunction with promotions and raises. This evaluation system is entirely digital, utilizing ERP software for productivity assessments.

Bata Shoe Company Bangladesh Ltd. implements a well-structured performance management system aimed at boosting employee productivity and aligning individual objectives with the company's overall goals. The company emphasizes a robust evaluation process where employees are assessed based on their achievements and the objectives they have met.

Regular performance evaluations are conducted to ensure that employees are effectively fulfilling their responsibilities and making progress toward their goals. To cultivate a culture of motivation and engagement, Bata's management actively encourages employee effectiveness by offering various recognition programs. These include annual and semi-annual awards for the best performers, as well as a monthly recognition program to highlight the top achiever of the month.

Through these initiatives, Bata not only acknowledges individual contributions but also fosters an environment that motivates employees to excel in their roles.

3.3.1 Performance Evaluations

At Bata Shoe Company Bangladesh Ltd., an effective performance management system is created when the company's overall vision is broken down into specific, actionable objectives for individuals. This ensures that short-term results contribute to the long-term goals of the organization. Two common methods used to define expected outcomes are performance targets and standards. For Bata Shoe Company Bangladesh Ltd., they call it UPT and IPT.

Bata Shoe Company Bangladesh Ltd. utilizes both **UPT (Units Per Transaction)** and **IPT (Items Per Transaction)** as key metrics for evaluating employee performance, particularly in the retail

sector. These metrics help in assessing the effectiveness of sales staff in driving customer purchases and maximizing revenue per customer interaction.

- **UPT (Units Per Transaction)** measures the average number of items a customer purchases in a single transaction. This metric helps gauge the ability of sales staff to upsell or cross-sell products, encouraging customers to buy more than one item during their visit.
- **IPT (Items Per Transaction)** focuses on the total number of products sold during each transaction. Like UPT, it evaluates the effectiveness of sales strategies aimed at increasing the volume of items sold.

UPT and IPT help in identifying top performers who excel at driving sales, and these employees are recognized through Bata's performance management and reward system. This performance data allows Bata to align sales goals with individual employee contributions, improving overall business outcomes.

3.3.2 Policy and Standards for Performance Management

At Bata Shoe Company Bangladesh Ltd., the HR department oversees the performance management process, working closely with other departments to ensure its effectiveness. The HR team establishes policies that facilitate a smooth and structured evaluation process. Employees are classified into different performance categories based on their achievements:

- **Superior All-Around Performer:** Consistently outperforms the target plan expectations and delivers exceptional results.
- **High Performer:** Meets objectives and follows the work plan, consistently surpassing expectations.
- **Reasonable Performer:** Comes close to meeting targets and follows the work plan but falls slightly short of expectations.
- **Underperformer:** Falls significantly behind the targets or work plan, requiring substantial training and improvement efforts to meet performance standards.

3.3.3 Performance Management Objectives

The performance appraisal system at Bata Shoe Company Bangladesh Ltd. is designed to enhance employee performance, skills, capabilities, and leadership qualities. The focus of performance management at Bata is on assessing work performance and ensuring that employees adhere to defined standards over a specific period of time. The system evaluates:

- The type of tasks or work schedules assigned

- Expected outcomes or results
- How effectively those tasks are carried out
- Deviations from the original plan
- Changes needed to correct or improve performance

Bata's performance management system emphasizes the following key areas:

- Performance Measurement: Evaluation of job accomplishments based on work plans, objectives, and expected results.
- Individual Development Plan: Identifying areas for personal growth and development.
- Skill and Knowledge Development: Fostering the acquisition of necessary skills and knowledge for career progression.
- Leadership and Behavioral Competencies: Assessing leadership qualities and behavioral competencies that contribute to organizational success.

Performance reviews are conducted annually at Bata, with a mid-year review to ensure that employees are on track to meet their goals and make any necessary course corrections. This structured approach ensures employees align their performance with the company's long-term growth objectives, driving sustainable, profitable growth for Bata.

3.3.4 Outcome of Performance Evaluation

At Bata Shoe Company Bangladesh Ltd., an employee who is deemed exceptional in their performance is considered for promotion or a salary increase. High-performing employees may also be recommended for job confirmation or receive a letter of appreciation as recognition for their contributions. Employees with satisfactory performance may be suggested for further development through training or an extension of their probationary period to help improve their skills. However, employees who receive poor performance ratings may face the possibility of dismissal, depending on their ability to meet the company's performance expectations.

3.4 Legal and Compliance

HR compliance involves creating policies and procedures that ensure employment practices align with current laws and regulations, while also supporting the company's broader human resource objectives. A key role of the HR department is to balance the company's growth goals with the compliance rules that govern hiring, employee development, and retention. Clearly defined objectives help maintain a balance between strategic initiatives and legal compliance. Understanding the company's strategic direction allows HR to anticipate how compliance issues may influence decisions. HR objectives should not only complement the business strategy but also consider legal and regulatory factors. Legal compliance is crucial for the company to avoid legal complications, and the HR team must stay informed of relevant laws and regulations to ensure the organization's continued success. Bata Shoe Company Bangladesh Ltd. adheres strictly to legal and compliance requirements. The company's legal and compliance team ensures that all employees follow the rules and regulations set by the organization. If any employee violates these laws or company policies, the legal and compliance team takes appropriate action to address the situation.

3.4.1 Safety Precaution as to fire

Safety is a top priority at Bata Shoe Company Bangladesh Ltd., especially given the importance of compliance in factories today. Compliance refers to ensuring a minimum standard of working conditions, which must be followed in any country where the business operates. For fire safety in factories, there should be at least two big gates—one for entry and another for exit. It is important to have separate exit routes and to ensure proper firefighting equipment as per regulations. If an inspector finds missing safety equipment, they issue a notice to the employer. Bata strictly follows these safety and compliance measures to protect its workers.

3.4.2 Maternity Leave

At Bata Shoe Company Bangladesh Ltd., working mothers are entitled to three months of maternity leave. Although maternity leave laws in Bangladesh may vary across different industries, Bata ensures that its maternity leave policy aligns with legal requirements, providing essential support to working mothers during this important time.

3.4.3 Health Hazard

At Bata Shoe Company Bangladesh Ltd., primary medical treatment facilities are available at separate room located at near factory and HR office, ensuring employees have access to necessary healthcare services. Additionally, first aid kits are stocked on each department for immediate assistance in case of injuries. The company also employs a doctor and also have a ambulance for emergency purpose.

3.4.4 Avoiding Child Labor

Bata Shoe Company Bangladesh Ltd. has a strict policy against child labor. The age of all prospective employees is carefully evaluated during the hiring process, with oversight provided by the legal and compliance team to ensure adherence to this policy.

3.4.5 Register According to Labor Law

Bata Shoe Company Bangladesh Ltd. ensures proper maintenance of all essential registers, including the attendance register, leave register, maternity leave register, and various insurance registers, which are carefully overseen by the HR team and the legal and compliance team.

3.4.6 No Objection Certificate

If an employee at Bata Shoe Company Bangladesh Ltd. requires a No Objection Certificate (NOC), they must contact with HR team with reason then the legal and compliance team overlook the reason for the request. Upon reviewing the request, the legal and compliance team will issue the NOC if deemed appropriate.

3.4.7 Disciplinary

With the help of the legal and compliance team, the HR team at Bata Shoe Company Bangladesh Ltd. is responsible for overseeing matters related to employee agreements, Management Advisory Unit (MAU) policies, conducting inquiries for show cause notices, termination procedures, and all disciplinary actions in accordance with labor laws.

3.4.8 Working Hour, leave, and Overtime

According to labor laws, no adult worker should work more than 8 hours a day in any establishment. However, workers may be permitted to work up to 10 hours per day if necessary. At Bata Shoe Company Bangladesh Ltd., employees are entitled to one day of leave per week. Additionally, each worker is eligible for ten days of paid casual leave per calendar year; this leave does not accumulate if not taken and cannot be carried over to the following year. Employees also have the right to 14 days of paid sick leave each calendar year. If a worker exceeds the standard 8-hour workday, any additional hours will be considered overtime, for which they will receive an allowance equal to twice their regular basic wage.

CHAPTER-4
INTERNSHIP EXPERIENCE

Chapter 4: Internship Experience

I had the privilege of interning at Bata Shoe Company Bangladesh Ltd. from June to September, a transformative experience that greatly enriched my understanding of workplace dynamics. Over the course of these four months, I was immersed in the HR Sales Team, where I gained invaluable insights into how individuals navigate their roles, maintain professionalism, and respond to challenges in a corporate setting.

This internship was not just a learning opportunity; it was a journey of personal growth. I encountered various challenges and made my share of mistakes, but what stood out was the supportive environment fostered by my colleagues. Instead of reprimanding or humiliating me for my errors, they guided me in finding solutions, which bolstered my confidence and encouraged a growth mindset.

Overall, my time at Bata was incredibly rewarding, and I genuinely enjoyed every aspect of my internship. The lessons I learned will undoubtedly serve as a solid foundation for my future endeavors in the field of Human Resources.

4.1 Duties and Responsibilities

As an intern in the Sales HR department, my roles and responsibilities include:

- Implementing and managing HR policies and procedures
- Managing recruitment processes, including resume screening, scheduling interviews, conducting background checks, and conducting orientation programs for new joiners
- Maintaining employee records and updating HR databases
- Managing employee benefits and compensation packages
- Conducting performance evaluations and providing feedback to employees
- Addressing employee relations issues and resolving conflicts
- Ensuring compliance with labor laws and regulations
- Preparing and presenting HR-related reports to management
- Managing employee separation, dismissal and warning letter processes.

4.2 Evaluation

Upon completing my internship program, my performance was reviewed by my supervisor. I have been informed about the evaluation criteria and I am confident in my performance. During my

internship, I faced significant challenges, particularly due to the absence of guidance from permanent employees, many of whom were on maternity leave. Despite this, I managed to navigate through the experience with limited information and emerged with valuable insights. My manager recognized my efforts and appreciation, gifting me a handbag as a token of recognition for my hard work.

4.3 Skill Applied

As a newcomer in this field, I have utilized my positive mindset, professional approach, honesty, punctuality, and dedication to my responsibilities. In addition, I have developed monthly reports, presentation slides, survey questions, and various forms using appropriate software like Microsoft office tools.

4.4 New Skills

Throughout my internship, I have significantly enhanced my writing and interpersonal skills. I have honed my communication abilities to effectively engage with cross-functional teams and senior colleagues. Additionally, I have learned the intricacies of drafting work circulars, composing official emails, managing pre-boarding and onboarding processes, and preparing personal files and related documentation and so on.

4.5 Academic Knowledge

I found it challenging to apply much of my academic knowledge directly to my professional responsibilities, as my role was primarily focused on Sales HR. However, I made concerted efforts to leverage my academic insights in various instances throughout my internship.

CHAPTER-5
CONCLUSION AND
RECOMMENDATION

Chapter 5: Conclusion and Recommendation

5.1 Improvement Suggestions for Departmental Operations

This chapter provides essential recommendations for best practices in specific situations. The aim is to offer valuable insights for the growth of Bata Shoe Company Bangladesh Ltd., which not only addresses challenges but also fosters positive results. These suggestions are designed to enhance operational efficiency, improve employee satisfaction, and drive overall organizational success.

- **Revamp the Performance Evaluation System:** Bata should consider updating its current performance evaluation methods to ensure more accurate and actionable results. By implementing a modern assessment system, the company can better identify employee strengths, areas for improvement, and specific training needs. This would lead to more targeted development strategies for both individuals and teams.
- **Enhance Employee Engagement and Retention:** Bata holds a strong position in the market. To further increase employee satisfaction and retention, the company should focus on addressing both customer and employee needs. Offering competitive compensation, growth opportunities, and clear career paths will help motivate employees and contribute to higher productivity and profitability.
- **Improve Training and Development Programs:** By strengthening its employee development efforts, Bata can better support both individual growth and overall organizational progress. Offering leadership programs, skill-building workshops, and continuous learning opportunities will empower employees and ensure that the company stays competitive.
- **Streamline Internal HR Processes:** Bata should ensure that all HR policies are clearly communicated and consistently followed across all departments. This will help employees understand the expectations and processes they must adhere to, improving operational efficiency and reducing misunderstandings.
- **Reward and Recognize Performance:** Beyond salary increases, Bata should focus on recognizing and rewarding personal and professional growth. Employees want their contributions to be acknowledged, whether through bonuses, promotions, or non-monetary recognition, which will increase motivation and loyalty.
- **Foster Cross-Departmental Collaboration:** HR should work closely with other departments to strengthen relationships and ensure that employee needs are met across the organization. This can include collaborative initiatives to solve issues, improve service delivery, and streamline business operations.
- **Simplify the Review Process:** Simplifying the performance review process can make it more transparent and easier for employees to understand. This can include reducing the

number of review phases, offering clearer feedback, and ensuring that employees know how their performance is being evaluated.

- **Strengthen Business Strategy Alignment:** To achieve better outcomes, Bata's HR department should align more closely with the company's overall business strategy. This includes setting measurable goals for employee performance, ensuring that all departments work toward the same objectives, and adjusting HR policies to support long-term growth.

5.2 Key Understanding

My key takeaway is that human resources play a vital role in creating a positive and harmonious work environment for employees. They carefully evaluate training needs and organize sessions to ensure employees are fully aware of their responsibilities and can grow effectively in their roles. HR's objective is to conduct performance evaluations fairly, recognizing high-performing employees with promotions and raises, while supporting those who may need improvement, helping them become more committed to their work.

Beyond financial rewards, the HR team consistently introduces non-monetary incentives that enhance employee well-being. They celebrate work anniversaries, organize farewell ceremonies, and acknowledge birthdays, ensuring a sense of belonging and recognition among staff.

The HR department remains focused on maintaining employee satisfaction and engagement through its core operations, ensuring that employees feel valued and motivated in their workplace. By aligning their efforts with the well-being of the staff, HR fosters a culture of appreciation and growth, benefiting both the employees and the organization as a whole.

5.3 Conclusion

Bata Shoe Company Bangladesh Ltd. stands as one of the most successful businesses in the country, with a long history of consistent growth and profitability. Over the years, Bata has established itself as a leading name in the footwear industry, operating efficiently through its regional offices and remaining highly profitable since its inception in Bangladesh. Today, Bata continues to hold a strong position in the market.

During my time with Bata's sales HR team, I had the unique opportunity to engage with real-world challenges and gain practical insights that extended far beyond the classroom environment. Collaborating with individuals from diverse backgrounds helped me understand the dynamics of office work and taught me invaluable lessons about interpersonal skills and professional conduct.

I thoroughly enjoyed working with the dedicated professionals at Bata and developed skills that will undoubtedly benefit me in the future.

Bata is a large organization that dedicates its resources and efforts to the well-being of its customers, employees, and workers. It is evident that sound HR planning and strategies have played a crucial role in the company's sustained success. Bata's Human Resources Division is continuously evolving to ensure future growth, cultivate a strong corporate culture, and provide a safe and supportive working environment for its employees. The company's focus on professional development and employee well-being is key to maintaining its competitive advantage and driving future success.

Bata's strategic approach to human resource management, particularly through its performance management systems, is vital for fostering continuous improvement in employee performance. To meet its goals and objectives, Bata must continue to build strong relationships with its employees and ensure transparency and trust in its performance evaluation methods. By doing so, Bata can further enhance employee engagement, loyalty, and overall performance, ensuring long-term success for the company.

CHAPTER-6
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