

UTTARA UNIVERSITY



Internship Report

On

The Future of Human Resource Management and Career Development

Submitted to:

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Letter of Transmittal

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Subject: Submission of internship Report on “The Future of Human Resource Management and Career Development”.

Dear Sir

In accordance to your advice to prepare report on “**The Future of Human Resource Management and Career Development**”. I have done my internship and prepare the internship report with the best. I have followed all of the standard methodology and your advice given in the instruction to prepare an internship report. I have also taken help from different sources to prepare an internship report properly and accurately. Your acceptance and appreciation would surely inspire me. For any further explanation about the report, I will be gladly available to clarify all the things.

I will be responsible for any shortcoming or mistake in the report. If there is any point that requires further communication, please feel free to call me at your convenience.

I would be delighted if you kindly accept the dissertation paper and oblige me thereby.

Sincerely Yours,

.....

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Student's Declaration

22 January 2022

I declare that the internship report on “**The Future of Human Resource Management and Career Development**” Embodies the results of my own research works, pursued under the arrangement of **Alema Textile Limited, Vogra, Gazipur sadar, Gazipur**. I prepared this report under the supervision and guidance of Farhana Mitu, Assistant Professor, Department of Business Administration, School of Business, Uttara University.

I further affirm that the work reported in this report is original and no part or whole of the report has been submitted to, any other university or institution for any degree or award for any other purpose.

.....

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Supervisors Declaration

I am pleased to certify that the internship report on “**The Future of Human Resource Management and Career Development**” has been successfully completed by **Md. Ariful Islam** his bearing ID: 2211061020, Department of Business Administration has been approved for presentation and viva voce. Under my supervision Rubel Sarkar CAD Manager with Alema Textile Limited”.

I am pleased to hereby certify that data and findings presented are the authentic work of Rubel Sarkar. I strongly recommend the report presented for further academic commendation and viva voce.

It has indeed been a great pleasure working with him. I wish him all success in life.

Internship supervisor

.....

Farhana Mitu

Assistant Professor

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Acknowledgement

I am very much grateful to the almighty Allah for giving me strength and opportunity and sound mind and health to complete the internship report. A lot of thank to my Honorable teacher, **Farhana Mitu**, who always gave me guidelines and suggestion during the period of completing my internship paper.

Preparing the internship Report on “The Future of Human Resource Management and Career Development” is not an easiest assignment where the information should be analyzed properly and some data yet to be disclosed on the report to operate such research work. This descriptive paper is the outcome of my practical working experience in Alema Textile Limited, Vogra, Gazipur sadar, Gazipur. For successful completion of this report, I have been fortunate to have the support, assistance and encouragement of a number of individuals. Many of them played a decisive role in helping me making this report, although I honestly accept full responsibility for all the errors and omission.

I am thankful to honorable Rubel Sarkar CAD Manager, Sumon Khan Pattern Master, Md. Masud Hassan Cutting staff, Emran Mia Cutting in Alema Textile Limited, Vogra, Gazipur sadar, Gazipur for their cordial meeting and for providing the pertinent information that has helped me a lot in every phase in preparing this report.

Internship report is a compulsory requirement for attaining the Degree of MBA in Human Resource Management from the Uttara University. I reviewed many relevant literature and reference texts from the department library. I was enriched by the knowledge that I gathered through the reference materials in the library, which in turn enhance the quality of my internship report. I hope that the approaches and methodologies of the study and its analytical findings will offer some unique features of “the future of human resource management and career development”. The findings of results exposure will also help to improving concentrated in HRM and career development

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Executive Summary

This analysis has most significant results for all support and organizations industry and especially for textiles industry as Alema Textile Limited was related with this study. Discoveries of this study uncover that the significance of "The Future of Human Resource Management and Career Development" will keep on becoming so as to embrace the business needs and condition. Principle motivation behind this study was to examine the future patterns of Human Resource Management in administration situated organizations so as to give a framework about the fate of Human Resource Management essentially in administration industry. This analysis is proposed to fill in as a rule for the administration situated banks for their future development by utilizing Human Resource Management methodologies. The investigation consists of the service and sales-oriented organization "Alema Textile Limited (ATL)". Information was gathered by eight respondents which were from Management of ATL. The findings of the examination explained a portion of the idea of Human Resource Management in administration and item arranged organization; patterns, which constrain Human Resource Management to adjust in prospect; ultimate fate of Human Resource Management work in which it will be increasingly similar to a key colleague.

In this report I also try to include my real life experience and activities on my way to complete internship.

CHAPTER – 01
INTRODUCTION

1.1 INTRODUCTION

In today's world only academic education does not make a student perfect to become competitive with the outside world. Internship is highly needed to gain idea, knowledge and experience. From this internship program students get the opportunity to learn facing the real business world. This report is an internship report prepared as a requirement for the completion of MBA program (Major in HRM) of Uttara University. The primary goal of internship is to provide the job exposure to the student and an opportunity to implement theoretical knowledge in real life situation. Alema Textile Limited is a place where I could learn the business dealings. This organization has created a positive image to the customer's mind by providing better service.. As it maintain the pace with the competitive business world, its activities, culture, philosophy and style leads an intern student to be the best at any field of working life.

I am doing my report on Human resource Management as it's my major. Now the question is what is HRM and why is it so important? The most common concept among people is that HRM is all about hiring employees. Some are a bit generous to add that they also grant holidays or monitor lateness and absenteeism but that's it. Hence, most employees are not very fond of the HR department. I get to hear a lot that an HR employee doesn't have much work and it's an easy-going job. They are not directly involved in the profit-making process for which they are often underestimated and their efforts get shadowed. But HRM is so much more than. Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor laws of the land. They hold the whole organization together; ensure cooperativeness productivity and efficiency of the employees. Organization and workers are mostly concerned about profit and money where as the HR department's main concern are the employees and the welfare of those employees where both them and the organization can be satisfied and benefited. So HRM are a very important part of every organization. Organizations are gradually realizing the need and significance of HRM more and more and we hope in future all the misconception gets cleared out. There are new and more actors in HRM processes, smart industries are appearing, technology is developing and so on. All these developments and innovations power the HRM field of Alema Textile Limited. Textiles usually follows the traditional style of management which is supervised by BGMEA and BKMEA but with the prosperity of technology they, too felt the need to modernize their system to cope with the changing business environment. Employees and organizations are bonding well after this upgrade, although their intentions, procedures as well as expected results are somewhat dissimilar. In this report we outline briefly, from a corporate point of view that the organization plays an important role within employee career planning, management and advancement. The career planning is a continuous process that requires knowledge of

yourself and your goals as well as an understanding of the opportunities for education and the job market as well as of challenges to your future success in the workplace. Basically, it includes proactive employment and lifestyle choices.

1.2 Significance of Study

This analysis is huge on the grounds that it makes information about the idea of Human Resource Management and talent progression of Alema Textile Limited. This investigation moreover gives knowledge about the future patterns of Human Resource Management in administration industry. The consequences of this examination study uncover rules for the administration's division to adjust and survey its educational program to understand the future Human Resource Management capabilities. Besides, this investigation will control the board of administration situated textile that what sort of arranging they need to receive so as to manage the not so distant future, especially how they can deal with their Human Resource to keep a focused vision in the progressing Bangladesh

1.2.1 BROAD OBJECTIVE

To analyze the future of Human Resource Management and Career Development of Alema Textile Limited

1.3 SPECIFIC OBJECTIVE

- To explain Future of Human Resource Management of the Alema Textile Limited.
- To explained Employees' Career Planning
- To explained recruitment and training development system of Alema Textile Limited.
- To explained HRM development in organization

1.4 Limitation

Goal of the practical direction program is to have efficient presentation for the understudies. My changeless status was for just around sixty to seventy days, which was by one way or another not suitable enough to gather sufficient experience of such vast financial business. Following to working the entire day in the workplace it was extremely troublesome and furthermore difficult to inspect again the hypothetical parts of textile. To study this topic, sincere efforts have been put to collect relevant, updated and accurate data from various respondents. But, during the study certain problems will face and those are very important to be highlighted. It is felt that presentation of these limitations will provide insight to all concerned readers into the conditions relating to the report in the future of human resource management and career development. Nobody is perfect in this world, so it is the tendency to commit mistakes. During the investigation of the subject extraordinary consideration has been taken to gather the best data. Yet, certain things were out of hand. Following are the limitations of the study:

- Limitation of time

- Cost limitation
- Availability of Secondary Source.
- Lack of experience
- Interviewers interest

In addition to these limitations, there were other minor issues confronted which are not essential to be presented. Almost certainly uncommon consideration has been taken to beat these obstacles. However, it is beyond the territory of imagination to expect to decrease them to zero. Keeping in see these obstacles and human mistakes of the scientist, the level of precision of the discoveries can be influenced to a reserved degree.

1.5 Scope of Study

The range of the relationship part covers the influential structure, foundation, and targets, useful departmentalization and business accomplishment of Alema Textile Limited all in all and the vital part covers effective arrangement of Credit Approval Process.

1.6 Methodology

Strategy includes direct awareness, up close and personal negotiation with the representatives of various offices, investigation of documents, viable works and reports made by ATL. In setting up this report, both vital and supporting data have been utilized. For collecting primary data, I had to ask the officers about my topic and summarized all their thoughts on it. I also took advice from my seniors of Uttara University who have experience relevant to my situation to guide me for a better outcome of my report. I took the help of the internet for clarification of some of the obstacles and ideas for my contents. Furthermore, the knowledge I have gained in my classes also helped me to shape my report.

1.6.1 Data Collection Method

Primary data has been collected from Alema textile limited with appropriate questionnaire for the required information to address the stated objectives in intern time. Unpublished document, institutional annual report and newspaper article has been mainly used to collect relevant secondary data for this particular study. Different articles of many renowned scholars have been used as a source of secondary data source.

1.7 Literature Review

Future of HRM: Contradictory patterns are seen at the ATL's Human Resource Management department. As Beardwell J (2013) said in his article, there is a developing pattern towards the high duty strategies which is being intended to create widely prepared representatives who relate to their association and also trusted and willing to practice significant levels of discretion. These organizations have such strategies which can be pointed out as employee involvement, long-term work, job versatility, new forms of compensation and flexibility. At the moment, however, in Bangladesh context, Siddique T (2012) thinks that these strategies are being threatened by few contexts such as downsizing, leveraged buyouts and corporate reformation and they discourage the investment in human capital. Several individuals in the work power will be denied from their advantages regardless of whether high duty textiles rule the core of the economy later on.

Brief History of Human Resource: Human Resource Management otherwise called HR (human asset), is a development name of personnel management. It has its foundations in late and mid 1900's which follow the beginning of HR to the period when work serious industry had been supplanted by the capital concentrated industry. 1914-1939 was the period of this progress when the greater part of the associations changed their method for working and therefore expected to deal with the difficult working existence of individuals. It provoked the arrangement of a new position around then, which was known as Labor Manager. After the succeeding World War period (1945-1979), the assignments of 'Work Managers' oftentimes developed and it made the requirement for a division named as Personnel Management which would have the primary spotlight on representative administration and guideline. As indicated by Hossain (2016) the acknowledgment of some business realities prompted the making of Personnel Departments in association. From the start, when these associations understood the assessment of capable individuals, the job of a contracting official came in front. Also, in light of the rising alliance of workforce, somebody was required who could interconnect with them and it made the requirement for organizations towards the job staffing official. At that point at long last, because of a change in worldwide representation, tracking representatives turned into a significant errand for the associations just as the cognizance about the derivation of duty from workers' compensation made the improvement in "Faculty Departments". This office in business associations has been working for around 30 years and performs numerous capacities, for example, enlisting, staffing, terminating, execution examinations, finance, modern relations and worker records and so on. (Inkson et al. 2011).

Career Planning Process and Its Role in Human Resource Development: In the book, "The eventual fate of vocation" Collin An and Young RA (2000) referenced that the current financial setting has been set apart by expanded challenge, rage and especially the need of keeping up upper hand in an undeniably unsure business condition have prompted the inception and the course of action of HR exercises until of late. Hence, in Romania an ever-

increasing number of organizations have begun creating and executing composed arranging and profession improvement frameworks of workers inside themselves. In human asset the executives, profession arranging of the representatives plans to recognize the necessities, desire and prospects for people's aptitude and the execution of creating HR projects to help their talent.

Human Resource Strategies in Practice: As indicated by Ahsan and Thwin (1998), procedure is characterized as the degree and vision of an organization over some stretch of time where it adjusts its assets and the dynamic condition with its buyers, clients and markets specifically, to satisfy all partners ' needs. Mahmood and Abser (2015) characterize Human Resource Management repeats as: "hierarchical exercises coordinated at dealing with the pool of human Resource and guaranteeing that the Resources are utilized towards the happiness of authoritative objectives". The way in to a rewarding Human Resource technique is the fit between Human Resource Management and vibrant push of association (Majumder, 2012)

CHAPTER 2

COMPANY PROFILE

2.1 Company Background of the Alema Textile Limited

From October, 2010, Alema Textile Limited started its journey under the Textile companies Act 2008. Mizanur Rahman Chowdhury is association with many successful pioneers from different business fields and established this textile to achieve his vision of setting up a knit company which would stand out from the crowd and meet the demands of the 21st century. Since then, the Textile has emerged as one of the best Export Institutions and making a significant involvement to the national economy.

2.2 Alema textile limited People In textile

it has held its glad convention of putting individuals first. Both the clients and its representatives and the individuals from the network it serves. The Textile has a group of representatives who are committed to cooperating to guarantee their textile's objectives.

2.3 Types of Textile fabric

However, certain fabrics although uses a particular fiber 100% or uses a blend of different fibers may be termed otherwise and are named depending on weaving patterns, texture, and the processes, etc. such as Organza fabrics were often used to produce with Silk, but even though they started using it with alternate fibers, it continued to be called as Organza Fabric.

Each fabric carries a unique name in order for it to be identified among others based on their textures, designs, weaving patterns, aesthetic values, fiber source, the place where the fabrics are originated, etc.

CHAPTER 3

DATA COLLECTION AND PROCESSING

3.1 Human Resource Management in Oriented Service

According to Armstrong (2006) human Resource Management works through the human resource framework, which is a mixture of theories, methods, regulations, procedures, human resource activities, and human resource services. Human Resource Wheel was issued in 1982 by the "American Society for Training & Development" (ASTD), which outlines various human resource management roles, as shown

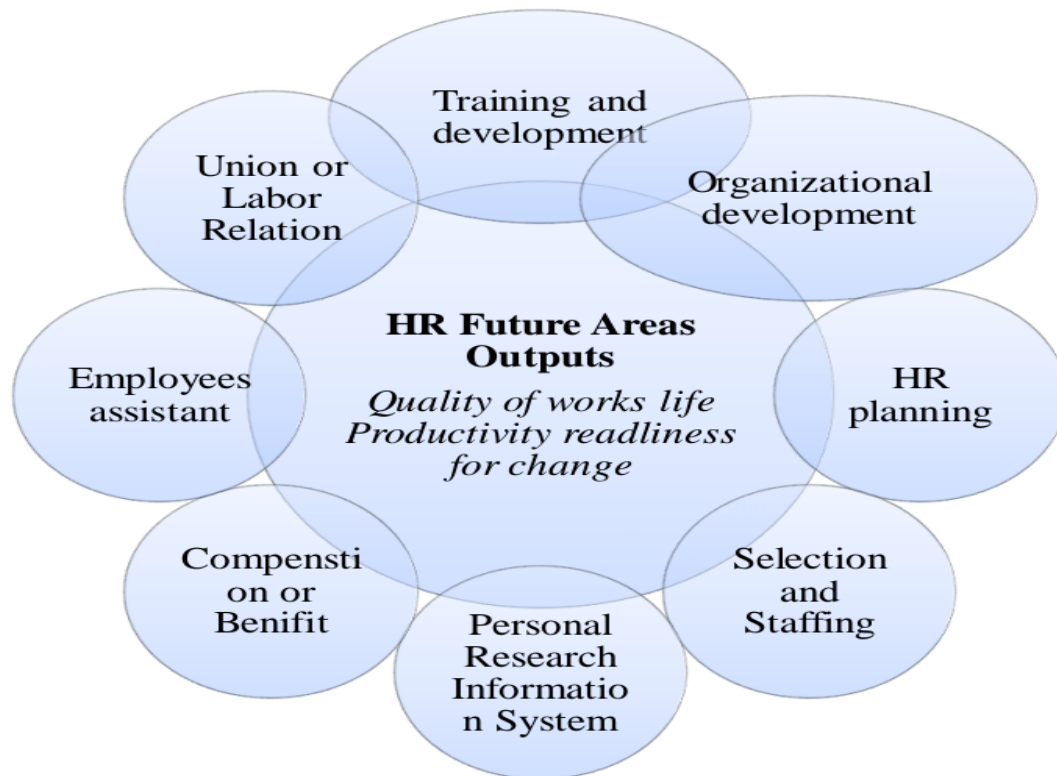


Figure 2 Functions of Human Resource Management

Human Resource division for any bank is a handful of tasks. It's a lot harder than most of the other corporate companies as they have to deal with a huge number of employees at different and scattered location. Currently the Alema Textile Limited is working with 2000+ employees and the Human Resource management divisions are in charge of all these employees. Yet banks are more attractive to the people than any other industries especially in the context of Bangladesh. According to my observation all the employees of ATL signs a contract without any major allegation none of the employees can be downsized from the company and after a certain time they will get their salary incremented. The same thing cannot be said for most of the other corporate organizations. Even though the jobs are a lot harder in the human resource division but the opportunities are greater too.

3.2 Data-modification of HRM

The HR department mainly works with data and information of their employees and act according to that. All their decisions and implementations are based on the data they collect. This information must be accurate for effective outcome. Nowadays data is still very basic, since the systems are not ready yet for more advanced data collection. In the future sources of data should be combined to get more accurate data, for example combine finance and operations data. There are so many opportunities, but nowadays there are too limited applications. During my research I came to the question “Who are responsible for data collection? “. Some wrote that the officers or executives are, others say that the line manager is. But regardless of who is responsible of data collection, the data should be collected reliable. Suppose that data collection occurs well, how can it be used to help the organization? One important aim of the data is that it could be used to predict to which function individuals would function best. The data could also be used to link it to the strategy and to improve decision making. The ultimate aim of data should be to increase productivity and performance. The question then arose how data will be analyzed. Who is responsible for that? HRM of today misses the analytical skills. Besides that, data is hard and HRM is soft, here lies a gap. Furthermore, storage, update and usage of these data are also a big challenge. The amount of information HR needs for their work are huge. It’s very difficult to keep track of all the information and find the correct one when needed. Technology brought a new turn in this aspect. Software engineers have created software that keeps all the data recorded and can be found easily too. But the importance of these software are not recognized by all organization for many reasons which creates a great difficulty for the employees of HR. another obstacle is that often these software are not easily controlled so employees face difficulty using them and hence follow the traditional style. All these obstacles must be overcome and solved to improve the management in future. The premier bank uses a software named for recording information but employees are not well trained to use them. I personally thought the software were a bit too critical. Because of financial boundaries they are yet unable to use and purchase software with less technicality.

3.3 Training Needs and Methods

It is seen that the employees are often never too fond of training. The only reason they attend these trainings are because they are instructed to do so. But nothing can be forcefully learnt if the receiver doesn’t have any interest in it. So, companies should not impose training on employees, rather show them the necessities for it and even provide attractive incentive on accomplishment. The most important thing is the training method. Traditional training method is seminars and classes. But the organization should focus on practical training even more. Practical training often cost more and takes more time. But the organization should realize that little more investment today can create a better future for both the individual and the organization

3.4 Management Style

The time is changing and so is everything around us. In our earlier days the organization used to treat their employees as slaves or puppets who had to do exactly what they were told. They didn't have much freedom of speech and were very limited and as well as their opinion on matters. The people didn't mind to do so as long as they were promised to get incentives in return. This was known as X management. Although as time passed and researches have been conducted it was discovered that this style of management was not efficient enough. Employees are not connected to their work or company. But if they were to think the company as their own, they would show high performance. Based on these theory countries around us started to change their management style to Y management and those who could implement it properly have seen the better result as well. This new style of management was adopted worldwide and both the owner and the workers were benefitted. But unfortunately, it is still yet to reach our country. Few companies did try to modernize their management and work environment and in some cases because of their lack of control and expertise the employees took advantage of the situation. So, the future HRM should be prepared so handle this new style of management if they want more efficient result and betterment. Unfortunately, in PBL, they still follow the X management and I did see the effects it is causing to their employees. When I talked to the HR head about it, he told me the HR division and their employees were not ready to change the management style and refused to tell me anything else on this matter.

CHAPTER 4
FINDINGS AND ANALYSIS

Objective 1

The future of Human Resource Management of ATL

For preparing this report I researched primarily and secondarily and after all my research I came up with few findings which I analyzed. The information which helped a lot was the direct interview with 4 HR employees and 1 General Company employee. I mostly took interviews of the employees of HR department because the topic is related to career and the future of HR so these types of thoughts might have already crossed their minds at some point. I wanted to know what those thoughts were. I also wanted to know the perception of someone who was not from this background so I interviewed one employee from general Company department. The topic I'm working on is quite deep and it would require a lot of explanation so I decided to go for open ended question which would clear a lot of confusion. Their time was valuable so I went directly to the questions I prepared earlier after some chit chat about my topic. Their answers were helpful and guided me to find more answers on the internet and some other documents and articles from the office. I took a note of everything they said and then I analyzed their answer with one another to find similarity and dissimilarity. Then I connected their answer with the information I found on the internet and other documents. That's how I prepared the whole report. After asking them the first question which was about the concept of HR as a career. Their answers were positive and they said I liked the work they do but it can get monotonous sometimes. Two of the participants felt this is a great career option for those who like to follow the book only and doesn't go for challenges or risk. In short choosing a career in HR is beneficial for a certain type of people. The second question was about the trends reshaping HRM functions. All the participants had few common points as their answer, as they were all facing those trends and changes together. So, I didn't put my mind into it much as the answers were quite clear. Thirdly, the question was about the future HRM function. All of their answers were quite tricky to understand. While 2 people said it can't be predicted yet. Other person felt businesses are becoming more competitive using strategy and innovative ideas and HRM should adopt these types of functions too. Those who didn't have any specific answers somewhat felt it might stay the same with minor changes. The answers were diffident. So I tried to put some ideas in their head and mentioned about being tactical and creative. They all agreed to it but felt it might not be that easy. Moving on the forth question, which was their goal in HR department. Their main goal was to reach to the managerial level, gain sufficient experience and some thought of shifting to a better bank or even MNCs for better opportunities. Which meant, they wanted to see themselves in HR profession in future as well as it might bring them better opportunity. Hence, the future of HR profession is bright and can possibly bring successful outcome. My fifth question for this interview was about how the candidates should prepare themselves to be in HR profession. They all had lots of advises to give about the qualities an HR should have and I thought all their answers were legit. After analyzing the data and conducting interviews, I came to the conclusions of this research that were recorded and presented as this study's main focus.

1 Major Trends which reshape the future Human Resource Management Function

The human resource management function's updated way of operating is due to the events that shaped this new working culture (as mentioned below). The economic situation of today, is causing the need for a new way of looking at the work, employees, organization and department. Like any other department or division Human resource division have some major trends of their own These trends are: Globalization, Technology, selection process and Outsourcing, that help shape the human resource management process Globalization is expanding the job throughout the world. For example, a process begins in Asia and finishes on the west coast within few hours. HR division controls and guide employees who do the work which is being processed through different countries. Not just that, Globalization can help the HR division to improve their style of handling delicate situations with ideas generated and implemented in other countries. However, in banking sector's HR division the Globalization system is still of limited use or no use at all we can say. Technological intervention changes the way of working. For example, online policy making, online vacancy announcement, online interview, online data collection and most importantly connect with employees through online social media platform made the work a lot easier for the Human Resource. Basically, the internet ensures availability of solutions to any issues. Tools for HR data and other related works are done in better, efficient and corrective way by the help of technology. Different companies choose different methods according to their needs for selection of employees. The most common practice was to judge individuals especially fresh graduates by their academic institutions and their academic results. To some extent this is quite logical but most of the times this practice was quite unfair for some people because grades should not and cannot judge a person's talent and capability to work. So now organizations are more focused to learn more about a person. Now they don't just judge them by their grades. Most of the interviews and selection process are done in few steps to know more about an individual.

Outsourcing workers to do rare, occasional or one-time job is another technique Human Resource management trend. If HRM can research, plan and implement outsourcing technique properly it can bring financial benefits for the company and reduce pressure on other employees. It can also help to control the unpredictable or one time needs of the organization. While my time in Alema Textile Limited I saw the HR division outsource the task of making and distributing employee id card, which if they did themselves, would be a huge hassle and costly. These trends did bring fruitful changes to the HRM system. However, it can cause difficulties for HRM. So, they should evolve them and spread their wings to come out of the box.

2. Future of the Human Resource Management function

As per the discoveries of this report, within the upcoming few years, the human Resource Management division should be mostly about being vital colleague, and also about the changing idea of the human Resource Management work process. Since there are a few people who feel that the existence of the Human Resource Management capacity will no longer be needed in this world, yet that is not valid. With the adjustment in the economy (move from manufacturing to service-oriented business) Human Resource Management's evolving role is also in order. As indicated by the certain interviewee of this research, the pattern will move towards being a professional of the Human Resource Management division. One respondent said Human Resource generalists will vanish later on and the line manager will be accountable for all the HR activities. Another respondent differs on his idea and said; "In future specific jobs will be popular. I assume that this is mainly due to change in job policies and standards because of the more dynamic working environment. In addition, it was also evident that although people do not understand the value of HR division or believe it can be handled by another division, the need for human resource expertise is as relevant as ever with any other department and the fast-changing environment and working nature.

Other likely changes in the Human Resource Management work inside the following five years or decade, as recognized by the interviewees, are: The HR shall recognize the need to change the goals of organizations so that it

- Strategically reorganizes and prepare for the management of top talent and focus risks to ensure the success of an organization in this competitive Bangladesh environment. Strategic thinking will also be included as a significant requirement for the
- Internal human resource function Human Resource will progressively work to upgrade its worth for its
- Organization. It will become a new standard for the future role of human resources management
- To handle a workforce in different locations.

3.Required competencies of Human Resource professionals

It is important for human resources practitioners to adapt the role of human resource management according to the changes needed. One answered the question: "How are employees better prepared for the change in the role of human resources?

"Firstly, they should continue to learn as those who stop learning are redundant in this age of constant change; secondly, risk-taking and networking are a successful strategy for getting right; finally, in order to communicate your value to others in the near future, human resource professionals should build a personal brand themselves." In consideration of the changing demands of the Human Resource professions, new skills and knowledge are

needed which allow Human Resource to function efficiently to drive and build competitive advantages for service-oriented companies. During my interview with ATL employees, I found some traits that the future employees in human resources must include, as they are facing certain problems due to lack of these skills.

- Strategic partner of business- Analytical and critical thinking skill
- Ability to communicate and get in the head of the employees
- Building relationship
- Adaptability
- Leadership
- Integrity and accountability

By conducting further research and my own observation, I think there are some other traits of Human Resource employees that have significance for an organization, such as:

- Business Knowledge
- Knowledge about the distribution of human resources
- Creating confidence and credibility in the individual.
- Ability to understand an organization's strategic direction
- Leadership and management transition capabilities
- Open up to new sources of talent• Will show the added value of the financial benefits
- To become a source of benefit.
- Improve emphasis on market
- Ability to settlement of issue or disputes
- Improve exposure, and learn from and collaborate with marketing, sales people to destroy bureaucratic images Should have the potential to lead
- Finally, the professional in human resources must be able to perform personnel• and talent management roles.

Objective 2

To explained Employees' Career Planning

1. Career Planning: An Essential Component of Human Resource Management

The method of career planning includes not only the organization as well as obligation of the employee. Therefore, people need to recognize their ambitions and talents, and to acknowledge their preparation and development needs by appraisal and counseling; the company needs to determine its challenges and resources, prepare its workforce, and provide its employees with the necessary information and sufficient career development instruction. Career preparation also needs to link individual needs and goals to corporate needs and resources, assess, educate and notify their employees on career planning, individual development activities and training and development initiatives. Most often this match is not accomplished, companies paying selective consideration to their employees targeting high-performance individuals, careers with larger networking incentives and not taking into account of prospective employee performance. The following diagram provides a description of career planning:

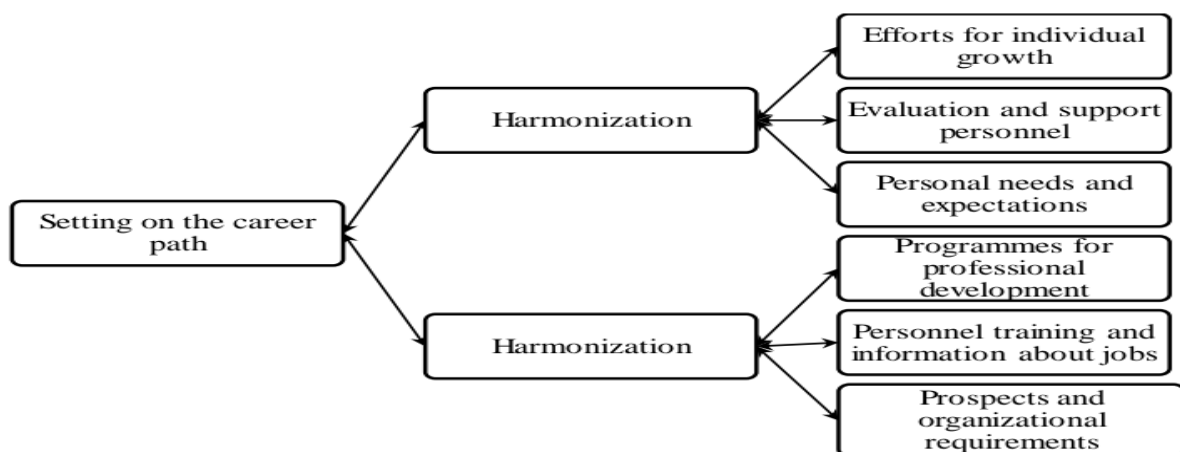


Figure 3 Career planning process

The issues that need to be taken into account in career planning are

- 1) Members of the organization should be respected and viewed as individuals with unique skills, needs and desires;
- 2) The people in an organization which meets their goals are more encouraged.
- 3) Individuals can design, change and discover new paths of action if the prospects are being shown or if they are encouraged and guided.

The professional research suggests the incorporation of career counseling activities as a formalized departmental human resources program for all workers. Having a specific career

counseling program comprises of professionals of psychosocial and or organizational experience who know how to better align interests of individuals and organizations with the objectives of the individual's success and organization.

2. Employees' Career Planning Responsibility

Both the organization and the individuals working under the organization play equally important role in constituting career planning for the employees. The working individuals share the responsibility by improving their skills and potentiality relevant to the growth and prosperity of the organization. On the other hand, the organization creates opportunities for the employees to support their career which results in better work culture and employee satisfaction at Alema textile Limited.

3. Individual responsibility on career planning

The theory and practice of management refers that emphasizing on the skills, ability and necessity of an individual is one of the key considerations for the career planning process. Given all this, providing basic information is important for keeping record of possible promotion. Self-assessment, exploration of opportunities, setting targets and goals etc are part of individual career planning schemed to help and individual to make right decision about career. It is a dynamic activity involving systematic and strategic thought in constructing short-term goals and long-term goals. Therefore, career preparation is focused on evaluating individual skills, preferences, and motivation, identifying organizational opportunities, setting goals for their careers, and creating a strategy for achieving those goals.

4. Organizational responsibility on career planning

To achieve short term goals or to maintain competitive advantage in the long run, the organization need to figure out specific skills required for particular position and create opportunities for the employees to adapt them. The form and skills of employees are different depending on the reach of the textile, economic sector, unique technology, customer characteristics, etc. Organizational characteristics affect the structure of jobs, the types of recruited employees for each job and the ways in which the job is developed. Many individuals with unique skills and abilities are offered several promotions to particular positions by employers as it adds value to the organization and limits opportunities for others. Organizational career planning has a crucial role to play in recruiting, improving and retaining workers. It cannot produce the expected results at both organizational and individual levels without the participation of the company in developing, promoting and improving the careers of its employees.

5. The Organizational Career Planning System

Because of massive improvements in the lives of individuals and organizations, the concept of pursuing a defined professional career has become quite impractical because there are fewer people preparing on the long term. There is less job security, careers are uncertain and short, short term employment or contractual employment is considered efficient, as a result most individuals are expected to switch several jobs throughout their career cycle and to take part in verities of projects. The decreasing number of available jobs within organizations and reduced management rates has contributed to changes in the traditional route to the formation of an organizational career. The traditional career path involved upward mobility, giving employees the certainty of promoting pathways that are well-defined. The focus is currently on work rotation, the acquisition of different skills and side-by-side promotion. Besides, it is important for companies to design and implement a career planning system to identify the development needs of the employee and to adapt them to business needs. The career planning framework leads to improved job satisfaction of workers because it allows them to identify and take positions in accordance with their goals and plans. From the perspective of the company, career panning is effective and efficient to fill up vacancies in earliest possible time, preparing current employees to take the position of any retired employee or fill up the turnover define management potential employees and provide incentives for all employees to define career goals and develop strategies for achieving them. The main components of Career Management System Career management is the method by which organizational Career planning is enforced through numerous stages. Career planning system diverges in terms of complexness and of emphasis on bound elements of it. However, all career planning system includes following components:

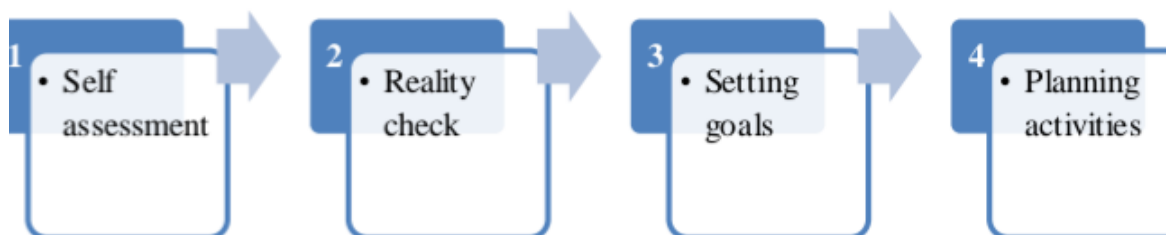


Figure 4 Career planning process

Figure 4 Career planning process

1. Self-assessment: Assist employees to set up their life objectives, aptitudes, values and behavioral patterns. It provides the establishment for career planning and the entire job search process. It is the first and the most important steps for career planning. According to ("Inventory goals Strong-Campbell), Self-Assessment provides Psychological tests which are utilized to support the employees to identify the occupational and professional goals. It furthermore identifies the preferable job environment for employees, level of prominence

on the job and leisure, career counseling. And assist employees in appraisal process and in interpreting test results.

2. Reality check: According to (Bromfield), the purpose of Reality Check is to inspire the employees to consider the prospective direction of their career and to think through some of the crucial concerns that influence career growth the employees are updated how company is measuring their skills and knowledge and what roles they are participating in company's decision-making process such as opportunities, promotion etc. Usually this information is delivered by the direct managers in the performance appraisal process. However, the discussion on career growth can take place independently.

3. Setting goals: Goal setting is a powerful process for considering about the preeminent future, and encouraging the person to turn the vision into reality. Employees set up short term and long-term career destinations that are associated with their concerned professional positions, the necessary level of expertise, setting steps forward, learning new skills. These objectives are discussed with the supervisors and documented in the improvement plan.

4. Planning activities: During this phase, the employees determine how to achieve short and long-term career goals. They might be interested attending lectures, involve in various training sessions and conferences, encompass themselves to fill the vacancies within the company or take part the interviews.

6. The new functions of the HR departments of the future

6.1 Globalization In order to sustain it in the long term, it is also important that HRM integrates the global perspective to a much greater extent in its local assessments. In such a situation, HR departments need to relate the development of individual skills with organizational capabilities (White & Younger, 2013, p. 30). By following this many companies have crossed the process from national to multinational and now global. The new function of global businesses is that they "share knowledge, talent, capital, customers, and practices around the world". Ironically, we find the difference between multinational companies and global companies in this sense. Global companies are powerful not because of their scale, but because of their effect, which is because they are consciously linked to other enterprises. One of the implications of such a creation is that, like Siamese twins, rivalry and cooperation are inevitably. Someone discusses of permanent competitive advantages in the case of international and multinational companies, whereas in the case of global businesses, lasting collaborative advantages and immediate competitive advantages are more important. If this analysis is correct, the development of skilled employees and the strengths of a company will have significant implications. Given the results of Gold et al. (2013), HR departments should develop early warning systems that are able to uncover global signals and trends at the earliest possible stage.

Objective 3

To explained recruitment and training development system of Alema Textile Limited

1. Human Resource (HR) Division of ATL

The ATL also creates the Human Resource Department, like every corporation, to strengthen the textile employee. Without a question, I would admit that it is one of the most critical departments which operate tirelessly to assure that the business holds together and works with its 2,000+ staff appropriately. The main objective of the ATL HR Division as described out below-

- Impactful textile performance across the whole world
- Making employees productive, knowledgeable, and capable of delivering better performance. Appoint the best and successful individual for proper functioning of the company.
- To ensure the optimum connection with workers at both the top level and employees at the bottom level.
- To carefully evaluate the performance of the employees as the standard level.
- To motivate employees by providing incentives to achieve greater results.

2. The overall policy of Human Resource Management of ATL

- Develop effectively and efficiently through training people.
- Choose a credible candidate that suits the community.
- Acquire talented employees in the organization
- Create the environment to allow employees to make a complete participation.
- Encourage employees to make the best potential effort.
- Encourage the employees for the future job and improvement the employees.
- Develop a pleasant path to prepare the talented workers.
- Retain an impactful inventory of human resources.
- Provide ample feedback and support to the employees for their activities.

3. Important part of the Human Resource Division of ATL

The role of Human Resource Division of ATLL is plays a vital part for its own. Different sub division of HR division is existed in the ATL. The combination of different sub division of HR division is focus as one division which is known as Human Resource Division.

Now the Different sub division of HR Division of ATL:



4. Training & Development Division

One of the most significant & subdivisions of the HR division of ATL is training & development. The main purpose of this branch is to support the entire ATL HR division. Basically, the division of Training & Development determines workers who need to be qualified and who could do much better if they have proper training. Generally, all the newcomers are required to attend some training. Since the textile industry works quite differently and their system of work is very critical so training is a must. The training HR Division Training & Development division Recruitment & Selection Performance evaluation division decides which topic or task has more significance and then emphasize on that. All trainings are held in the head office of ATL. They also get offers from different trainers and organization to have the chance to train the employees for a handsome amount. The Training division analyses within themselves and then consults with the finance department whether the training will be helpful and bring better outcome.

So, the Training & Development Division's role is therefore very significant in carrying out PBL's whole operations.

5. Recruitment & Selection Division

Another essential part of ATL's HR department is the Recruitment & Selection division. Like Training and Development division it also has its own purpose to support ATL's HR department. Most of the time recruitment processes are held for the contractual employees. Contractual employees had to go through 2 steps of interview with the HR head along with the Recruitment & Selection Division and then the managing director takes another interview for the final decision. For a permanent position in the textile the candidates at first must give a written exam and then go through the same procedure mentioned above. Recruitment & Selection Division does other major activities too. They prepare all the detail information and paperwork's of the candidates and present them to higher management, communicate with candidate for information, take a brief interview on

the phone, overview their CV, post vacancy announcement, prepare the interview board, make contract papers, guide the new employees and many other important activities.

6. Performance Evaluation Division

ATL focuses greatly on their performance evaluation system. They have few criteria and a specific format by which they evaluate all the employees of the textile including the high position employees too. They have to go through this procedure once a year. The operation manager of the branches evaluates their employees under the supervision of the manager himself. After the form of evaluation is filled up it is then submitted to the HR division where the officers observe all the forms and take necessary actions according to that. Depending on this evaluation form employees are trained, promoted, get their salary incremented, transferred and even sometimes fired from the company for extreme breach of discipline. This tool is of high importance to the textile because a lot of the textile future depends on this. All the employees of premier bank have some target to fulfill and the evaluation form is the answer to whether they have done it or not. In banking sector security is a big issue and concern as they deal with money. So, they need to monitor all employees all the time to make sure their motive doesn't change. All the employees have to sign a contract for their employment and the evaluation form is a proof of their commitment. There are also some other some divisions like Loan regularization (for employees) division, salary disbursement division and relationship management division.

7. Implication of Practice

The results of this study will have important consequences for all companies involved in the services sector, in particular Alema Textile Limited (ATL). In the literature on human resources administration throughout service-oriented organizations, that is used to provide a broader understanding of the importance of human resources management for many newly established service companies. Second, other services companies will gain insight into future trends and then adapt their strategies based on those changes to support these organizations. Thirdly, human resources professionals in particular will learn from the results of this study and adapt to their profession's future needs. The study also shows the importance of the role of human resources in the current and future climate in the human resources departments in the service organizations.

Objective 4

Explained HRM development in organization

Critical and science-based process .OD is an evidence-based and structured process. It is not about trying something out and seeing what happens. It is about using scientific findings as input and creating a structured and controlled process in which assumptions are tested. Lastly, it is about testing if the outcomes reflect the intention of the intervention.

Build capacity to change and achieve greater effectiveness. Organizational development is aimed at organizational effectiveness. It, therefore, has a number of (business) outcomes. These can differ between organizations, but usually, they do include financial performance, customer satisfaction, organizational member engagement, and an increased capacity to adapt and renew the organization. These are not always clear-cut. Sometimes it is about building a competitive advantage, in whichever way we define that. We will explore these outcomes later in this article

Developing, improving, and reinforcing strategies, structures, and processes. The last part of our definition states that organizational development applies to changes in strategy, structure, and/or processes. This implies a system-approach, where we focus on an entire organizational system. This can include the full organization, one or more locations, or a single department

In organizational development, the main stakeholders are both internal and external to the company. Management and employees are internal stakeholders. External stakeholders include customers, investors, suppliers, communities and governments.

Globalization leads to a much greater interconnectedness and opens up organizations to world-wide opportunities and threats.

CHAPTER 5

INTERNSHIP EXPERIENCE

5. My List of Activities in ATL

1. Marketing department

The marketing department in a garment company is responsible for marketing products made by the factory, finding new customers, and bringing more and more orders for the company. A marketing department is headed by the marketing manager and supported marketing.

They meet with prospects and existing buyers. They show their latest product development (designs) to the buyer. They are given responsibility for business development for the company.

This department showcases factory's ability for developing new designs, factory compliance, and quality policy and quality performance.

The most common marketplace for manufacturers is international apparel shows and exhibitions, where buyers and sellers meet to find each other. In the exhibition, buyers pick their interesting design and place orders if their target price is met.

In this internet age, garment factories build websites for marketing purpose and increase their visibility to potential customers. Small factories post their product in online yellow pages and do content marketing to reach a bigger market. Social Media like Face book, LinkedIn and Twitter are used as marketing tools.

More than just developing new clients, retaining existing customer is also important. To retain your existing customers, you need to satisfy your customers by shipping quality products and timely delivery and providing quality services. The main mantra to retain customers and making them marketer for you is to deliver more than you are paid for. Deliver more than commitment and customer expectations.

2. Design department activities

Apparel design department is responsible for product development. They focus on developing garment designs in similar product categories the company does its business. Designers develop new design collection every season. Designers make designs as per the latest trends and buyers test. For big manufacturers, the designing department plays an important role in retaining customers by showing new designs to their buyers in every season.

Designers develop a library for fabrics, trims and accessories, and for garments.

Apparel retailers and brands those have own manufacturing set-up, normally set up the design department for developing new designs.

3. Merchandising Department

Merchandising department works as a mediator in between factory and buyers. This department is considered as the heart and soul of the company. They coordinate with buyers for orders, send garment samples for buyer approval and receive comments on samples and other approvals. Merchandiser prepares the bill of materials, prepares garment costing sheet and follows up of production activities.

In bigger factories merchandising team is given specific responsibilities as sampling merchant and production merchant. Based on their profile, sampling merchants look into sampling activities and communicate with buyers only for sample development and queries on sampling. Production merchant is involved in merchandising activities related to bulk production, planning, sourcing and production follow up.

Merchandising department activities

- Communicate with buyers
- Review the garment sample
- Develop garment sample
- Product costing
- Develop good relationship with customers
- Scheduling of pre-production and production activities
- Preparing Bill of Material (BOM) and fabric indent
- Source raw materials
- Provide quality approval
- Prepare Production File
- Conduct Pre-Production Meeting
- Execute orders
- Providing after sales services

4. Pattern Making Department

Pattern making department makes garment patterns and digitize patterns to CAD. CAD stands for Computer Aided Design. Pattern making department is headed by Pattern master. Pattern making department is also known as the technical department.

Following are the major Activities of Pattern Making Department

- Pattern Making
- Pattern Grading
- Sample Development
- Garment FIT checking and correction of patterns
- Incorporate buyer's comments on samples
- Making production viable sample
- Fabric Consumption Calculation
- Marker planning

5. Sampling Department

Sampling department makes all kind of samples that need to be submitted to the buyer. Sampling department checks fit of the sample. Sampling department communicates

problems related to orders to the production department.

As mentioned in the above that in small size factories, pattern making, and sampling is kept in one department. They have common activities. Sampling department's activities are

- Reading garment spec and understanding workmanship of the garment.
- Assisting merchants in preparing bill of material for the sample
- Calculating fabric consumption
- Making garment samples by following complete processes of cutting, sewing, finishing and checking.
- Measurement all samples and check the quality of the garment samples. Prepare quality inspection report for measurement and visuals.
- Fabric shrinkage test is done in garment form.
- Coordinate with production team about communicate about critical points for stitching and handling of a style

6. Fabric Store and fabric sourcing department

The fabric store is handled by Fabric in-charge and the in-charge is assisted by a team of helpers for loading and unloading fabrics and issuing fabric to cutting department. Fabric department receives and stores all kind of fabrics. Fabric rolls are kept in the rack or on wooden pallets.

Following are the major Activities of the fabric store

- Sourcing of Fabrics
- Receive Raw Materials
- Checking of Greige and Finished fabric
- Prepare shade band for dyed and printed fabrics
- Basic Testing of Physical properties of fabrics
- Maintain inventory record for fabrics
- Fabric Issue
- Fabric printing
- Fabric Reconciliation
- Communication with Fabric supplier
- Also read: Fabrics sourcing procedure

7. Trims and Accessory Store

Like fabric store, this store receives all kind of trims and accessories and store in racks. Small size factories, fabric and trim store are headed by the same person. And the functions of this department includes followings

- Sourcing trims like sewing thread and packing accessories

- Checking of Trims and accessories in term of quality and quantity
- Storing trims and inventory maintenance
- Trim and accessory issue
- Dying of trims like twill tape
- Arranging trims in racks or bin to get trims easily when the request received from someone.

8. Production Planning and Control department

Production planning department is responsible for planning and scheduling orders. This department is known as PPC department. They execute production and do follow with all production processes. Production planning and scheduling of activities are essential to procure raw material on time, complete production activities on time and able handover shipment on time.

Small size factories do not keep a separate department for production planning. Merchandisers do planning of pre-production activities and production head prepares a production plan.

Factories those have separate PPC department, following activities are carried out by them.

- Job or Task Scheduling
- Material Requirement Planning (Inventory)
- Loading Production
- Process selection & planning
- Facility location
- Estimating quantity and costs of production
- Capacity planning
- Line planning
- Production follow up and execution

Learn more about PPC in the apparel industry by reading my book on this subject.

9. Cutting department activities

This department is responsible for cutting of fabrics and feeding sewing department with cuttings. Cutting department's capacity is planned as per daily feeding requirement to the sewing lines. Cutting department set up with cutting department head, cutters, spreaders, quality checkers, and helpers for sorting, ply numbering and bundling.

List of activities of the cutting department is as follows

- Fabric receiving from the fabric store
- Fabric relaxation

- Cut planning
- Fabric spreading/layering on the cutting table
- Marker Planning
- Marker making
- Cutting of fabrics
- Sorting, Bundling and numbering of garment plies (parts)
- Inspection of cut components
- Sorting of printed and embroidery panels
- Re-cutting of panels
- Fusing Garment Components

10. Sewing Department

Main jobs of the sewing department are stitching of garment. In the sewing floor, various types of production systems and line layout are used. Factories either work in an assembly line or group system. Major tasks of this department are as follows but not limited to these only.

- Line setting
- Garment stitching
- Marking parts
- Ironing garment components
- Checking of stitched garments
- Stitching Alteration
- Documentation

11. Machine Maintenance Department

This department repair machines and look after maintenance of sewing machines. Major activities of the machine maintenance department are

- Machine set up
- Repairing sewing machines
- Maintaining inventory of machine parts
- Doing preventive maintenance for machines and equipment

12. Industrial Engineering Department

Industrial Engineering department assists production department in setting line, improving production and measuring production performance. Major activities of Industrial Engineering department are product analysis, making operation bulletin, calculating garment SAM, making line layout and workstation layout. They capture production data and prepare daily production report.

In a typical garment unit, industrial engineering department handles following activities

- Estimating the SAM of the garment for a new style for costing
- Calculating thread consumption for garments
- Providing operational breakdown with SAM and target for each operation for an order (style)
- Selection of machines and work-aids and number of machines for each operation of a particular order
- Method improvements through method study
- Time study of the operators
- Capacity Study of operators
- Line Balancing
- Calculating direct labor cost
- Develop detailed production methods, from detailed manual movements to major decisions on technology.
- Documentation of all methods using manuals, computer-based system as appropriate.
- Operator performance improvement
- Operator training program
- Production Control system

If you planning to set up a garment factory, you must consider employing industrial engineers. Don't fear about extra manpower cost but you will get a return of it. You have to utilize IE's skill in product and production planning.

13. Washing department

Sometimes garments need to be washing after stitching to remove dust, tracing mark and to give a washed look to the garment. This department washes the garments, cut panels (if required), wash garment samples as required.

14. Finishing department

Stitched garments are finished prior to packing into poly bag. Major activities of a finishing department include thread trimming, checking of garments and ironing. Packing department in a factory works side by side of the finishing department. Folding, tagging and packing of garments are done in the finishing department. Based on product categories finishing room activities may vary.

Activities of the finishing department are listed below

- Thread trimming
- Attach button and button holing in case these jobs are done in the stitching section
- Checking of garments
- Stain removing
- Garment Pressing / Ironing

- Folding and Tagging
- Packing
- Communicate with internal department

15. Quality Control / Quality Assurance department

Responsibilities of the quality control department may vary organization to organization but main activities almost remain the same. Activities of the Quality control department are as follows.

- Setting up Quality Standards
- Establishing Quality SOP
- Quality Assurance
- Quality Control activities at the Pre-production stage:
 - Auditing inward fabric and trims and ensuring only quality goods are accepted.
 - Involvement in product development and sampling stage and take care of quality aspects of samples.
 - Ensure that no faulty fabric is sent for cutting. If a minor fault is present in the fabric, defects should be marked on the fabric and the same thing must be communicated to the cutting department.
 - Preparing the audit report of the fabric and trims quality.
 - Conducting pre-production meeting before production start.

Supporting departments and their activities

Departments if a garment factory those are no directly involved in garment production but support garment production team to perform their work smoothly. Necessary supporting departments are Accounting, EDP, Shipping and documentation, Human resource and Administration.

16. Accounts department activities

Accounting department prepare payroll for employees, give payments to workers and write checks for staffs. They manage accounts of the company.

Maintain records of supplier payment and follow up with buyers for pending payment. This department is involved in all kind payment and cash management.

17. Human Resource and Administration

- This department is concern about the social issue of the employee. They look after recruiting and employee welfare.
- This department maintains employee attendance and absent records.
- Handle labour issues
- Factory compliance and social compliance
- New employee orientation

18. Electronic Data Processing (EDP)

Garment factories use many electronics items such as computers, printer, Barcode systems etc. Computers are used for daily activities like mailing, making reports and accounting software, EPRs etc. An EDP department is necessary for troubleshooting of the computers and software.

The major activities of this department are

- Purchasing electronic items
- Breakdown maintenance of computers and other hardware
- Supporting internet and mailing activities
- Protecting the company's server from outside bugs and viruses
- Database maintenance
- Report generating

19. Shipping and documentation

Shipping and documentation department prepare shipment related documents. They communicate with buyers for shipment dispatch and send the shipment to buyers.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The key findings of this study explain the concept of human resources in service-oriented organizations, the main factors that are moving human resources towards change, future human resources patterns and the skills needed by practitioners in human resources to address potential changes in human resources. Shortly, the results of this report demonstrate that the value of "future human resource management and career development" will grow and develop to meet business needs and changing environments. In fact, the future in service-oriented organizations for Human Resource is more like a strategic than administrative relationship. Furthermore, human resources will play the role of champion, change agent and strategic corporate partner for the next five or ten years. This is why professionals in human resources are also developing accordingly. Eventually, in this global period, the strategic vision and technological advances in human resource management and career development in service-oriented companies become major issues.

6.2 RECOMMENDATIONS

The basis of the observation responds of Textile and customers, the following steps may be taken to overcome the problem. Three months are not enough time to suggest anything about a huge organization like ATL .But from my point of view if ATL takes the following steps then their performance will definitely increase.

- From the practical exposure of Alema Textile Limited at Vogra for just three months. It is not so easy to recommend some suggestion to enhance the performance level of the organization. On the basis of observation following recommendations are made.
- The Textile should give more concentration of The Future of Human Resource Management and Career Development.
- Textile should try to look at the pace of growth.
- Finally recommend to ATL is to improve all this sector performance is very well.

CHAPTER 7

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