



# **BRITISH AMERICAN TOBACCO**

## Internship Report on Working Experience at British American Tobacco

Submitted to

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Submitted by

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**Letter of Transmittal:**

August 30<sup>th</sup>, 2015

Fazla Mohiuddin,

Lecturer,

BRAC University,

**Subject:** Internship report on “Manpower Rationalization project of British American Tobacco Bangladesh”

Dear Sir,

It is a great pleasure to with you and presents you my internship report on which I have thoroughly worked on during my internship attachment period with the Supply Chain management Department at British American Tobacco Bangladesh from June 10 to Sept 10, 2015. I have gained experience in a totally new sector which brought me out from my comfort zone and I also close work with Environment, Health and Safety department.. My effort to learn about the practices of those two departments of BATB has not only been productive, also has given me a new vision toward the real life working perception. Incorporating vast amounts of information into a concise report was indeed a challenge to me and I wish that this report will met your expected standard. I am always available for further query and clarification regarding this report.

Sincerely,

Jashia Abedin

ID: 11104057

BBS, BRAC University

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## ACKNOWLEDGEMENT

At the very beginning, I am thankful to almighty Allah for giving me strength and ability to accomplish my internship program at British American Tobacco Bangladesh as well as the internship report in a scheduled time in spite of various difficulties. It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement which has contributed directly or indirectly in preparing this report. First of all, I want to express my sincere gratitude to Nazimuddin Mahmud, Engineering and site service manager and Naem Ibn Rahman of British American Tobacco Bangladesh for assigning me the responsibilities while being attached with the organization. I am also thankful to Fazla Mohiuddin Lecturer, BRAC University for approving the project and guiding me to prepare this report. I am also indebted to him because he was kind enough to advise me in solving every problem I faced. I am obliged to Jawaad Bin Hamid, HR Executive, BATB and Fatema Tuz Zohra, Learning and sourcing officer, BATB for their co-operation and giving me their valuable time from their busy schedules to prepare my report that helped me throughout the tenure of my internship period. Mostly I am grateful to the workers who were very much supportive and cooperative that helped me to complete my project effectively.

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### **Executive Summary:**

British American Tobacco is one of the most renowned multinational business firms in the world of Tobacco industry as well in the market of Bangladesh. After starting operations in Bangladesh, over few decades BAT has been relentlessly bringing new, innovative and world-class products to satisfy the customer of each market segments. At the very beginning I have given an outline of the tobacco industry of Bangladesh, my objective of preparing this report, scope & limitations I faced while preparing this and then I wrote a brief about BATB as introduction of this report. I wrote about the background of BATB and their history and also the types of products or brands they are offering to reach customer's satisfaction. Then I gave small introduction of the supply chain department where I used to work and discussed some points about the works of my department and the structure of my department. Then, I have discussed about my job duties and responsibilities with a small briefing about my project. I wrote there what I have done in these 3 months.. I have also discussed my different types of projects which I did there during my internship. I gave small descriptions of every task I performed there last 3 months. Last of all I did some studies on my project and prepared literature review to compare whether BATB is following the effective method to do job analysis and recommended some changes that is required. Finally I concluded by expressing my gratefulness towards the organization and with the references.

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# 1. Introduction

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## 1.1 Origin of the report:

This report is a reflection of three months internship program which is mandatory to get graduated from BRAC University. To get graduated Bachelor in Business Administration program I needed to complete 4 credits which is allocated in my internship and I am lucky that I got chance to work for British American Tobacco where I gather experience on supply chain management department. My learning was not only limited to Supply Chain because my job was to design a new job analysis or working model which enriched my knowledge in HR. This report is basically prepared on my three months internship experience that I gathered from serving BATB to meet the requirements of BRAC University.

## 1.2 Objective of the report:

Overall objective is to fulfilling the requirements of BUS400 course by preparing and submitting report on “Manpower rationalization and job analysis of British American Tobacco Bangladesh”. Basically this report is to determine the process of preparing job description that is highly followed by the Tobacco industries of Bangladesh by analyzing job analysis methods and effort given behind this. This is basically an overview of my experience of three months internship program in BATB.

## 1.3 Specific objective:

- gaining an understanding on how BAT is doing this job analysis process and how exactly they are doing this manpower rationalization program.
- to get all the methods available to do this job analysis and manpower rationalization.
- presents some recommendations that i came up with to get the best possible way of preparing this job description for BATB.

## 1.4 Significance of the report:

My research will help British American Tobacco Bangladesh to know

- If they are following the perfect way to do such manpower rationalization project or preparing new job description.
- What methods are accessible and which method can be more effective, time and cost saving
- What activities are not adding any value to the process and need to be excluded
- What activities need modification or changes to make it more productive

## 1.5 Methodology

Methodology means the overall procedures of research. To achieve the required data to establish the analysis two basic methods were used-

### **Primary data collection:**

1. Qualitative Analysis: In-depth interview of several managers, factory workers, senior technicians and Vendor supervisors were conducted to get proper insight on the supply chain regulations at BATB.
2. Observational Analysis: Observation of the work environment throughout the tenure of internship at BATB. I spent almost 3 hours every day of my internship period to collect data by observing their job and activities.

### **Secondary data collection:**

In order to complete my analysis I took help from different websites, literatures and previous studies. Without doing this literature review of previous analysis on this project, the outcome could not be so accurate.

## 1.6 SCOPE OF THE STUDY

Study helps several parties to enrich their knowledge and understanding. This study specifically will help. Institutions like locals or multinationals, Researchers, Students and Individuals to formulate their strategies in developing a job description. If anyone wants to know the practical issues of the talent market, or to know the factors which should be considered in case of formulating a strategy, they can take help from here. However, the apparent scopes are:

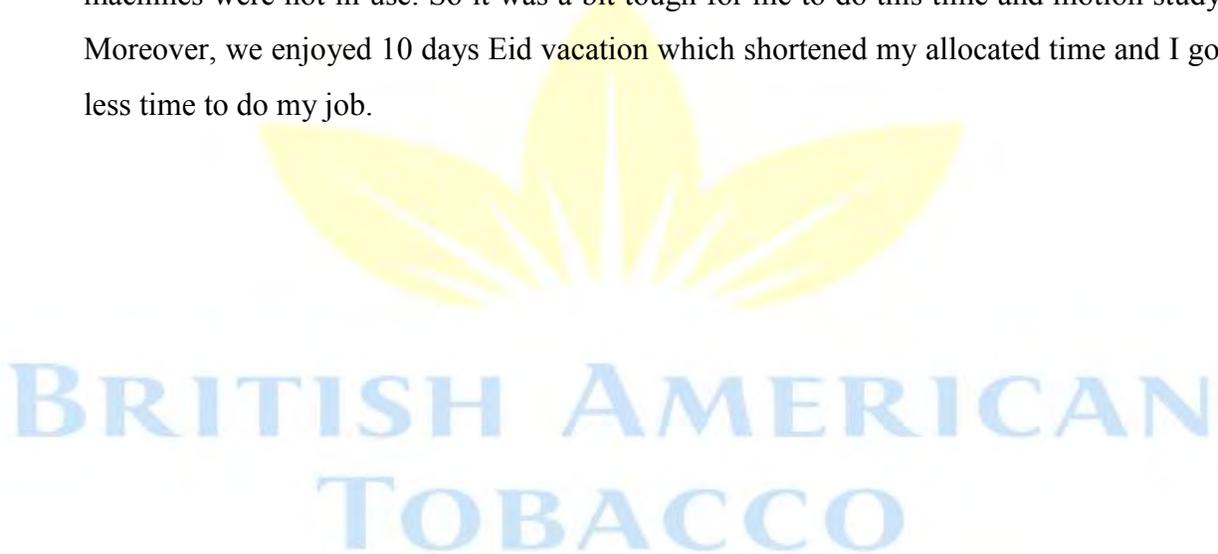
- It will help organizations in adopting a suitable policy by following methods they can adopt to do manpower rationalization and prepare job analysis for their organizations
- It will help to find out the ways need to be prepare earlier to make the process easier
- It will help BATB to know which factors need to be considered to develop for further research like this.
- It will help BATB to identify the problems occurred during this project analysis and what type of steps need to be taken to prevent such problems.

## 1.7 Limitations:

BATB employees and workers were undoubtedly friendly and helpful but still there were some sonic unavoidable problems that created limitations to my study

- To get all the required data I needed to surveyed and interviewed many employees and workers from both management and no management sectors. I did not face any problem while surveying management level employees but taking interview of the workers was a bit tough to me as most of them could not even understand what I was asking for.
- Another big limitation was lack of time as my internship program was of only three months. While collecting data all the time it was in my head that i was running out of time. That hampered my study in a very bad way

- Despite of being friendly and helpful BATB employees remains busy whole day in doing their meetings, monitoring workers, dealing with vendors etc. So they could not give me enough time to do this study due to their busy schedule.
- As my job was to do time and motion study on workers I spent a lot of time on observing their work to find out exactly how much time they take to do one specific job. That was a big challenge to me as the time varies from worker to worker. Some workers are really active and fast to do their job on the other hand some are a bit slow. So it was tough for me to find out that standard time they required to do their job.
- During my internship period there was Ramadan and Eid vacation. During Ramadan the demand of cigarettes was very low so was the production. at that time most of the machines were not in use. So it was a bit tough for me to do this time and motion study. Moreover, we enjoyed 10 days Eid vacation which shortened my allocated time and I got less time to do my job.



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## **2. Industry Analysis**

## 2.1 Industry Analysis:

Tobacco Industry of Bangladesh:

Bangladesh is among top five countries in tobacco consumption. According to Matthew Myers, president of CTFK, tobacco industries were eyeing Bangladesh market like the other developing countries for their future profit making after rich countries imposed stiff tobacco controls. So these vigorous implementations of new laws are truly matters of life and death for Bangladesh. (Hasib, 2014)

Tobacco industry of Bangladesh is run by two main industries - Bangladesh Cigarette Manufacturers Association (BCMA) and Bangladesh Biri Manufacturers Association (BBMA). (ADI, 2013).

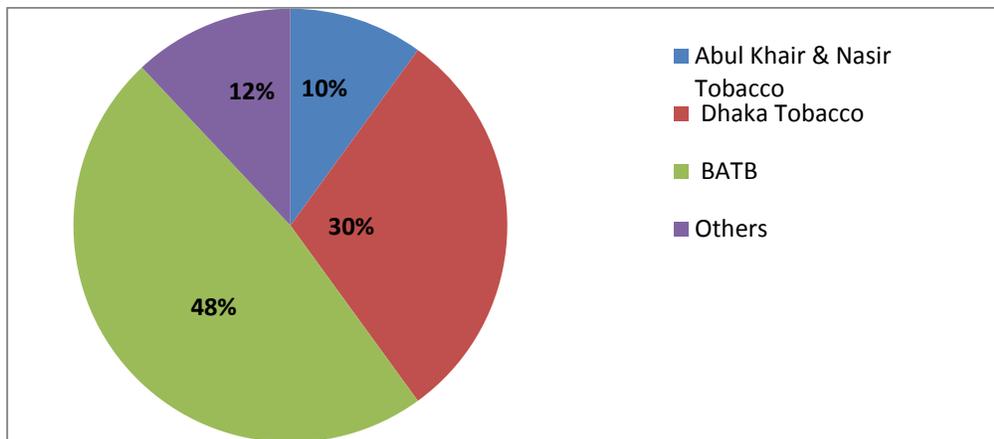
## 2.2 The main cigarette manufacturers in Bangladesh are:

- British American Tobacco Bangladesh
- Dhaka Tobacco Industries
- AbulKhair Tobacco
- Nasir Tobacco
- Azizudin Industries and
- New Age Tobacco.

## 2.3 The main biri manufacturers are:

- AkijBiri
- AbulBiri
- NasirBiri
- KarikarBiri
- Aziz Biri and
- And other hundreds of local birimanufacturer

Among the entire cigarette companies, British American Tobacco contributes most to Bangladesh's economy. This chart shows the contribution percentage of tobacco companies



**Figure 1: Tobacco companies contribution to Economy of Bangladesh**

Source: Harun,( 2014)

## 2.4 Brands

“Brand” is basically a name, product, service, or concept that is publicly distinguished from other products, services, or concepts so that it can be easily communicated and usually marketed. According to David Ogilvy, the intangible sum of a product's attributes: its name, packaging, and price, its history, its reputation, and the way it's advertised. (Rouse, 2010) Brand is a name which gives a reliance of quality product. As the customers' taste varies and also there is different prices of products, brands are also different. One common characteristic is in every segmented market the different brands are almost at the same prices. The operative brands in Bangladesh tobacco industries are given below.

## 2.5 Segments of cigarette

Segments	BATB	Dhaka Tobacco	Abul Khayer Tobacco	Sonali Tobacco
Premium	B & H- Regular and Light	Marlboro	N/A	N/A
Medium	JPGL - Regular and Light, PALL MALL	Castle	N/A	N/A
Lower	Star, Capstan, Scissors, Pilot, Gold Flake	Navy, Gold Mine, Sheikh, K2.	Marise, Gold Life, Tope 10.	Sunmun, Gold Hill.

**Table 1: different segmented cigarettes of different companies**

Source: Rahman.et.al.,(2010)

So far the various segments of the research has been discussed, now the next part describes the analysis of research where the various assumptions have been tested to gain the fair idea of brand dilution and product quality.

### 3.4 SWOT analysis:

The SWOT analysis is a commonly employed framework in the business world for analyzing the factors that influence a company's competitive position in the marketplace with an eye to the future. However, the SWOT framework can also be usefully applied outside of the pure business domain. SWOT analysis is important for any organization to find out the factors important to the operation of a business in the environment, both internal and external. The internal factors help to find out the strength and weakness; the threats and opportunities can be comprehended by scanning the external environment. (Lizza.A, 2005) The SWOT analysis of the cigarette industry is given below:

#### Strength:

- Comparatively less Competition than other industries
- Promotional Activities are banned which saved their huge amount of money and they can use this money to other development.

#### Weakness

- They cannot go for massive promotion
- Sensitive and harmful product which can be banned anytime
- The law requires graphic health warning to cover atleast 50% of main display
- Smoking is prohibited in indoor public places and workplace

#### Opportunity

- Young generation is more tend to have cigarette than biri.

#### Threats:

- Tobacco advertising as well as discounted tobacco product supply is prohibited
- Sponsorship for tobacco company is strictly restricted



# **3. Company Analysis**

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### 3.1 History

BAT Bangladesh started its operations in this sub-continent in 1910 as Imperial Tobacco Company Ltd. After the separation, Pakistan Tobacco Company (PTC) came into presence with its head office in Karachi in 1949. PTC's East Pakistan office at that time was situated in Armanitola, Dhaka and ultimately moved to Motijheel, Dhaka. After independence, Bangladesh Tobacco Company Pvt. Limited was formed in 1972 with British American Tobacco holding majority shares. In March 1998, Bangladesh Tobacco Company changed its name and identity to British American Tobacco Bangladesh pronouncing its common identity with other operating companies in the Group. British American Tobacco Bangladesh is one of the oldest and largest multinational companies operating in Bangladesh. The British American Tobacco Group holds 65.91% share in the Company. The Government of Bangladesh owns 26.57% through several of its agencies, while 7.52% is owned by other shareholders. It is a public company listed on the Dhaka and Chittagong stock exchanges. The Board of Directors has nine members – a Non-Executive Chairman, four Non-Executive Directors and four Executive Directors. We are also a leading business organisation in the industrial sector employing more than 11,000 people directly and a further 60,000 indirectly as farmers, distributors and suppliers. We have business contracts directly with approximately 45,000 registered farmers who produce high quality tobacco leaf.

### 3.2 Worldwide operations of British American Tobacco Group:

British American Tobacco Bangladesh is a member of the British American Tobacco Group which is UK based and one of the leading multinational companies in the global tobacco business. British- American Tobacco has been involved in this operation for more than 100 years. The business was formed in 1902, as a joint venture between the UK's Imperial Tobacco Company and the American Tobacco Company founded by James "Buck" Duke. Despite its name, derived from the home bases of its two founding companies, British American Tobacco was established to trade outside both the UK and the USA, and grew from its roots in dozens of countries across Africa, Asia, Latin America and continental Europe. More than a billion people across the globe enjoy smoking tobacco. Among them one in every seven chooses a British

American Tobacco brand. British American Tobacco group expanded their business across the globe such as:

- America-Pacific (USA, Japan, South Korea)
- AsPac (China, Indo-China, Taiwan, South-East Asia, Australasia)
- Europe (50 countries including Russia)
- Latin America (Central & South America, Mexico, Caribbean)
- Africa (More than 50 countries)
- MESCA (Middle East, South & Central Asia)

### 3.3 STRUCTURE OF BATB:

BATB is a well-known public limited company ruling the tobacco market of Bangladesh. Overall actions of the company are directed by the “Board of Directors” and Executive Committee (EXCO). The Board of Directors is consisted of 8 directors having the chairman as head of board. Chief Executive of British American Tobacco Bangladesh is the “Managing Director” who is also the director of the Executive Committee. All the functional departmental heads are member of this committee. Different departments such as supply chain management, HR, CORA, Finance, Marketing, Legal and IT have different structure.

### 3.4 Vision of BATB

Vision of BATB can be described both quantitative and qualitative way. **Quantitatively**, the company seeks volume leadership among the international competitors. In the longer run perspective, they value leadership. BAT recognizes that it is adult customers who controls the market and that leads them to consumer driven strategy.

**Qualitatively**, BAT wants to be recognized as industry leaders and to be the partner of first choice for government, NGO’s, investors and potential employee recruits. The company will also do this by being a responsible tobacco group, with sustainable business, outstanding people and superior products.

There are certain missions the organization is heading to accomplish. They are:

- Growing Company share of the total tobacco market
- Dominating key identified segments

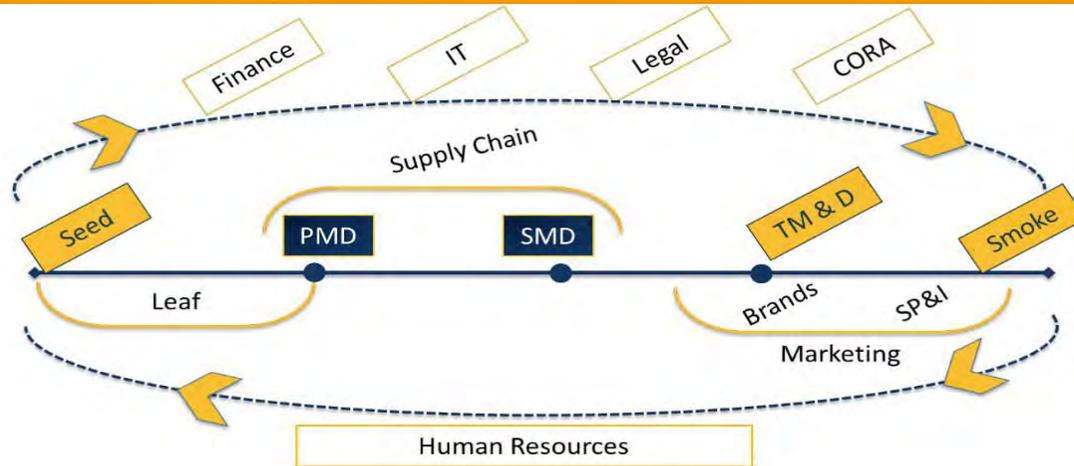


**Figure 2: Strategies taken by BAT to accomplish their Vision**

Source: Harun,( 2014)

### 3.5 Functional departments:

British American Tobacco Bangladesh has several functional departments that are integrated to give the best output for the organization. The following diagram shows the top management.



**Figure 3: BATB Seed to Smoke Operational structure**

Source: Jannat,( 2015)

Different functional departments have different structures according to their job and activities. BAT maintains a up-to-date organizational structure headed by Managing Director. Managing Director is the operational head and national sales manager. Every departmental heads notifies him what they carry out through their functions with the help of line managers. Some other positions of the organogram are directors, regional manager, secretary, assistant manager, area manager, territory officer, supervisor and other employees. It has seven departments with two supporting departments. The “Board of Directors” and Executive Committee (ExCo) govern the overall activities of the company. The Board of Directors is responsible for protecting the rights and interests of all shareholders and is held accountable for the overall management of the entity. The Board meets at least 6 times a year and makes decisions on key matters. The Board is liable for the overall system of internal control for the company and for reviewing the effectiveness of these panels. The system is designed to manage risks that may impede the accomplishment of the company’s business objectives rather than to eliminate these risks. (Jannat, 2015)

Major functional areas are:

1. Corporate & Regulatory Affairs
2. Finance
3. Human Resource
4. Legal
5. Supply Chain

6. Leaf

7. Information Technology

8. Marketing Department

### **3.6 Employee Relations & Welfare at BATB:**

There are two factories in the country of British American Tobacco Bangladesh. In Kushtia, there is a Green Leaf Threshing factory, and the main cigarette manufacturing facility is situated in Mohakhali, Dhaka. Being a responsible corporate citizen, BAT Bangladesh abides by all the valid laws and principles of the country. It employs more than 1200 people directly, and provides them with many benefits. Along with the extrinsic rewards, BAT Bangladesh also looks into their development by providing them with relevant trainings to make their job more effective. We take on apprentices as well, and invest in their learning so that they can be retained at the end of their apprenticeship. BATB employees are paid a very profitable package, compared to other local and multinational companies. The components of the total package include the basic salary, house rent allowance, conveyance allowance, family medical allowance, children education allowance, entertainment allowance, meal assistance allowance, smoking allowance, shift allowance, tour allowance, annual bonus, festival bonus, performance bonus, leave fare assistance, odd hour conveyance, city allowance and washing allowance.

- Two sets of high quality uniforms each year (pants, shirts, shoes and socks). Every alternate year they also get a set of winter clothing (pants, shirts and jackets)
- All the employees and workers get food in the canteen when they are on duty. The canteen knows no hierarchy, and is not a place for discrimination; the Managing Director of the company and a factory workers take the same food in same plates and in same place
- One umbrella every year
- Medical treatment in good hospitals; no bar on expenditure
- High standard dispensary, providing full time coverage with a doctor (MBBS) and an ambulance
- Supplies of medicine as per the prescription made by internal /external doctors
- Various cultural activities are arranged for the employees etc.



# **4. Work Experience**

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## 4.1 TIMELINE:

The timeline for the total internship project and report preparation is as follows:

Week	Activity
1	Got introduced with many employees
2	Studied on different machines
3 to 7	Collected information by spending time in factory and observing
8	Analyzed information, prepared a PowerPoint presentation and presented final outcome to supervisor
9	Started a new chapter of this project and got briefing over this new era and got introduced with some new people
10	Spent time on floor to observe a new group of workers
11	Analyzed on this new collected information
12	Made final result on my study

**Table 2: timeline of author's internship period**

Source: Author's compilation

## 4.2 My experience on Environment, Health and Safety department:

Throughout my internship program I got to work closely with EHS department as my desk was in their floor and attended safety week. Although they maintain this safety rules strictly all year long but they have a specific week called safety week when everyone gets more conscious about these safety issues. As EHS department and our department was in same floor so I got to know about both of these two departments.

### 4.3 EHS:

British American Tobacco follows EHS system strictly not only in Bangladesh but also in every country they are operating. EHS entails practicing activities that protect workers from risks and mitigate the risk that might arise from a controversial industry like tobacco. Environment, Health and Safety (EHS) systems are fully rooted in British American Tobacco's business operations across all stages of its supply chain. Meanwhile my internship programs there were many events of EHS that were highly noticeable and grabbed my attention.

### 4.4 Present scenario of EHS in BATB:

#### **Health and Safety policy Statement**

- British American Tobacco believes in the active participation of each employee and others as appropriate, in promoting, achieving and maintaining the highest standards of health and safety, in so far as it is reasonably practicable
- British American Tobacco will meet its applicable health and safety legal and other obligations to employees and non-company personnel who may be affected by its business activities
- All staff regardless of their level in the organization must take reasonable care of the health and safety of themselves and others whilst at work, and co-operate fully with the Company in all health and safety related matters
- Arrangements for carrying out our commitments will incorporate consultation with appropriate staff and others, and reference will be made to practical guidance and approved codes of practice

#### **Group Environmental Policy Statement**

British American Tobacco is committed to meeting its consumer needs in an environmentally responsible and sustainable way. Responsibility is one of the cornerstones of our strategy, and we believe that good environmental practice is good business practice. Furthermore, we will:

- Comply with all legal and regulatory requirements governing environmental management in the countries where we operate. We will implement environmental management practices internally and monitor compliance to them
- Understand our impacts on the environment in which we operate, and proactively put in place plans to minimize these impacts
- Use our established framework of policy, best practice and procedure to manage our environmental performance, and audit compliance to this via our internal auditing capabilities
- Provide training for staff and share best practice across the Group
- Work with suppliers, JV partners and service providers to reduce the impacts of our products and services across the total lifecycle

Specific to the tobacco industry, we have identified two key priority areas in which we will focus on:

### **Agriculture**

- Work with our internal and external suppliers to mitigate the environmental impacts of producing the tobacco we source
- Incorporate biodiversity protection and conservation into our recommended practices
- Minimize the water used to produce the tobacco we source by providing technical assistance to our farming communities, to manage the environmental aspects, in co-operation with others where it makes sense

### **Manufacturing and Distribution**

- Set an absolute target of reduction in the emissions from our key manufacturing sites
- Identify initiatives and projects in those locations that will deliver these sustainable reductions in emissions
- Review the business cases for investment in these initiatives against our emissions reduction targets

- Focus on transport & warehouse energy efficiency projects (e.g. network optimization, improved aerodynamics, hybrid vans) driving innovation with our strategic logistics partners

## 4.5 Learning Outcomes

In this week I came to know about some new safety instruments of the factory. I also get a brief idea about Environmental, health and Safety policies followed by BATB. As mentioned earlier during our induction, BATB is making a legal business of a controversial product, BATB try their best to mitigate the harmful effects caused by their activities.

## 4.6 Observation

During my internship period, many events were noticeable to me. Most important observations was that the different policies imprinted inside BATB. These policies are in different corners of the office. Also instructions about how to work safely are given inside the factory. Managers and officials are strictly ensuring that these safety policies are followed by the workers. Although many workers are not aware enough to follow this rules. So our EHS manger Abu Musa M Monirul Hasan made a slide show presentation to make them workers understand why it is necessary to take good care of environment and health as well.



**Figure 4 safety equipments - 1**

Source: Jannat,( 2015)

Whoever is working in risky zone or engaged in dangerous job, he must have to wear safety helmet and hand gloves. Even the employees are bound to wear the safety helmet when they got to monitor worker's job.



**Figure 5: Safety equipments – 2**

Source: Jannat,( 2015)

Safety shoe and ear plug is mandatory for everyone working in factory. No one is allowed to get entered in factory without wearing safety shoe and earplug. Girls have to take some extra precautions like they are bound to wear apron instead of “Orna” and make bun of hair. Every new joiner gets a brief overview on these safety tools during induction program. So I was instructed as well before going down to floor and had to keep my apron, ear plugs and safety shoe with me.



## **5. Project:**

**“Manpower rationalization”**

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Manpower rationalization becomes a necessary when there is excessive of workers and company is planning to lay off workers or replacing workers by automated machines to make the process more effective as well as cost saving. It is a careful exercise where SWOT analysis need to be done on employees to find out in which aptitude test will they actually will suit in. outsourcing has become very popular nowadays. It is like to temper the expansion of work force and reduce management overhead but to assign accurate job to that least number of and best required employees, manpower rationalization has become mandatory because this will keep the organization from growing big in the wrong areas and becoming effective.

There are some obvious strong reasons behind doing this manpower rationalization. It helps to focus on the area of company's core competences. So the resources do not get diverted to other supportive activities.

## **5.1 Importance of Manpower rationalization:**

Cost saving:

The purpose of doing manpower rationalization is to cut a sizeable cost for companies by identifying unnecessary jobs, doing in best possible ways even in lower cost. Moreover, it helps define how much outsourcing is necessary to run the company and reduce excess of workers which helps to cut cost.

Organizational efficiency:

By smoothing the process of major organizational changes, business innovation, effective procedure, skills and technologies it makes the system more efficient.

Time saving:

Manpower rationalization does not only save cost and increase efficiency of production but also it does make the whole process time saving by doing time and motion study on workers. It ensures the best utilization of time that workers give to the organization

## 5.2 DEVELOPING THE WORKFORCE RATIONALIZATION PLAN

A valuable rationalization plan must be built on precise and relevant data and must consider the full range of rationalization alternatives, not just dismissals. The blueprint of a port employment rationalization plan is one the most important phases of the overall port reform process. To be designed correctly, the plan and associated programs should be based on thorough, reliable information.

Before developing a rationalization plan, the labor reform task force should assemble the following information:

- Prepare major plans and short, medium, and long terms strategic goals.
- Forecasting required activity levels.
- Collect demographic information about the current workforce like data on employee age, marital status, number of dependents, level of education, length of service, and accumulated benefits
- Have a clear knowledge on current staffing levels by operational, administrative, and management categories, and descriptions of job requirements.
- Estimates of minimum staffing levels by operational, administrative, and management categories, and descriptions of new or modified job requirements.
- Good knowledge on national and local laws, regulations, and policies relating to labor rationalization.
- Other relevant employment agreements that describe work rules, compensation, benefits, training, contracting out rules, exclusive staffing provisions.
- Alternative training and development programs of workers who will be seeking alternative employment.
- Existing government and private organization's capacity to provide training at the required levels.

In building a proper labor rationalization plan, assessing the local labor market situation and conditions will be as important as assessing the specific enterprise being restructured.

### 5.3 Alternatives to Dismissals

Too often, labor rationalization leads to extensive dismissals. Workers can be rationalized in a number of ways, however, and the urgent dismissal of employees is not always mandatory. In a climate of cooperation and mutual respect, labor and management have been able to implement agreements involving flexible work arrangements that preserve jobs or reduce the workforce through means other than involuntary dismissals. Some of these arrangements and measures include:

Normal abrasion of the labors occurs as a result of retirements, deaths, or resignations.

Part-time employment, flexible working hours, reduction in working hours, variable work weeks, job sharing, and overtime restrictions.

Work rotation can also be a very good option.

These alternatives are careful deliberation in the progress of a labor rationalization program.

### 5.4 Elements of a Staff Retrenchment Program

Measures such as the flexible work arrangements may prove insufficient to attain workforce reductions needed to make the port enterprise commercially feasible or attractive to new investors. To be viable, this kind of solution ought to be the result of negotiations with trade unions or workforce representatives. Such programs typically include various measures aimed at cushioning the unfavorable affects workers may suffer as a result of dislocations.

The main components of a staff retrenchment program normally include:

Compensation, with incentives for early retirement and voluntary separation:

Retrenchment programs often permit employees to retire with either full or reduced pension benefits at an earlier age than normal. Numerous public enterprises have either reduced the minimum retirement age by five years or added five years to length of service. Financial

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incentives are normally calculated based on the number of years of service, each year of service entitling the separated employee to one month's salary, with a ceiling of possibly 24 months of wages.

Compensation for involuntary separation:

When the targeted workforce reduction is not reached through voluntary programs, and workers have to be dismissed or laid off, they normally receive a lower severance payment,

Provision of training and retraining:

The training and retraining component of the retrenchment program is aimed at facilitating the return of displaced workers to gainful employment. Experiences in various countries, however, have revealed that in many cases only 20 percent of the displaced workers take advantage of the retraining programs being offered.

Guidance and assistance in job searching and outplacement:

This component is closely linked to retraining and is aimed at assisting displaced personnel who will be seeking employment. However, displaced personnel should be able to take advantage of this service regardless of whether they have been retrained.

## **5.5 Different aspects of my job performance:**

In order to complete my graduation in Bachelor of Business Administration degree from BRAC University I was supposed to do three months internship. There I was taken under supply chain department but my job was not like regular job of other employees of supply chain. Throughout my internship program I have been assigned to complete a project called "Manpower Rationalization. This is a project to design a new work model that can be more effective than the current work model of workers. I did all my work under supervision of Nazimuddin Mahmud, Engineering and site service manager. British American Tobacco including its subsidiary companies aims to apply the best international standards to practices on taking any decision. So my supervisor instructed me to get proper knowledge on what I was doing there.

- On my very first week I met different employees working in same field who can help me out to solve my upcoming problems. I met manufacturing manager, factory supervisors, cell managers, shift managers and senior technicians. Later on during my internship period these people help me to get my job done perfectly.
- Then I was given different task to get to know about all the machines of factory. As I am not from engineering background so they adopted different methods to make me know the machines and how do these machines work. I was also got introduced with some factory workers who were told to help me in any way.
- After knowing people and machines my supervisor gave me a short brief about my project and gave me full freedom to do it on my own way but he wanted to have accurate information about my work and what I am doing on daily basis. My job was basically to change the work model of factory workers. They wanted to have a more effective and operative model that can be more productive. So prepare a new work model I needed to do time and motion study on workers.
- Initially I was a bit confused but after getting on floor I prepared myself and started working step by step. I used stop watch to measure how much time they each worker takes to do a specific task. I was closely watching their activities and put effort to understand what the core parts of their whole work process are.
- I observed every machine to collect data by doing this time and motion study. Every day I used to spend 2 hours on each machine to observe individual's work that they perform in every machine individually.
- After collecting all the information I analyzed the data on MS Excel. I did average of time they take to perform similar job and find out the best possible value or time they need to do that specific task.
- After doing research I prepared a list prioritizing each jobs. Some jobs are very necessary and need to be done more number of times than existing frequency and on the other hand some jobs are completely unnecessary. So on basis of this prioritized jobs I prepared a new job description that will help to make new work model.

- While doing all these works I used to report my supervisor on daily basis. He monitored me all the time so that I do not get misguided from the right way of doing my job.
- After working under Nazimuddin Mahmud I was assigned to NaemIbne Rahman who has been working on this project for about 1 year. He reviewed all my work and then started showing another phase of this project. That was a new challenge and new work which made the work more interesting.
- While working under supervision of NaemIbne Rahman I got to know more detail about this manpower rationalization. He gave some new task and asked me to some research that helped me on this project.
- Apart from all my assigned tasks I did some other works like Bangla typing, MS- Excel ( Data entry, Vlook-up, filtering, Hyperlink) , monitored workers jobs, (need to add more)



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**6. Literature Review:**  
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## 6.1 Literature analysis:

TI/CODAP is the computerized job analysis procedure that is highly used in military and government organizations. The procedure is designed to analyze task-based job on basis of competencies or KSAOs that lie behind the tasks. This approach focused on analytical analysis of a job's tasks to design a new job description. To do task job analysis, first the job must be broken down into small tasks and next through a survey method or by observing – worker's performance, time needed to perform each broken task and the priorities of tasks should be examined. Finally, in a separate judgmental process or by inferential leap, researcher will be able to prepare a job description from a detail list of tasks and on base of required competencies and KSAOs to perform that job effectively (Goffin.et.al;2006).. Present research concept has changed a lot but data analysis model is held constant. Type of data varies to examine the effect on job classification data. Seven foremen jobs also analyzed using three different job analysis data, task oriented, worker oriented and abilities oriented and basically it is an accumulated design of these three analysis method. Among all these approach task oriented approach is mostly used, worker oriented approach is basically observing human behaviors and finally ability oriented approach is based on worker's abilities and aptitudes. The purpose of this updated method is to compare job classification divisions that are reached by using these three different methods. Personnel specialist tries to find out which job fits in that performance appraisal evaluation form.(Cornelius.et.al, 1979).. Unlike previous approaches, gives priority on personality based job analysis although it depends on work nature to decide which approach will be appropriate among job based approach and personality based approach to decide to prepare job analysis. They identify personality constructs in assessment of selection process. As job analysis is central of all human resource management, it is mandatory to find the best possible way to analyze any job. Job oriented techniques is referred to task based analysis and person oriented technique is basically focused on knowledge , skills, abilities and other attributes required to perform that specific job. It helps to not only to make a job analysis but also a selection criterion to select the best personnel for that position. Although only personality attributes are not enough determinants to decide job criterion, rather both task and personality approach needed to be considered before analyzing to develop a job specific personality test approaches (Sumer.et.al, 2001).

To enhance the practicability, the "seven job analysis" method is introduced. It is a study that had experienced job analysts evaluate them by means of a mailed questionnaire. The seven job analysis methods were the critical incident technique, Position Analysis Questionnaire, Job element method, ability requirements scales, functional job analysis, task inventory-CODAP, and threshold traits analysis. Participants were required to have used at least two different job analysis methods and to have analyzed at least two different job classes in their past work. The information yielded by this approach would be used to support scientific evidence on the relative efficiency and effectiveness of job analysis methods. However, the result of the above opinion does not give the absolute solution to a proper job analysis method. To resolve definitively the issue of relative efficacy among job analysis methods, a continuous series of appropriately designed studies will be necessary. This is because the problem of generalizability of data and poor sampling methods are always almost present and therefore needs to be effectively monitored. (Levine et al; 1983)

An application of a future-oriented job analysis (FOJA) procedure of newly formed entry-level position is discussed in this article where methods are explained for developing selection procedures for jobs in future. This is because the current trends in organizations require downsizing and reorganization and often result in the creation of new or re-designed jobs. As a result, the traditional job analysis techniques may neither be possible nor appropriate in future. Therefore, there is a need for job analysts to develop new methods for identifying the key tasks and the knowledge, skills, and abilities (KSAs) that are required for jobs that are changing. FOJA was implemented in a large, insurance company with several dozen regional offices. The re-design involved merging eleven existing jobs performed in these offices into three new positions. The primary purpose of the FOJA was to aid in the development of content valid selection tests for each of these positions. Since the organization expected this project to be completed within a three month time period, the FOJA procedure was designed to provide the most accurate information in the quickest time possible. This method is beneficial it prepares potential candidates regarding changes in technology, job design, and training issues that can be highly required in their jobs in future. (Landis et al; 1998)

## 6.2 Comparing literature review with rationalization program at BATB:

After doing literature review I got proper idea on how many ways are available to do manpower rationalization or job analysis. BATB is basically following task based job analysis which is good to get close enough value but it is time consuming and requires a lot of hard work. I did exactly same things that fulfill requirements of task based analysis and it was quite a lengthy process. Task based analysis means breaking down a job into smallest possible tasks; finding out how much time necessitates doing each small task and which task needs to be changed or eliminates. Without knowing about this method I proceeded exactly in same direction. I observed workers closely, broke down their job and using stop watch measured how much time they took to do their jobs. The process was very lengthy and took more than half time of my internship period only in collecting data. This task based analysis procedure is planned to enhance and simplify the root of competencies or KSAOs from job tasks. It is a method for identifying key tasks from extensive task inventories and reducing these tasks to a small number of components. Above all this method is likely to be attractive to many multipurpose organizations that use job analysis systems such as TI/CODAP and have relatively large numbers of incumbents. Ultimately, the identification of appropriate competencies or KSAOs will allow organizations to target and select the most promising candidates more accurately.

<b>Task based analysis</b>	<b>BATB analysis</b>
Detect and resolve problems and conflicts	At the very beginning BATB tried to find out what is the exact problem they are facing and what kind of conflicts may come if they try to fix this problem
Participative influence	BATB is always conscious about the participative influence. they keeps everything confidential and shares only within team.
Understand rules and regulations and other written material, and communicate in writing	Definitely BATB has a good command in rules and regulations and keeps everything's written records. Although it would be more accurate if they had hired someone experienced in this field.
Monitor and control and improve staff performance	Observing, monitoring and improving worker's performance is the basic objective of this study. They have CC camera service in factory to monitor worker's each and every job and main purpose of this analysis is to improve

	their current performance level
Schedule and prioritize	Before starting up this analysis authorized personnel prepared a schedule of components that needs to be checked. Later on the components were sorted on basis of priorities
Develop staff (includes recognizing strengths and weaknesses)	During this investigation I was instructed to find out workers strength and weaknesses that has effect on their works. Moreover, their intention was to develop this staff team.

**Table 3 : comparison between Task Based Analysis and BATB analysis**

Source: Author’s compliance

This chart proves that BATB has successfully fulfilled every requirement that goes with task based job analysis.

### 6.3 Recommendation:

After doing the literature review I have got proper idea on how many ways are available to do job analysis, what resources were there in BATB and how actually they could have designed the process a bit differently to make it more effective.

- BATB’s analysis was not only limited to job based but also varied from person to person which demanded to have person based analysis. Person oriented job analysis can be of two types- position analysis and personality analysis. Recently a form was introduced in order to conduct such analysis- PPRF form or Personality Related Requirements Form. Developer of this form argued that selection strategies usually evolve from both job based analytical information and person based analytical information. (Raymark.et.al; 1997)BATB could have used position analysis questionnaire to analyze jobs in terms of human attributes, skills and abilities needed on required job. As selection strategies usually develop from an understanding of job and person based analytical information, BATB should have focused on cognitive and psychomotor aspects of jobs. The PPRF from consists of 112 items on 12 position requirements such as leadership, friendly disposition, general trustworthiness, emotional stability and desire to generate ideas etc.

Although empirical evidence is limited at this moment but this PRRF's 12 position requirements are useful in differentiating among jobs. BATB did this study on surfaces of performance which required different predictors and needed multivariate framework in evaluation or selection tests and for that Personality based analysis and position based analysis both were necessary to be implemented.

- Other than this approach they could have followed FOJA method because this method is designed on basis of current scenario of organization where many organizations require downsizing and reorganization which leads to redesigning jobs. Redesigning is essential because traditional job analysis may not be fitting or appropriate for new job criterions. BATB was doing this research to design a future job on basis of current jobs. In that case they could have followed Future Oriented Job analysis method. To follow this method they needed to complete seven steps-

Step 1	The consulting team has to develop an initial understanding of the proposed changes. It was noted that at the beginning of the project that there were different perspectives on the new jobs existed. Expectations of the organization steering committee, expectations of an outside firm could be responsible for technological changes (e.g., updated computer systems), and expectations of current organizational members. As a result of these differing perceptions, it was decided that subject matter expert groups (SMEs) throughout the procedure would be comprised of individuals representing each of these groups.
Step 2	The second phase of the FOJA procedure involves the consulting team synthesizing all the available information regarding the structure of the proposed jobs. This step allows the consulting team to develop a comprehensive understanding of which critical tasks are reallocated under the new organizational structure, which was eliminated or modified due to new information systems. This would lead to the development of initial lists

	of task statements and knowledge, skills and abilities (KSAs) for each of the jobs. This step serves the important function of integrating the independent work being performed by the various parties engaged in the change effort.
Step 3	More complete lists of task statements and KSAs were developed and refined for each of all future jobs through group interviews with supervisors and direct observations of current task performance. Critical incidents needed to be generated for each of all jobs to aid in the development of selection tests (e.g., simulations) and were used along with major task dimensions to develop performance appraisal forms.
Step 4	A Task Sort Questionnaire (TSQ) should develop to monitor a set of 459 task statements that had been generated for the three jobs. Supervisors could have asked to read each task statement and indicate in which future position, or positions, the task is likely to be performed. Because this questionnaire contained task statements for all jobs, accuracy and respondent diligence.
Step 5	The purpose of the fifth step is to gather additional information about the likely nature of the future jobs suggested by supervisors through a job analysis questionnaire for the job(s) with which they are familiar. These questionnaires is to ask respondents to rate the importance and time spent for all identified task statements, to indicate the relative importance and time spent
Step 6	In this step, supervisor's completed task cluster-KSA linkage questionnaires. The format of these questionnaires was consistent with linkage questionnaires used in traditional job analysis and asked respondents to indicate the extent to which each of the important KSAs is needed in order to perform critical tasks (also identified in Step 5).
Step 7	Following the administration of the linkage questionnaires, consultants discuss the continued areas of agreement and disagreement about the

	<p>proposed jobs and present a tentative test development plan. Again, the emphasis in this meeting is on comparisons between the prior conceptualization of the future jobs and the observed data. Given these results and the data collected in Step 4, the organization finally realized the need to acknowledge the potential problems involved with implementing the jobs as originally conceived. This recognition ultimately leads to the modification of the responsibilities for each job.</p>
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**Table 4: recommended steps on basis of FOJA**

Source: Landis,et.al., (1998)

- From my perspective if they had followed seven job analysis methods that would have given more accurate value though there was not sufficient information to apply all the seven methods. Among all methods they had enough information to do position analysis through questionnaire, job element analysis, critical incident technique, functional job analysis, task inventory-CODAP.
- They did task based job analysis they should have followed in more systematic way. Nothing was designed earlier, we had to proceed randomly. A proper structure or guideline was necessary to make the whole process easier.
- It would be more effective if they had hired some experienced people who have very good knowledge over this because this project is run by some existing employees who are already engaged with their regular scheduled jobs and hardly get time to do such research.
- Moreover they should have observed CC TV footage because when we physically go to the floor to observe worker’s job, they get more conscious and shows the work that they want us to see. If we had used CCTV footage, we could get to see what the workers actually do in floor being unaware of observing and the outcome would be more accurate.



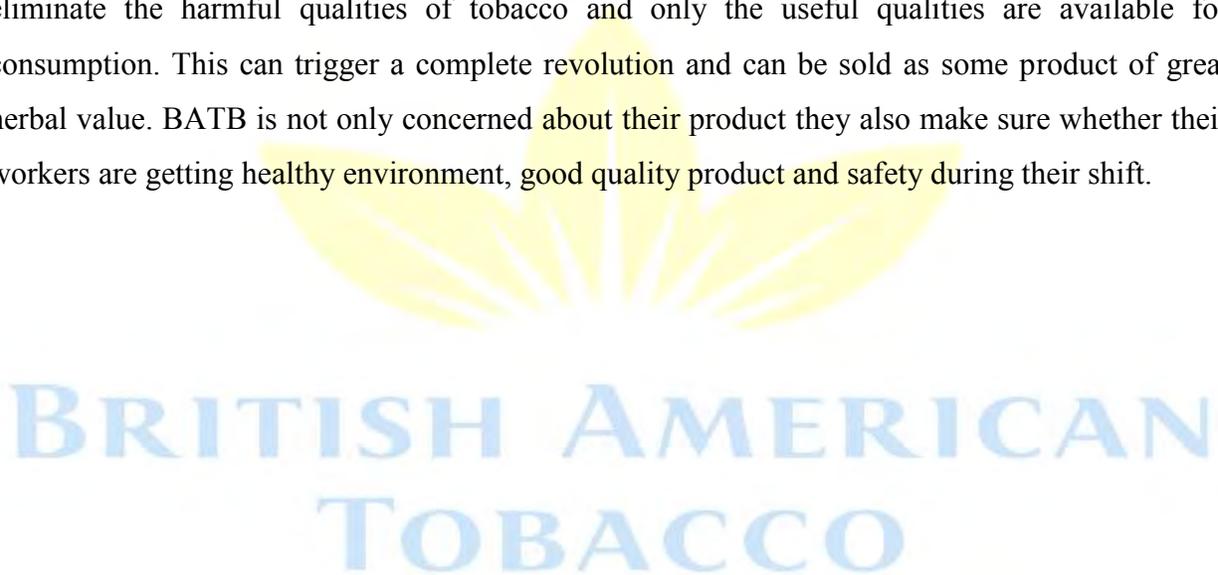
**7. Conclusion:**  
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BAT always tries to ensure value addition at every steps of the supply chain. BAT must supplementary focus on price, quality and performance of their product lines and brands to hold leading position in this competitive in the industry. Now-a-days people are becoming more conscious of the health hazards of smoking, but customers who smoke on a regular basis face tremendous difficulty in giving it up. However, the increasing numbers of activities of anti-smoking supplicants affect much on the regular smokers. BAT should contribute extensively on research and development for better variety of tobacco leaves that will be less injurious for health and more cost effective for the customers. On account of advancement in microbiology, BAT should involve scientists more frequently to come up with innovative ingredients that eliminate the harmful qualities of tobacco and only the useful qualities are available for consumption. This can trigger a complete revolution and can be sold as some product of great herbal value. BATB is not only concerned about their product they also make sure whether their workers are getting healthy environment, good quality product and safety during their shift.



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- <http://www.bat.com/>