

**Report On
Finding Harmony between Employee Training and Employee Requisite in
H&M Bangladesh**

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An internship report submitted to the BRAC Business School (BBS) in partial fulfilment of the requirements for the degree of Bachelor of Business Administration

Bachelor of Business Administration
BRAC University
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Declaration :

I Nazlee Wadia, hereby declare that

- The internship report titled submitte is my own unique work as part of Graduation at Brac Brac University.
- The report does not contain any work that has been published previously or written by any third party, except the secondary data, which has been properly cited with full and accurate referencing.
- I have acknowledged all main sources of information and help for completing my report.

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Letter Of Transmittal

Raisa Tasneem
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BRAC Business School
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66 Mohakhali, Dhaka – 1212

Subject: Submission of internship report on, "**Finding Harmony between Employee Training and Employee Requisite in H&M Bangladesh**"

Dear Mam,

It was a privilege for me to be assigned with an internship program in H&M, on the topic of learning and development. I am also presenting an internship report which is a prerequisite for my completion of the BBA program.

The following report describes my gathered experience knowledge on this internship program. H&M had a very cooperative team and supervisor, who were very helpful in teaching me about the ins and outs of the corporate world. I have complied with their guidelines whilst also applying the knowledge that I have gathered throughout my BBA program. I am also willing to clarify any discrepancy that may arise in the report

Thank you for your kind cooperation

Sincerely yours,

Nazlee Wadia

.....

ID: 14304036

BRAC Business School

BRAC University

Date : August 21, 2022

Non – Disclosure Agreement

The Contract or Agreement is being made and entered into by and between BRAC University and an undersigned student from BRAC University, Business School.

Nazlee Wadia

ACKNOWLEDGEMENT

Before all else, I would want to show my immense gratitude to the Almighty for his mercy upon me. I would then thank my internship advisor for her constant support and guidance. She was there from the beginning from looking for an internship to guiding me throughout the internship program. Without her this would turn out to be out of the question to be finally done with the internship program so satisfactorily also within the assigned period. She motivated me to work hard and she was very cooperative all the way.

My significant appreciation would go to BRAC business school because of organising such an amazing program and providing me the opportunity to learn and then reflect on the experience I have gathered throughout my internship program

Furthermore, my deepest appreciation should go towards my line manager, Shakib Rahman and my Supervisor Amina Afroz for teaching me my role and the departmental tasks as an HR employee. He also provided me with regular feedback which motivated me to work harder and learn more. He was also very cooperative by sharing his experience about his corporate life and advised on making good career choices further. The knowledge he has shared with me is priceless. I am grateful for keeping the trust in me with important duties that opened new doors for me to play an active role in H&M Bangladesh.

Moreover, the whole HR team deserves my appreciation for supporting me and cooperating with me to achieve my purpose. I would also like to show my appreciation to all of my fellow colleagues of H&M Bangladesh, who have given their precious time and information to assist in the successful completion of this paper.

Last but not least, my special appreciation and love goes to my parents, brother and well-wishers for supporting me throughout the program. Whatever I am today is because of their blessings.

EXECUTIVE SUMMARY

This paper is prepared with reference to the five-month internship program I had the opportunity to perform at H&M, which is one of the leading and popular multinational companies globally. The readers of this report will get a clear idea of the effect on H&M's by going through this report. H&M has made a place in the market as a prominent employer who has been persistently innovating and producing such a first class working environment for the employees.

In the first chapter of the report I have provided an overall overview of the total university affiliation time of mine. I began with stating details on my internship, proceeded with highlighting the duties and tasks I was assigned to. This section will be a great reference to the future interns as they will get a brief idea on how the internship journey is in H&M.

In the following part, the objectives of producing this report have been given. I've also mentioned all the scopes of learning as well as the limitations that came along. Moreover, I have given an overview of H&M as a company and its history. The readers can get a clear idea of H&M's history and its mission & vision by going through this part. Here, both primary sources and secondary sources of data collection were used.

Proceeding forward, I have analysed the different aspects of H&M's external and internal forces that might affect their operations. To analyse, I have conducted PESTEL analysis, SWOT analysis along with Porter's Five Forces Analysis. Afterwards, I have touched upon what I was subjected to in H&M, what were my learnings, and which skills did it help me to develop. Following that employee requisites and which training are a must to fulfil these are thoroughly explained. Facilitating the training program was one of my key objectives in H&M. In the end of this report, the Findings, Recommendations and Conclusion are given. Some recommendations have been presented to support my findings.

To conclude, it was a wholesome experience for me to get the chance to work in H&M as a L&D intern. I feel very privileged to be included with such a wonderful bunch of people who have always ensured a comfortable working environment in this new place. Last but not least, I consider this as a major milestone in the professional life I'm going to begin. It has been five delightful months I'll forever cherish.

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Chapter 1: Overview of Internship



1.1 STUDENT INFORMATION

My journey as an undergraduate student started in summer 2014. Finally, I'll be graduating with a major degree in Marketing along with a minor in Human resource management.

1.2 INTERNSHIP INFORMATION

1.2.1 Period, Company, Department & Address

I was assigned to Puls Trading Far East Limited [H&M], House NW(K) 8/A, Rd No. 50, Dhaka 1212.

1.2.2 Internship Company Supervisor's Information: Name and Position

In this internship program I got a privilege to perform my work at H&M's HR Department, as a part of their Learning & Development team. I started my internship on 27th September 2019 and completed the program successfully after five months on 26th February. I have been under the supervision of Mr. Shakib Rahman, who is the Senior Manager of H&M's Learning and Development Team. He has guided and supervised me always with immense support which made my total internship program enormously memorable.

1.2.3 Job Scope

I started working in the HR Department being a Learning & Development intern. Throughout this journey I've learned how to organise all the elements needed to conduct a training and find out the ROI after the completion of a successful training. I've calculated all the return on investment on each training and prepared a summary of the success rate. Although there were many new things that came into my way to be learned in a short period of time, it did not seem much of an issue as my line manager and my supervisor had always guided me throughout the journey. I contributed to major projects like designing SharePoint websites for our Bangladesh Production office (BDPO). After facing several challenges I've completed my task with satisfaction from my end and also from my manager and supervisor.

1.3 INTERNSHIP OUTCOMES

1.3.1 My contribution to the Company

Being a L&D intern the work primarily involved arranging all the necessary elements for delivering the training under the supervision of L&D teammates. My support towards the formulation and delivery of training and development solutions for employee development had a greater impact as a whole. In the end of every training I analysed the benefits each employee has got from participating in the training. I've made a report on the return on investment from directly communicating with the trainees, listing their thoughts on the development they could bring in professional and personal life because of the training and preparing a final report out of it. As a part of the learning and development team I always tried to give my best in every given situation and got the chance to implement my years of learning from all the team work I had in each course in my undergrad life. My supervisor praised my excellent abilities as a team player.

I sure had a limited role in the company but I tried to make the most out of it by always catching every chance to contribute to the HR Department in the learning and development team.

1.3.2 Benefits to the Students

As a prerequisite of undergraduate degree it's a requirement for the students to complete an internship program in a company. Therefore, This internship program has given me the opportunity to fulfil the four mandatory credits BBA program carries. Moreover this allowed me to get hands on knowledge for my future career field. It's an official program to prepare students for today's job market where each company highly prioritises candidates with relevant work experience. In these 5 months I got the chance to learn as much as possible from real-life exposure, grow my skills and gain knowledge in my career field. In addition to that, I got to challenge myself everyday under the exposure of a real work environment which made me realise my own capabilities. It helped me understand my strengths and weaknesses better and now I know how to utilise my strengths better and overcome my weaknesses quicker. It really pushed me to get out of my comfort zone which was needed to bring the best out me in every given way to move forward. Moreover, my learning experiences reached

to a next level while working under a great team where I could get my team members as an excellent inspiration. I learned it's possible to make the best out of every situation with the right effort.

1.3.3 Difficulties Faced during the internship

Although I consider myself blessed to work in such a supportive environment both in work and academics, there are some limitations that are beyond our control or expertise. Likewise, while I was a part of the biggest multinational company worldwide, it came with some privacy concerns which I had to always keep in mind. It somehow limited the information I added to my final report and I had to be careful about a lot of things.

There were also some limitations that gave me new challenges but when I took it as a part of my learning experience I could easily overcome those. As a newbie, coping in a new area made me nervous at the very beginning where I got confused about how to behave and approach anything. But the best part was, eventually in a short period of time I came to know how amazing this place is and how welcoming the people are. This boosted my confidence to the next level. Also, as this was my first real experience with the corporate world, I struggled to maintain a life outside of work. I missed spending time with my family and friends. Though, as days passed I got to know how to utilise and distribute time better and my colleagues and their support made me enjoy the time at the work.

1.3.4 Recommendations to the company on future internships

H&M has the nicest work environment in this highly commercial job market. I was surprised by the values they carry in the core of their behaviour but unfortunately I've noticed that they rarely recruit an intern in their HR department, unless some additional projects come up and overload the department. So here I felt the organisation should provide more scopes for the freshers to explore the work environment here. This will not only open new possibilities for the youth but also will bring new, fresh ideas to the company and challenge things that have been traditionally done. Moreover, thinking from a nation's point of view it's obvious that today's interns with a small job role can be tomorrow's market leaders. The values they get from here can easily bring a new perspective in the conventional approach of Bangladeshi companies in the long term and make them switch to a more positive and welcoming work environment, thus improving the whole country's employment opportunities.

Chapter 02: Organisation Overview

H&M

2.1 INTRODUCTION

As a requisite set by BRAC University, this report contains my three months long experience and journey with H&M. The internship paper is written from my own experience, understanding, participation, observation and also includes the knowledge acquired from my colleagues and supervisors.

I worked as an HR intern in H&M, in a department that focuses on training and empowering the employee. My job was to update HR orientation materials, organise and facilitate training program, update information on different sites and measure employee training outcome

2.1.1 Objective

This report is based on my gathered information and first hand information which will portray a clear information how H&M operates in Bangladesh. It showcases a brief summary and fundamental functions of Hennes & Mauritz AB (H&M) in a general sense. Readers also will get a clear idea about the training system of H&M's HR and how it's making a difference by maintaining a positive environment through an effective learning and development program. Lastly, the report also includes information regarding H&M's values, practices and policies, after that a widespread analysis of the company's training program.

While I gathered datas to prepare this paper, I got to know different factors of H&M. Besides, I acquired knowledge as well as eyewitnessed the experience about in what way multinational organisations operate their functions. The experience I've had here and research I've conducted after that have helped me think critically and rationally. There are few other important objectives of preparing this report on Hennes & Mauritz AB (H&M) and they are listed below:

- To showcase a brief summary of on Hennes & Mauritz AB (H&M)
- To analyse the RMG industry
- To analyse the fundamental functions of H&M in a general sense

- To understand and evaluate the training system of H&M's HR.

2.1.2 Scope

Among all the opportunities of the internship program, the most integral part is to gain first-hand experience and experience a clear picture of which tasks are tackled and solved inside a company. Here, I am going to mention few of the major scopes of learning that I came to have in this five months of work period with H&M:

Develop job skills: Since I previously stated, an internship program is a platform to gain practical knowledge, being an intern in H&M, I came to have the most desired chance to learn how H&M's work culture and policy is. This has helped me to be more work focused and will guide me to increase my job skills. Apart from that, in this process I've learned by which method I should utilise my academic knowledge to help me push through tough tasks.

Built connection: Throughout my journey with H&M, I came across numerous phenomenal people. I got the opportunity to make new friends and build an extraordinary bond with my office colleagues. Now I know what it truly means to build a network of career-focused like minded people. Moreover, it pushed me to break my introverted nature and communicate with the people who have been working in H&M. In the upcoming future I believe that they will be there for me as a mentor for my future endeavours.

Got to explore different work areas: As I've done a major in marketing this gave me a whole new challenging experience to work as an HR Intern. However, it was not difficult for me to get a hold of the tasks that were given to me. It also helped that my supervisors were helpful. Getting to know H&M better: It is a well-known fact that H&M is considered among the world's leading fast-fashion clothing brands. Working there for five months gave me an overall understanding of the ways they run their business.

Got to know H&M better: It is a well-known fact that H&M is a popular fast-fashion brand. Working there opened new opportunities for me to learn more about them. I've always loved H&M as a brand was and it feels great to be a part of something you love.

2.1.3 Methodology

To conduct the research thoroughly, gathering, organising and analysing data are the key aspects. To complete the study I've taken reference from both the methods of Primary Data collection (Personal Interview) as well as Secondary data collection method. They have helped me to get the result I've been expecting.

Primary Data :

- **Personal Interview:** H&M's work-environment is exceptionally pleasant. Everyone there is highly cooperative. During my time in H&M I had the opportunity to talk to trainers one on one to get the exact information regarding training employees and based on what the criteria of these training are set. As measuring training out-come was one of the integral parts of my job, I had the opportunity to understand how these training sessions that were being conducted improved their skills. My supervisor helped me out the most. Like any other corporate organisation, H&M too is highly cautious regarding confidentiality. However, these one on one sessions helped to get the gist of the training methods. These data collection through direct observation helped me in my qualitative research and these gave me my desired result in my primary data collection.
- **Employee Feedback:** As measuring training out-come was one of the integral parts of my job, I had the opportunity to understand how these trainings that were being conducted helped them.

Secondary Data :

To gather even more related information, which is required to conduct the secondary research, I visited the official web-site of H&M. Furthermore, I gathered information from H&M's Annual Report, Previous internship report, some newspaper articles and studies that

were conducted previously. Last but not the least, I have come to a conclusion and provided suggestions based on the various key indicators affecting the training success rate.

2.1.4 Significance of the Study

This internship paper would be informative for those who would seek an internship in H&M as well as anyone interested in pursuing a career in a multinational company. Moreover, any person with an aim to know more about training and development for the employee benefit can have a brief understanding. In addition, This particular chapter describes the activities of H&M's Bangladesh Production Office, also a comprehensive examination on the strengths and limitations of the training methods practised in H&M. This research is expected to assist the H&M production office to point out its failings and recognize its possibilities by optimising its strengths. The internship program helped me to hold on to corporate identity that would have a huge impact on my career. This experience will be really helpful if I move forward in my HR profession in the upcoming future. Finally, this report fulfils the program requirements in BRAC business school and gives me the chance to effectively finish my studies.

2.2 BACKGROUND INFORMATION ON H&M

H&M stands for Hennes & Mauritz AB which is a Swedish multinational clothing-retail company known for its fast and trendy fashion clothing for everyone. It was founded by Erling Persson in 1947. It started off as a women's clothing retailer and was called Hennes (Swedish for hers) and continued until Persson bought hunting apparel retailer Mauritz Widforss and men's clothing were first included then.

H&M had been in Bangladesh for quite a few years and it is now the largest apparel buyer of Bangladesh, it buys over \$5billion worth of garment items annually. H&M has a fair wage method which plays a part in the garment workers of our country getting a decent minimum wage. They also helped our garments industry in becoming more resource efficient, safe and sustainable.

2.2.1 Company Overview of H&M

H&M together with its associated companies operate in 62 countries with over 4,600 stores and employ around 161,000 people. Its head office is located in Stockholm, Sweden. It has a multi-brand matrix organisation. There is a general meeting held in which shareholders take the major decisions for H&M. The CEO, appointed by the board of directors, is responsible for day-to-day management of H&M and also appoints the members of the executive management team, which is made up of the CEO, CFO, the two people with responsibility for the H&M brand, the head of new business (which includes COS, & Other Stories, Monki, Weekday, ARKET and Afound), the heads of the business development, human resources, sustainability and communications functions, and the COO, who is responsible for the functions - advanced analytics and AI, expansion, insights & analytics, IT, logistics and production.

H&M's competitive advantage lies within their low prices compared to other clothing stores. They also have a low manufacturing cost since they buy most of their products from countries like Bangladesh and India. It has a very creative design team which makes sure H&M keeps producing garment items that are always trending on the market.

H&M's goals include becoming 100 percent circular and creating a sustainable fashion industry, while also being a fair and equal company. This means changing its current business model from a linear one to circular one, ensuring that all its workers throughout the supply chain are treated and paid fairly, while being as environmentally friendly as possible and helping the industry become more sustainable overall.

2.2.2 Country Organisation

The main purpose of the Country Organization is to legally represent the Company in the country and to ensure a sustainable platform which enables H&M's business development in the region, both short and long term. The Country Organisation guarantees stability and ensures that we are in the forefront in every country we purchase. Different support functions

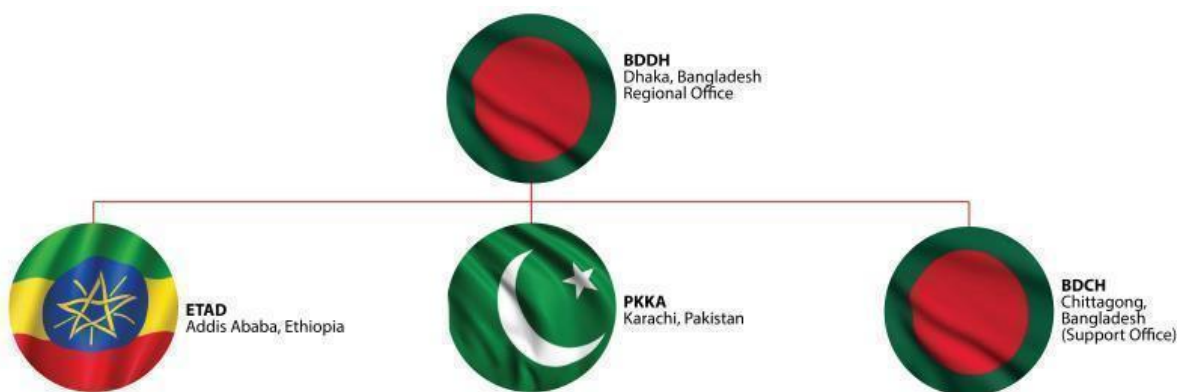
belong to the Country Organisation; Office Operations, IT, Human Resources, Sustainability, Accounts, Shipping etc.

2.2.3. Bangladesh Region

Bangladesh Country Organisation consists of three offices; BDDH, BDCH and PKKA.

The production offices in the Bangladesh region report to the regional office located in Dhaka, Bangladesh.

Chittagong is a support office which means they only do quality control and CoC. No merchandising



2.2.4 Mission of H&M

H&M always aims to keep the needs of the present and future generations in mind. That's why its mission statement happens to be, "To drive long-lasting positive change and improve living conditions by investing in people, communities and innovative ideas." This statement highlights the process in which H&M presents itself worldwide with its design and fashion statement. It also comprehends Transforming the shopping experience and Improving lives in its mission statement.

H&M is all about innovative fast fashion strategy that believes in the delight and overall satisfaction of its consumers and business partners. It's considered as a mandatory practice in all its stores. This is the reason why H&M is designed in a way which is impressive to enable the topmost freedom and comfort for its clients when it comes to choosing their desired

products. Moreover, H&M makes its all outlets welcoming not only to the clients but also for everyone irrespective of their age, class and desire to buy and that makes it fascinating to the world. In order to ensure that they have set its product line appealing for all and meets the individual needs of everyone and believes fashion is for all. The brand is always well aware while structuring fashions for men, women, and kids, making it more accessible to a wider market. The brand's innovative fast fashion strategy offers trendy and superior apparel at relatively affordable prices. This brand keeps it elegant and makes the experience effortless for everyone while shopping and makes them enjoy the aesthetic look they desire.

2.2.5 Vision of H&M

The vision statement H&M go after is “to lead the change towards circular and renewable fashion while being a fair and equal company.” This statement proves all its dedication to the brand when it comes to leading the change in sustainable fashion and becoming an inclusive company.

H&M always remains well aware of the prominent styles while launching new collections. Likewise, The fast fashion brands make the sub-brands remain up to date with trends which are now yearned for. The equality and fairness of the brand are reflected in several forms including its welcoming and diversified nature, maintaining sustainability and the competitive pricing which makes it separate from similar brands.

2.2.6 Values of H&M

The H&M spirit...A value driven way of working

H&M is a complete value-driven company. Its values reflect the heart and soul of H&M. They define what it takes to work here and how we do things. When they interact with colleagues and customers around the world, their values help them to develop and grow. Individually these values may seem obvious, but together they form a culture that is unique and different from many other companies.

We believe in people

We are one team

Constant improvement

Entrepreneurial spirit

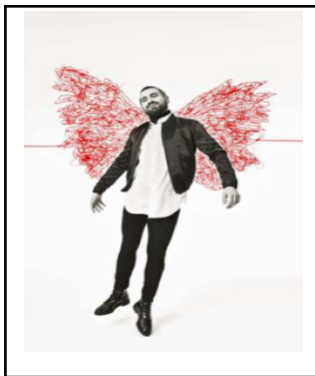
Straightforward and open minded

Keep it simple

Cost conscious

❖ **Background and history of H&M values**

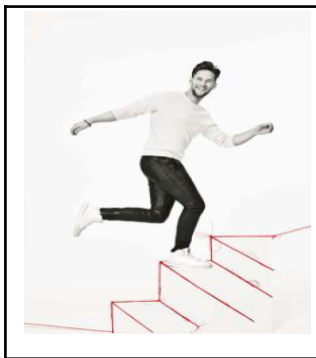
H&M values are not just words. They originate from when Erling Persson founded the company in 1947. From the very start he combined an entrepreneurial business mind with a value driveway of working. Since then the core of the values has remained the same, while employees all over the world have put them into action – making them the successful fashion company they are today. H&M is an ethical company. It has several values as I mentioned earlier in this report and it gives more emphasis on its values. Let's have a brief idea about its values,



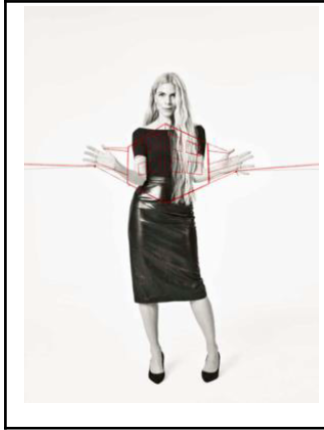
We believe in people: Every one of us can make a difference. With belief and trust in the people around you, anything is possible. That's why we build our workplace on trust, respect, inclusiveness and integrity. We challenge you with great responsibility from the start, because when you develop, the company develops too. Every one of us can make a difference. So have fun, be yourself and respect others for who they are. Together we can do great things.



We are one team: We're on this great shared adventure together. Our great Colleagues make the difference. It's when we share our skills, knowledge and experience we become one team. Diversity makes us strong. We encourage and help each other to achieve our goals, while always having our customers "and company"s best interest in mind. We win as a team, we lose as a team. We have fun as a team. We're on this great shared adventure together.



Constant improvement: If there's a better way forward, we will discover it. We're extremely proud of what we've accomplished, but we're still far from perfect. We never stop, we never settle, we redefine our limits and stretch our expectations as we do business and interact with the world around us. It's the small every day improvements that make the big difference. Great ideas can come from anywhere and we act on the best ones. If there's a better way forward, we will discover it.



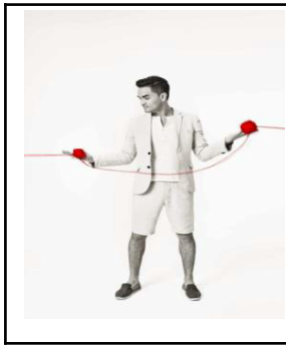
Entrepreneurial spirit: We're never too big to try something new. The day we stop acting like entrepreneurs, we'll be just another fashion company. Our success is built on creativity, innovation and the excitement of making an immediate impact. So whatever our role, we look for opportunity and take initiatives that set our business in motion. Although we're big, breaking new ground is just as important today as it was when we started. We're still competing for every single customer's heart, and we work hard to continue to be their first choice. Every day, Everywhere.



Straightforward and open minded: Be open and honest, yet humble and respectful. We value diversity in people and ideas, as much as in personal style. Having an open mind about people and the world around you brings positive energy, and creates an inclusive and welcoming workplace. Conversations lead to great things. That's why we encourage everyone to give and accept feedback, and always speak to each other directly and not behind people's backs. Every conversation is a two-way conversation. So be open and honest, yet humble and respectful. Dare to stand up for your ideas and inspire others to do the same.



Keep it simple: It's as simple as that. The smartest solution to any challenge is often a simple one. So use your common sense. Trust your colleagues' good judgement. Don't over-analyse, or complicate things with bureaucracy or hierarchy. It will slow down our speed. Try things out. And let the values be your guide. It's as simple as that.



Cost conscious: Let's use our resources responsibly. Being cost-conscious is about keeping an eye on expenses and making smart, sustainable choices even in the small, everyday things. So we look for the ideas and solutions that bring value to our business, while avoiding careless spending. The best way to invest in the future is to take good care of our people, our products, our customers and our planet. Let's use our resources responsibly.

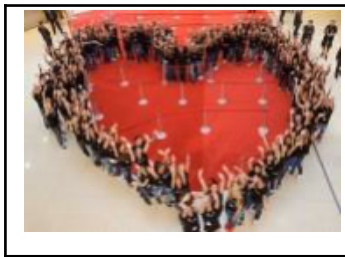
... In all they do, sustainability is a natural part

People are H&M's success, and are committed to being a good employer. By providing a fun, creative and dynamic workplace, they all grow together.

H&M's approach is shaped by a strong respect for each individual. This applies to every aspect of the employment – from fair wages, working hours and freedom of association, to equal opportunities for growth and development within the company. Being a good employer

is particularly important in countries where laws and regulations fall short of our own standards and requirements.

It has a strong ethical approach. This means that the company takes a clear stand against discrimination and harassment wherever it operates. Their workforce possesses great diversity in terms of age, gender and ethnicity, all of which are great assets for our company. Equality is very important to us. An example of this is that 50% of our board members are women.



At H&M, they endorse the “open door principle”, which gives every employee the right to discuss work-related issues directly with management. Their employees also have the right to collective bargaining. It constantly strives for good relations with employees as well as employee associations and trade unions.

2.3 BRANDS WITHIN H&M

H&M Group has eight defined brands - H&M, COS, Monki, Weekday, & Other Stories, H&M Home, ARKET and Afound. Together they offer customers a variety of styles and trends within fashion, beauty, accessories and homewares as well as modern, healthy food.

❖ Cos (collection of style)

Cos started off in March 2007 by opening a store in London’s Regent street. They specialise in modern clothing that are less trend oriented. Cos currently has 197 stores in 34 countries. It operates online through cosstores.com

❖ **& Other stories**

& Other stories was launched on 8th march 2013 in London's regent street and other locations like Barcelona, berlin, Copenhagen, Dublin, Milan Paris and Stockholm. It provides various accessories and beauty products for women

❖ **Arket**

Arket was found in August 2017. Arket has one physical store and 18online stores. It provides durable and cherish able products for men, women and children

❖ **Cheap Monday**

Cheap Monday is a fashion brand launched in 2004. It started off as a jeans brand. It became a part of h&m in 2008. They offer a wide variety of denim clothing for men and women. They have 2000 physical shops and 18online stores

❖ **Monki**

Monki's target customers are young women. It became a brand under H&M in 2008. It has 115 physical stores and 19 online stores.

❖ **Weekday**

Weekday is a denim brand which targets young adults. It became an h&m brand in 2008. At first weekday used to be open on Saturdays and Sundays but later on it used to open on weekdays too. Weekday has 30 physical stores. And operates online through the website weekday.com

❖ **H&M Home**

H&M expanded their market through the introduction of H&M home in 2009. They provide modern and affordable home decorating items for the lovers of home interior.

❖ Afound

Afound offers customers with a wide range of fashionable clothing at a discounted price. It was first launched in 2018 with its first store being in Stockholm Sweden.

2.4 MANAGEMENT PRACTICES OF H&M

In H&M, HR operations are led by a fundamental respect for the individual (AR1 2008). It directs each factor in the organisation starting from treating each other with respect, fair wages, reasonable working hours and freedom of connecting with the possibility of growing as well as developing themselves vastly. Moreover, this is an indication of the fact that it follows specific policies for areas including Equal opportunity, Managing diversity, and employee development, Health and Safety, among others. In H&M it is believed that the company's success is indissolubly linked to the continued development of every employee associated with the brand.

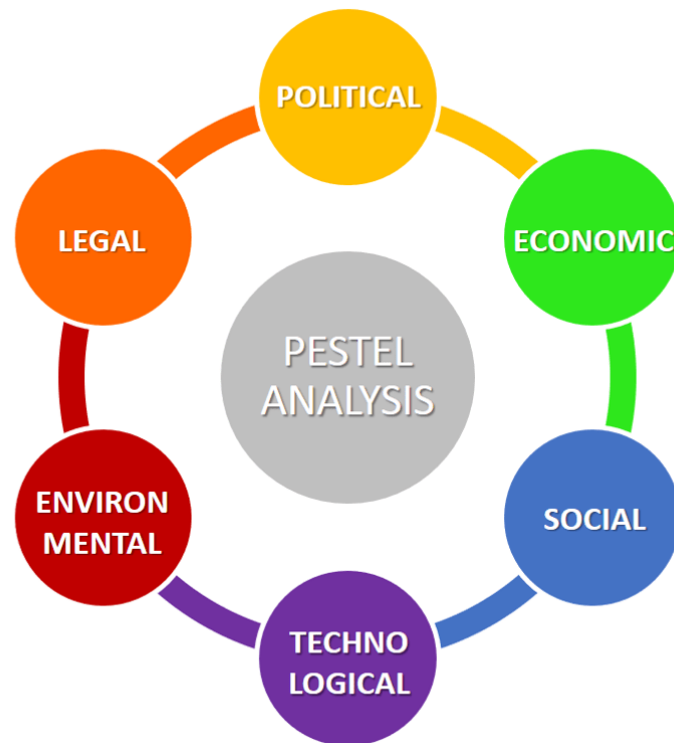
What does the HR department do?

Staff management is a major element in the HR department in a company. HR is one of the finest places to work with where all the departments are connected which exist within the company. This ensures that in each department there is at least one contact person dedicatedly looking after everything.

- The HR department in H&M BDPO plays a vital role beginning from Recruiting qualified candidates, managing expatriates, working on employee policies, recompense & rewards for the employee development etc.
- The ultimate objective of H&M's HR department is to align all the HR activity with the Global Guidelines which is followed by every Production Offices of H&M group and altogether it's working to achieve the company goal globally.

2.5 INDUSTRY AND COMPETITIVE ANALYSIS

PESTEL Analysis:



❖ Political

In order to run business operations smoothly in a particular country, the political environment of that country must be stable. Any organisation running operations overseas has to work with and alongside the government to gain optimum usage of resources. Though Bangladesh has previously had an unstable government, in the last decade the national government has been stable. However, due to road regulatory policies, there have been a few incidents of nationwide protest. For any manufacturing based organisation, this can create huge issues. As roads are usually blocked and there's a lack of transportation, workers cannot go to manufacturing plants to produce goods. H&M which buys manufactured clothes from suppliers, this delays their shipping of goods. Apart from that workers might also protest due to less wages, which is an important part of H&M's values. Such issues are usually solved by the manufacturing plant owners and the Ministry of Labour and Employment. As RMG is one of the most exported goods, the government ensures that every issue is solved and policies are maintained. All things considered, Bangladesh's political environment is suitable of H&M.

❖ **Economic**

The price of manufactured goods highly depends on the cost of raw materials. The cost of raw materials increases based on supply and demand, but Inflation plays a crucial role too. Bangladesh has an inflation rate of 6.2% as of 2018. Although this rate is high, due to Bangladesh being one of the major producers of RMG this does not affect the overall manufacturing cost. Also, the other two countries from which H&M purchases their product have much higher inflation rates. Inflation rate of Pakistan is 6.7% whereas Ethiopia's inflation rate is a staggering 9.2%. The other upside of operating in Bangladesh is that the labour here is quite cheap. So, for any clothing brand purchasing goods from Bangladesh is optimal.

❖ **Social**

Every country has its own unique and distinctive culture. Bangladesh which was mainly an agricultural country is slowly turning into a manufacturing-based nation. Although agricultural goods are the main exported goods of the country, the tide is swiftly shifting toward the RMG industry. In Bangladesh RMG industry is the fastest growing industry. People are more inclined to work in manufacturing plants than to work in the fields. As a result, there is an influx of workers. The socio-economic culture is favourable for H&M and RGM industry in general.

❖ **Technological**

As a developing nation Bangladesh still has a long way to go, yet Bangladesh is not lagging behind in technology. The prime minister promised to digitalize the country with the vision of "Digital Bangladesh; Vision 2021". Every localised part of Bangladesh has telecommunication service and access to the internet. H&M is getting every technological support here in Bangladesh, required to operate smoothly. Experts believe that within 2041 Bangladesh will become a developed country and fully digitalized within the next 2025.

❖ **Environmental**

H&M highly emphasises on leaving an eco-friendly and green footprint. H&M prefers to use sustainable and environment-friendly raw materials to produce their product. The overall

waste-management system of Bangladesh is botched. Wastes are not disposed of in designated places. However, H&M has taken necessary steps to ensure that their products are produced in line with their policies.

❖ Legal

It makes it compulsory for its merchandisers to obey the nationalised regulations of the states in which they function, besides if any of H&M's demand doesn't fall under the agreement with the state law then it should be given in knowledge. In the production of the business products child labor is highly prohibited. Each workspace and factory should assure that it owns safety and emergency exits, fire alarms, fire extinguishers and other equipment. Moreover, concerning the appointment of employees on their individual freedom other rudimentary regulations will be applied such as there won't be any making any involuntary contract. Moreover, there won't be any unlawful individuals working in H&M. Furthermore, H&M enables employment fully equivalent including all genders, race, cast and religion and each staff will be given fair wages, welfare and leaves which they are authorised to get in accordance to their position. Also, H&M implements systematic fiscal inspections to sustain translucence in operations.

SWOT Analysis:



❖ **Strength**

1. Cheap yet fashionable clothes
2. Strong Brand Image
3. Retail shops in various location
4. Environmentally conscious
5. Phenomenal Marketing skills

“Fashion and quality at the best price”- this is considered as the motto of H&M. Being one of the most popular fast-fashion retailers, H&M provides fashionable apparels for men, women and kids alike for reasonably cheap prices. H&M is a well-established, internationally recognised brand with shops in over 50 countries worldwide. Although they started in Sweden, they have most retail shops in the United States of America; around 534 stores in total. They also have stores in most European and Middle Eastern Countries. They also supply their product in 19 countries online. H&M maintains a powerful marketing strategy which increases the brand responsiveness among the customers worldwide. Moreover, they have also put immense importance on using sustainable and environment friendly materials for product design to improve their brand image. H&M has also taken initiative to impose fair pay and hazardous materials discharge. Not only do they have good products but also to reach their customers and maximise sales they have accumulated phenomenal marketing teams worldwide. They are the ones who present every clothing line in such a manner, the products become highly desirable.

❖ **Weakness**

1. depends on suppliers
2. Political turmoil
3. National Trade policies

As H&M does not produce their own products, they are highly dependent on their suppliers. H&M has over 785 independent suppliers worldwide. 166 of those suppliers are in Bangladesh. Although outsourcing has its up-side such as less manufacturing/labour cost, accommodation of resources elsewhere, it has its down side too. If in any case a supplier fails to deliver the products in due time, H&M will not be able to ship their product. This can cause high financial losses. Another major issue is that most of H&M’s suppliers are from

third world or developing countries such as Ethiopia, Bangladesh, Pakistan, etc. It causes a great problem because most of these do not have a stable political environment. Furthermore, the national trade policies of these countries tend to change on a frequent basis.

❖ **Opportunity**

1. Grabbing teen Market
2. Expanding Operations in Asia
3. Online Shopping

In this day and age of social media, people are more fashion conscious than ever before in the history of human civilization. None more so than the teens. H&M already has clothing lines for men, women and kids but they should focus more on the teens. With each passing day comes a new trend and with that comes the need of new attire for teens. If H&M can grab this market, this would be highly beneficial for them in the long run. H&M should also extend their operations and set up retail shops in the Asian region. Most of H&M's retail shops are in North America, Europe and the Middle East with a few stores in Asia. With the increase of fashion awareness. People of this region are in need of high-quality products for a reasonable price, which H&M can provide. Lastly, H&M should also extend their online purchase platform. Nowadays, people would rather go online to buy something rather than to go to a physical store.

❖ **Threats**

1. Economic turmoil
2. Highly competitive market (ZARA and GAP)
3. Rising labour cost

Due to Inflation and volatile FX exchange rate, the cost of raw materials can increase drastically. Which in terms results in increased production cost. As the current economy of the world is unstable, it can greatly affect H&M. Apart from that, because of changes in labour law, labour cost has also increased and will incline. However, the biggest threat of H&M is their competitors ZARA and GAP. Both of these brands are well recognized and have a huge loyal customer base. If in any case H&M fail to meet their customers' demand, they might lose their existing customer base to these brands.

Porter's Five Forces:



❖ Threat of New Entrants

Bangladesh secures its position as the second largest RMG exporter in the globe. To enter such a market which already has been highly saturated with existing industry juggernauts, is in itself a tough task. Well-established international brands such as H&M, Zara, UNIQLO, & GAP have already secured a strong and secure position globally and with years of expertise to prevent hassles caused by the new entrants in the market. So, without huge initial investment along with investment for research & development, asset acquisition, inventories and other aspects of running a business fluidly it would be a hard task for any fashion brand to enter this highly competitive market. Thus, I would like to come to a conclusion by asserting that for H&M, the threat of new entrants is low.

❖ Rivalry among Existing Competitors

In today's economic global landscape, the fashion industry plays a key role. There are hundreds of clothing brands all over the world. However, the main competitors of H&M are those fast-fashion brands which operate globally such as Zara, Forever21, Gap etc. H&M's biggest competitor Zara is known to launch a new line of products every month for a reasonable price. A world where trends change overnight, to stay relevant in this competitive market a brand has to come-up with new designs every other week. It paints a clear picture of how high the rivalry among existing competitors is.

❖ **Bargaining Power of Buyers**

The overall bargaining power of the buyers of H&M is high. Although, H&M is in the position of one of the biggest fast-fashion brands, there are other brands (Zara, UNIQLO, Forever21, GAP, etc.) in the markets supplying similar quality products for the same price level. Moreover, switching to a new fashion brand will only give the buyers exposure to different products which might be more desirable.

❖ **Bargaining Power of Suppliers**

Bangladesh is filled to the brim with garment manufacturers. Furthermore, most of the suppliers have good quality products for cheaper labour costs. Along with that H&M sources their product from other countries like India, China, Ethiopia etc. As they have tons of alternatives to choose from, H&M's bargaining power of suppliers is low. Switching from one supplier to another will not be a huge issue,

❖ **Threat of Substitute**

Clothing of the key necessary needs for human survival. As clothes are irreplaceable, the threat of substitute products for H&M is close to non-existent. That being said, due to online shops selling H&M and other brand's products without consent and legal repercussions a new threat is emerging. Thus H&M is trying to prevent such illegal conduct.

Project Part

H&M

3.1 MY CONTRIBUTIONS:

In H&M's Bangladesh Production office worked in the HR Department as a part of the Learning & Development team responsible for Country Function that deals with every need of the expatriates working in Bangladesh PO.

The main motive of the regional Function is to legally represent as well as operate the functions of the company within the country. Also it ensures a sustainable platform that allows its business to grow in that region and this ensures both short term and long term business development. In addition to that, the Country Function guarantees stability and ensures that it leads in every country H&M makes a purchase in. There are some support functions belonging to the Country Function; Office Operations, Human Resources, IT, Accounts, Sustainability, Shipping etc. I am very glad to say that in my internship program I have gained valuable experience and could contribute in several areas. H&M not only has given me the opportunity to gain hands-on experience but also made me realise ownership and capability. Here, I have mostly done project base work which allowed me to achieve the goal and gave me the feeling of accomplishment.

❖ Updating HR Orientation Materials:

In H&M every employee gets an orientation of the HR team right after he/she joins. As HR has collaboration with every department, it is required for every employee to know about different HR functions. This orientation informs about the HR Department, Teams within HR and their functions. As H&M is a big company worldwide and believes in “Constant Improvement”, the orientation content needs to be updated every now and then. So, I used to edit the contents, update any new input every now and then on PowerPoint.

❖ Updating Trainers' information:

As I worked on the Learning and development team, I had to work with a trainer's list and information about the training they take. For that I had to prepare files on excel and input the names and other information. For the understanding and easement of the employees we made a trainer's poster where every trainer's picture, name and allocated training is given. This is how the employees know whom to seek help for which topic and create a better bonding. Knowing the trainers form before also helped the participants on the training interact and engage more during the training.

❖ **Organising the training requirements:**

Since training involves a lot of planning, time, and effort by an organisation, there are some preparations we need to take. Firstly, the training materials should be prepared. For that part my managers had proper guidelines and contents. However, I used to contribute on the organising and coordinating part. Keeping things together and always keeping my managers up to date that everything is set to conduct the training. This included updating any changes, printing the training materials and keeping them into places. Secondly, making sure the training room is booked and given the proper sitting arrangements.

Always updating the participants if any changes are there and working as an information source for the participants. Also, every training has some refreshment requirements. I checked with our Admin maintenance team for the refreshment orders. This included letting them know about the total people in training and what kind of food would be suitable for them. Also, During the system training I had to check with IT to provide us with laptops and other learning materials. This whole thing was a teamwork which I was part of.

❖ **Facilitating in the trainings:**

While training was ongoing, I had to be there to support the sessions. It was my job to have a structure and general idea of what the training is all about. Being flexible to change things up based on the group's need, being in the process, making it easier for participants to understand and concentrate better. This included making sure the participants are present by keeping record and providing them with the right training equipment. Also, making sure the refreshment order has come timely. When special skill training was given, I had to make sure the learning materials were distributed properly. Moreover, being there for the trainer if they need any assistance was the main purpose of my work.

❖ **Creating the SharePoint Landing Site:**

This was the most new and important thing I had contributed to my total internship journey. SharePoint is a tool developed by Microsoft Office which works as a web platform for document management and a collaboration tool for storage systems. It basically works as an Intranet used for content management for internal purposes and assists with making the organisation productive. There, I made the regional site for the Bangladesh, Ethiopia and Pakistan production office. For that I had to take inputs every now and then from my manager and other business partners. I could explore many new tools and learn by practically working on them.

❖ **Preparing Presentations:**

I had to make a presentation on the SWAY application which improved my skills regarding arranging things. I had to make a SWAY presentation for the HR Orientation also. This needed continuous exploration of new tools and working with those. Microsoft SWAY is one of the newest things I have worked with in my internship program. SWAY is one of the latest applications launched by Microsoft which made sharing interactive reports, personal stories and presentations easier. In terms of nice templates and possibilities SWAY is the most amazing tool.

❖ **Measure outcomes from trainings:**

It's important to calculate how much value the programs create. A major element in calculating training ROI is interpreting training goals, measuring the amount of output that has come before the training and after the training has been given. Furthermore, these outputs should be compared with the training time, cost, trainer's effort etc. Though In many instances, there may not be any measurable goals for a training session.

After the training is done, I used to create a survey on Microsoft Forms and distribute it to the participants to assess themselves. This form was also distributed to the trainer and to the managers of the participants to evaluate the participants according to the performance. I also used to check with the participants whether they have used the tools that are discussed in the training and keep track of the success rate of using a tool. All this was done under the supervision of my manager and I had to keep him updated with the results.

❖ **Regular Work:**

Beside all the project base work I had to do some regular work that included communicating with people and keeping myself updated. I always had to make sure that I can respond to any queries asked by anyone regarding my departmental work. As training includes several participants, there used to arise a lot of queries regarding the training process, room, schedule etc. I always had to communicate with everyone and keep everyone updated about the training. Moreover, we had to plan for upcoming training and design the time frame according to the training content. Also, I had to do any regular task given by my manager. Answering telephones, typing documents, replying mails and filing and compiling records are some regular tasks I had to do.

3.2 MY LEARNINGS:

The internship I had the chance to complete at H&M Bangladesh turned out to be a very worthwhile learning experience of my life and I consider it as a great turning point as I'm about to finish my undergraduate degree from BRAC. I got to experience a very vibrant working environment in its finest way. Throughout the journey I came across brilliant people as colleagues as well as made great friends who were always there for me and showed cooperation throughout my internship journey. Furthermore, this allowed me to learn about the daily functions of a finest corporate culture. I got the experience of dealing hand to hand with the management, administrative and security issues and as a part of my daily routine I had the chance to exchange my views with senior management officers. I've eventually found myself as a more self-assured employee who can contribute her work more confidently. My

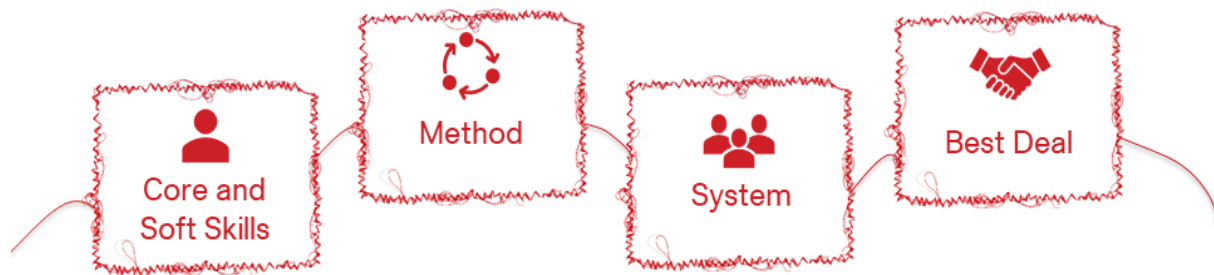
Regular Work Included:

- Communicating through Microsoft Outlook on a regular basis
- Scheduling calendars and meetings using Outlook
- Learning all the functions & Roles of the HR management and overall culture of H&M Bangladesh
- Understanding H&M Bangladesh's Hierarchy and how it grows
- Getting to know the major stakeholders of the company
- Conducting effective internal and external communication by emails, answering telephones and necessary face to face communication
- Learning how to be more professional with my colleagues as well as external people
- Knowing about the competencies and H&M's values
- Increasing the skill to perform my duties even under immense pressure as well as delivering my work on time.
- developing skills to work in teams and constantly improving expertise to be a good team player
- Being able to take responsibilities on my own and fulfilling them in a proper manner.
- Multitasking with maintaining several excel sheets and looking after other responsibilities
- Moreover, taking as much as experience from a delightful and enthusiastic corporate culture while being there

3.3 LEARNING & DEVELOPMENT AT H&M

In Learning and Development reimplementation of development opportunities (both local and global) is provided. As part of Learning & Development team contents are created for the training based on needs and priorities. core learning materials, and you ensure a healthy balance between trainer availability, learning needs of the organisation and planning of training sessions. The main purpose of employee learning & development programs are for empowering people to grow professionally by acquiring new skills. It's obvious that employees feel more engaged at work when companies identify the potential and provide learning & development opportunities according to that. In the long run, learning and development programs can accelerate employee retention.

Trainer and Trainings are classified into 3 parts in H&M -



General Information

❖ **Core and Soft Skills Training:** These training are related to values, ethics, culture, leadership and include the essential soft skill training that an employee needs to do. These are the most important skills for H&M career and are difficult to measure. They can be measured by consistent performance on leadership, creativity and behaviour. In H&M there are some mandatory cores and Soft skills training that every employee must do. They include the training related to the culture and values. As H&M itself is driven by its values all the employees must be aware about the values.

❖ **Method Training:** As H&M is a fast fashion company, lots of skill is required for the product development to product in store. Method training includes training related to all that. For example, training that covers the area of product buying, fitting, producing etc. Moreover, how to proceed with the best deal is also an important aspect of this training.

❖ **System Training:** To place order to follow-up there are 19 systems used by H&M. Employees must have all the updated knowledge about these systems. Thus, trainers are assigned for that. This is also an essential training that should be done by the people who continuously must work on that area.

Online Portal:

H&M has its own online site for employee's learning and development programs. There every employee gets their own personal login and it's a great channel for training for the H&M Group. Some of the things that is done by the online portal is -

- booking seats for the upcoming classroom courses
- taking e-learning courses hassle-free from each individual's own workspace
- finding training materials, relevant videos and documents according to training
- take care of the list of all the training and how many participants are booked on each training or participated in previously.

3.4 INTRODUCTION OF THE RESEARCH TOPIC

The term "Training and development" has an important role in an organisation's growth and development. H&M believes the Learning and development department should carry a clear vision that would guide the entire process and also keep the progress on track. What the organisation seeks to achieve should be identified at the very beginning when subjecting the employees into a training process. That way it becomes easy to move forward in the direction of the stated vision. H&M is working towards making a dynamic workforce that qualifies meeting the changing needs within various departments. Which clearly states employees training is a continuous process which should be practised regularly for making employees understand better about the changing workplace needs. In today's world A strategy that works now might not add the same value after. For this reason, my research topic emphasises the development of a training model that can assure H&M to forever retain a dynamic workforce.

3.5 GENERAL OBJECTIVE:

The foremost objective of my Internship report would be analysing the overall Training & Development practices of H&M for its employees according to the employee requisite. The purpose of working on this particular report is to evaluate harmony between training provided and training needs. Moreover, to estimate the correlation of employee improvement due to training and development programs I would execute a subjective analysis, keeping the general and specific objectives in mind.

4.3 Specific Objective:

- To analyse the different training methods and their effectiveness of H&M
- To implement and design the training program according to the training needs analysis
- To evaluate performance appraisal and to measure the personal development of each employee due to trainings provided

3.6 METHODOLOGY:

Correlational research design was applied to prepare this report which was based on observing the regular employees of H&M under the training program and their development in different work areas. It helped me collect background information of the research problem which needs to be solved. To examine the level of performance improvement due to training and development programs at H&M I have conducted a positive correlational research expecting a positive relationship involving two variables specified as the Training given to the employee requisite. Where one variable, the training provided has an correlative change in the other, employee requisite.

For the data collection method Naturalistic observation methodology is applied which involves observing employee behaviours which appeared in the innate environment where they exist for a certain amount of time. This type of research method involved me paying a lot of concentrated attention to the natural behaviour patterns of the same employee and examining any changes . Here I had to be always alert not to grow any suspection as that

might drift them apart from their natural state. Meanwhile, my supervisor gave me the assistance needed to check the accuracy of my observation. All of these direct observations added more reliability to my qualitative research. helped my research to be more informative and reliable.

For quantitative data collection I've closely reviewed secondary data to increase the overall effectiveness of the research. These secondary data collections involved previous reports, websites, news sites and journals.

3.7 RESEARCH PROBLEM

How to build harmony between the training provided to increase the development of employee requisite in H&M Bangladesh.

3.7.1 PROBLEM STATEMENT

In this highly competitive market employees need to be updated with new skills, practise the skills they already have. The best way to cope up with it is participating in different training programs and getting refresher on the training that has been done. There is absolutely no doubt that employee's training & development plays an indispensable role in the success of an organisation. Since each employee is under a set of guidelines and has to perform the assigned duties in the company, training can either shape an employee into a dynamic workforce or make them demotivated towards work due to excessive stress. The key line is to find the right training for each person within an efficient time. An unnecessary training not only makes the employees lose interest towards work but also waste a lot of time and money. Whereas, through efficient training initiatives, various challenges can be addressed which can lead to major profit loss. Such as providing poor service to the customers, lacking in product knowledge, inflexibility in workforce, poor waste management, and low employee morale. Therefore, under these circumstances I want to find answers to the research question, "How to build harmony between the training provided to increase the development of employee requisite in H&M Bangladesh ?"

3.8 LITERATURE REVIEW

This involves analysis on objectives of an organisation, evaluation of the organisation's present management resources, individual needs determination, design and implementation of the development programs and assessing the effectiveness of such programs and measuring the impact of training on participants' quality of work life. Many of the topmost researchers have conducted several important papers highlighting the significance of training in human development in an organisation. They brought up some strong corroboration to prove this matter while keeping the advancement of the organisation and the employee's overall growth in mind for their successful career.

Beryl Badger, Eugene Salder – Smith, Edwin Michie (1997), conducted academic work over Outdoor Training Programs's value and effectiveness. It identified the fact that companies considered this way of training and their own perception effective but there wasn't a visible explanation for its effectiveness. Winfred Arthur Jr. Pamela S. Edens and Suzanne T. Bell, (2003) identified several evaluation techniques as well as designs closely connected with the effectiveness of training constructed on related study. Within the study, they pointed out evaluation methods and implementation of training programs based on needs assessment and resemblance within the delivery of tasks and training. Joseph Paul Pulichino (2007) based on previous literature review, presented a widespread research on four levels of training evaluation methodology. The research focused on enabling training practitioners to acknowledge the implement and usefulness of training programs of all extent. Also, K. Skylar Powell and Serkan Yalcin (2009), found out in this review that there happens to be some progress about the efficiency of training programs. Moreover, this study allows employees to acquire skills and face challenges while aiming to gain learning within the office.

Diamantidis, Anastasios D; Chatzoglou, Prodromos D (2012), found out the significance of training procedures in organisations and found out it benefited the overall growth of employees. Inspecting the design of a training program is one of the most analytical factors and this also has a huge influence over how they perform on their work. Giasuddin Bellary, Pulidindi Venugopal & Ganesan (2014), re emphasised that the success of the training program is based on the training result. It identified that providing training is directed by several corporations, though the research that has been done in this area is not sufficient enough. Training is a systematic way to provide development to the quality of new and current employees in an organisation. It carries an organised approach of learning and development which increases the productivity of an individual, group and organisation (Goldstein & Ford, 2002). Besides, training is considered as a procedure also it is one of the

most common methods to increase the productivity of an individual and communicate organisational goals to employees (Ekaterini & Constantinos Vasilios, 2009). Besides, This study provides the idea that having an investment on employee training on decision making, teamwork, problem-solving and interpersonal relations has a huge influence over an organisation's level of development and performance of the employees (Rohan & Madhumita, 2012). 2012). McCord, 1976 was instigated a number of principles of training instruction from Allen's work and research during World War I are:

- Training should be done within industry by supervisors who should be trained how to teach.
- Training should be done in groups of nine to eleven workers.
- The job should be analysed before training.
- Break – in – time is reduced when training is done on the job.
- When given personal attention in training, the worker develops a feeling of loyalty.

Training and development makes sure that uncertainty is reduced and learning or behavioural change takes place in appropriate format. In the field of human resource management, training and development is the field concerned with organisational activity aimed at optimising the performance of individuals and groups in organisational settings. It has been known by several names, such as employee development, human resource development, and learning and development (Harrison Rosemary, 2005). Human resources are considered by many to be the most essential asset of an organisation, yet very few employers are able to utilise the full potential of their employees (Radcliffe, 2005). Human resource is the most important resource that consists of the talents and skills of human beings that contribute to the production of goods and services (Kelly, 2001). As per Gomez-Mejia, Luis R., David B. Balkin and Robert L. Cardy, (2008), it is the procedure of making sure that the organisation has the rights of people in the right places at the right time. The objective of Human Resources is to maximise the return on investment from the organisation's human capital and minimise financial risk. It is the responsibility of human resource managers to manage these things in an effective, legal, fair, and consistent way (Huselid, 1995). In accordance with Bramley (1989) he asserted that training strategies should have relevance with the level of education of that particular employee being trained and to the resources that's accessible in the counting, feasible while it comes to the quantity of the travel and time involved and choosing obtainable resources facilities and keep focus on timeframe related to the training

program. The resources available should be always kept in consideration in training programs. For instance, a person who is an employee of a central medical store where a regular card system is being used to control the inventory must obtain necessary training in that particular operating system instead of some computerised system which might never be installed. Feasibility should be considered as a crucial element in a training program. The time given in preparing the training should be considered as a time well spent. Training strategies must have a connection between the educational degree of individuals and considering the resources in availability in the organisation also should have feasibility in terms of the amount of time and financial budget accessible. Availability of the resources should be taken into consideration while planning training programs. There should be fiscal commitment when financing the costs associated with development and implementation of training modules. Commitment to provide and empower the resources needed to complete the action plan (Armstrong 1982). According to Armstrong (1982) cost-effective techniques are advised for employee training and development because of the advantage in saving time and resources in favour of the company. Besides, employee training methods and development needs should necessarily be suitable with the organisational context, employment contracts, job descriptions, and collective agreements. The learning process should be given importance while choosing employee training programs as it opens many doors to provide employees with learning opportunities including On-the-Job experience which can be effective with the right focus. Moreover, there won't be any additional financial costs as the employee is already a part of the company.

H&M uses the term 'learning' instead of 'training' to ensure a people oriented attitude where it's all about people's skills development and organisational development cones within. The learning experience includes all kinds of training for both newly recruited and and experienced employees to meet the ever changing corporate environment to prepare everyone to any task the job requires. Infact, H&M also has designed many trainings and workshops for the trainers known as "Train the Trainers" where trainers from global teams and external trainers come to share their expertise. H&M also sends employees abroad to receive better knowledge on the relevant expertise. H&M always ensures relevant training and keeps the training interactive to gain the highest ROI for the company.

After going through several literature on this topic I would strongly support the needs for relevant training of the learning and development program of H&M as many highly qualified

researchers have emphasised on its need for the overall success of the company and employees career.

3.9 DATA ANALYSIS

H&M is worldwide one of the leading manufacturers of all kinds of clothes, accessories and home decor in the world. With a population of about 116,000 employees working across 53 countries, the department of human resource management plays a pivotal role in ensuring that every employee has the right training which is required in their respective fields of work. In H&M Bangladesh Production Office, the HR Department must have a responsive L&D unit to determine the best training approaches for efficiently improving employees' overall performance.

Often it is easy to focus on the materials of training rather than the impact of the learning. To get the maximum value, shifting thinking from a quantity mindset to an impact and results mindset is required. Where a right training program allows employees to strengthen the needed skills, over training or training those that are not fit for the employee can lose its value.

That is why proper harmony between the employee training and employee requisite is important. Training can carry a lot of value itself, the materials can be up to the mark, the programs can be a great experience but at the end of the day the overall improvement adds the most significance to the employees. Whether the training is bringing value to the organisation will show the result.

In a workplace people have little time for classroom learning. They know they need to learn but are also under pressure to get work done. Employees demand a learning experience where he/she will get the right solution to the problems by the right people at the right time. Also, proper guidelines to apply any tools learned. For them choosing the right training program is important. For example, For multinational brands like H&M, effective communication is important as people from different countries work in different areas. This might arise a need for English training or effective communication training. Due to language barriers sometimes

the core message is not clearly conveyed. However, though it's an essential training for all the employees, if we start arranging this training for each department, it might not be effective. In a department some might already have necessary skills on communication and they might need any other training according to their skill gap.

H&M promotes a workplace where the employees feel valued and are given the chance to keep developing themselves with the company. This needs proper training that is designed according to the needs and skill gap of the employees. H&M does a lot of things to address the training needs of the employees. In my internship journey I closely came to know regarding the following things –

Training Needs Analysis: The term "Training Needs Analysis (TNA)" is the procedure of finding out the gap between an employee's training needs and employee training that has been given. Training needs analysis is considered the most initial stage in the training process in H&M. That is how the right training is chosen for the employees. Moreover, time and money are saved in such a way.

Personal Development Plan (PDP): An employee's personal development plan is the structured and supported process of undertaking an individual's improvement upon his personal, educational and professional development. In H&M group it's believed that an individual has the ownership of their own improvements with the chance to monitor and steer his improvement himself. Here, the process tells the employee to identify the areas where he needs development, planning, executing and reviewing. PDP is required to be done twice a year allowing H&M to understand where employees feel they need attention to reduce performance gap and increase development.

Mentoring and Coaching: After all these employees are assigned under supervision of mentors. Who is there to help out the employees whenever they need. They are always there to give constant feedback and support. H&M perceives a mentoring culture where every employee helps one another to learn and grow by sharing their skills and knowledge. The training methods always include someone with more experience and knowledge to contribute his/her work as an adviser or mentor to guide other employees.

Chapter 4: Recommendations And Conclusion

H&M

4.1 FINDINGS AND RECOMMENDATIONS

After completing the report I have pointed out some of the findings from my research and experience.

1. Training is only effective when it's given to the people who are in need of it. Right training should be given to the right people.
2. Benefits of training vary from personal and professional perspective. Some might be satisfied with the outcome and some might not be satisfied.

There are some areas where we can apply some improvements -

1. Employees should be given an opportunity to use their newly acquired skill.
2. The ROI of each training should be calculated.

4.2 CONCLUSION

Overall, this was an amazing learning experience for me in H&M Bangladesh. I'll forever be Thankful to my supervisor and my team as a whole because of their never ending support. Moreover, I would like to convey my gratitude to everyone that I've given the chance to work with because of giving me the opportunity to learn as much as possible in this short period of time. I have learnt so many things related to the corporate world from them which I had no idea of and also at the same time tried to fulfil my responsibility efficiently.

I never imagined my work life would be so fun, enjoyable as well as engaging. As my first work experience I have gone through some changes regarding work life balance and coping with a new place but their support made me feel like a part of the organisation.

Moreover, All my experience and knowledge from HR courses makes sense to me now. In this short period of time I haven't let go of any opportunity to identify how the learning and development department works in H&M. This knowledge and experience is priceless to me. To conclude, I want to mention that H&M is constantly producing premium products from

Bangladesh and they are always playing a huge part in taking our RMG industry towards further success. I feel so proud and privileged to be a part of an organisation like this.

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