

Report On

**HR Policy Reformation of Leatherina: Key  
Prospects, Challenges and Areas for Development**

By  
Mayhajaben Zaman Tabassum  
19104087

An internship report submitted to the BRAC Business School in partial  
fulfillment of the requirements for the degree of  
Bachelor of Business Administration

BRAC Business School  
BRAC University  
September 2023

© 2023. BRAC University  
All rights reserved.

## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**

---

**Mayhajaben Zaman Tabassum**

19104087

**Supervisor's Full Name & Signature:**

---

**Najmul Hasan**

Assistant Professor, BRAC Business School

BRAC University

# Letter of Transmittal

Najmul Hasan

Assistant Professor,

BRAC Business School

BRAC University

Kha-224 Bir Uttam Rafiqul Islam Avenue, Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to have you as my supervisor who have guide me to prepare my internship report on “HR Policy Reformation of Leatherina: Key Prospects, Challenges and Areas for Development”. Without your supervision it would be hard to finish the report.

With the aim to finish the report in the most essential, organized, and detailed way possible, I have tried my best to include all of the necessary details and recommended solutions.

I trust that the report will meet the desires

Sincerely yours,

Mayhajaben Zaman Tabassum

19104087

BRAC Business School

BRAC University

Date: November 28, 2024

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Leatherina Pvt. Ltd. and the undersigned student at Brac University

Mayhajaben Zaman Tabassum

## **Acknowledgement**

Firstly, I would like to thank to Almighty Allah for giving me the opportunity to work in a great place and assist me throughout the journey. After this, I would like to thank to my supervisor Najmul Hasan sir. Without his guidance I could not prepare this report. The way he gave attention to me while preparing the report is immense. I will be forever grateful to him. Thanks to my family members for the immense support and the strength they gave me in my difficult days. There were days when I almost gave up but they were there who helped me to gather myself. Last but not the least I would like to show my gratitude to the Managing Director of Leatherina Pvt. Ltd. Ms. Taslima Miji who was my on-site supervisor too. I would like to show my gratitude to Mr. Saib Ibn Anwar, Head of Operations and Sales and Mr. Gazi Mazharul Islam, Head of Human Resource and Admin. All individuals were so much helpful and helped me by providing necessary data while preparing the report.

## **Executive Summary**

The information in this paper is based on the internship requirements for completion of Bachelor of Business Administration program of BRAC Business School from BRAC University. HR Policy is very much important in a workplace because there explain rules, regulations, benefits, responsibilities of an employee. These policies make employees feel secure in the workplace. In this way employees will give their best performance and company will be beneficial financially. As these policies are important so it is not easy to make acceptable and standard HR policies. To make these policies company or precisely HR department has to face some difficulties. Sometimes HR policies need to change because over time peoples need and acceptance change. In this report I have explained how I initially start my work in Leatherina Pvt. Ltd. After this how I worked with my colleague and how I try to reformat the HR policy. Also, while doing this what challenges I faced. To do this research I took interview of my superiors from where I get to know their aspects which help me finish this report smoothly. Lastly, I came up with some recommendation or suggestion which I think will help Leatherina Pvt. Ltd. to do better in future.

## **Table of Contents**

<b>Declaration.....</b>	<b>ii</b>
<b>Letter of Transmittal .....</b>	<b>iii</b>
<b>Non-Disclosure Agreement.....</b>	<b>iv</b>
<b>Acknowledgement.....</b>	<b>v</b>
<b>Executive Summary .....</b>	<b>vi</b>
<b>List of Tables.....</b>	<b>ix</b>
<b>List of Figures.....</b>	<b>ix</b>
<b>List of Acronyms .....</b>	<b>x</b>
<b>Chapter 1: Overview of Internship .....</b>	<b>1</b>
<b>1.1 Student Information .....</b>	<b>1</b>
<b>1.2 Internship Information.....</b>	<b>1</b>
<b>1.2.1 Period, Company Name, Department, Address .....</b>	<b>1</b>
<b>1.2.2 Internship Company Supervisor’s Information.....</b>	<b>1</b>
<b>1.2.3 Job Scope- Job Description/ Duties/ Responsibilities.....</b>	<b>2</b>
<b>1.3 Internship Outcome .....</b>	<b>3</b>
<b>1.3.1 Student’s contribution to the company.....</b>	<b>3</b>
<b>1.3.2 Benefits to the student.....</b>	<b>3</b>
<b>1.3.3 Problems/Difficulties faced during the internship period.....</b>	<b>4</b>
<b>1.3.4 Recommendations to the company on future internships.....</b>	<b>4</b>
<b>Chapter 2: Organization Part.....</b>	<b>5</b>
<b>2.1 Introduction .....</b>	<b>5</b>
<b>2.2 Overview of the Company .....</b>	<b>7</b>
<b>2.2.1 Mission.....</b>	<b>7</b>
<b>2.2.2 Vision .....</b>	<b>7</b>
<b>2.2.3 Value Chain.....</b>	<b>7</b>
<b>2.2.4 Mission Zero Waste .....</b>	<b>8</b>

2.2.5 Product and Services .....	12
2.2.6 Certifications .....	14
2.3 Management Practices .....	14
2.3.1 General Management .....	15
2.3.2 Employee Management .....	16
2.4 Marketing Practices .....	17
2.4.1 Marketing Practice of Leatherina (B2B) .....	17
2.4.2 Marketing Practice of Gootipa (B2C) .....	18
2.6 Operations Management and Information System Practices ...	19
2.7 Industry and Competitive Analysis.....	19
2.7.1 SWOT .....	19
2.7.2 PESTEL.....	22
2.7.3 Porter’s 5 Forces .....	23
2.8 Summary and Conclusions .....	24
2.9 Recommendations .....	24
<b>Chapter 3: Project Part .....</b>	<b>25</b>
<b>3.1 Introduction .....</b>	<b>25</b>
3.1.1 Literature Review .....	26
3.1.2 Objective(s).....	28
3.1.3 Significance.....	28
3.2 Methodology .....	29
3.3 Findings and Analysis .....	29
3.4 Summary and Conclusion .....	34
3.5 Recommendation .....	34
3.6 Limitations .....	36
<b>References .....</b>	<b>37</b>
<b>Appendix.....</b>	<b>39</b>



## **List of Tables**

Student Information.....	1
Internship Information.....	1
Company Supervisor’s Information.....	1
Categories of the Products.....	12
List of Certifications.....	14

## **List of Figures**

Logo of Leatherina Pvt. Ltd.....	5
Initial Glimpse of Leatherina.....	6
Mission Zero Waste (MØW).....	11
Featured MØW Products.....	11
Logo of Gootipa, a brand of Leatherina.....	13
Management Process.....	15
Ulrich HR Model.....	29

## List of Acronyms

HR	Human Resource
MD	Managing Director
HRPD	Human Resource Policy Development
MØW	Mission Zero Waste
B2B	Business-to-business
B2C	Business-to-consumer
OEM	Original Equipment Manufacturer
WFTO	World Fair Trade Organization
SME	Small and Medium Enterprise

# Chapter 1: Overview of Internship

## 1.1 Student Information

<b>Name</b>	Mayhajaben Zaman Tabassum
<b>ID</b>	19104087
<b>Program</b>	Bachelor of Business Administration
<b>Major</b>	Human Resource Management Marketing
<b>Minor</b>	N/A

Table 1: Student Information

## 1.2 Internship Information

### 1.2.1 Period, Company Name, Department, Address

<b>Period</b>	July 08, 2023 – October 07, 2023
<b>Company Name</b>	Leatherina Pvt. Ltd.
<b>Department</b>	Human Resource
<b>Address</b>	Harindhara, Hemayetpur, Savar, Dhaka-1340

Table 2: Internship Information

### 1.2.2 Internship Company Supervisor's Information

<b>Name</b>	Taslima Miji
<b>Designation</b>	Managing Director

Table 3: Company Supervisor's Information

### **1.2.3 Job Scope- Job Description/ Duties/ Responsibilities**

I was the very first one who has joined the company as an intern. They never hired any intern before that. I joined there as an HR intern and I was assigned to do some HR related basic work there. My first responsibility as an HR intern was to prepare the letter templates for the employees which is essential throughout the job life of an employee such as appointment letter, promotion letter, termination letter etc. After that, as there were very few employees and mostly workers so I was told to prepare the letters for the employees from the day they joined the company till today. To do this I have to talk with each employee individually and collect the data of their joining, promotion, increment month and year which was a critical part to me since I had no idea how to write an official work letter for an employee. Also, since it is over a year that they develop their HR policy, they feel the urge to revise and implement new policy base on situation and need. As I was an HR intern so they instructed me to go through their policy and find out the gap or problem and come up with a solution. Beside all of these my supervisor sometimes told me to give a round in the floor to see whether the workers face any difficulties or not during making the products. To understand this, she always took me with her whenever she visits the floor and observe how the workers perform their job responsibilities while maintaining the rules and regulations.

## **1.3 Internship Outcome**

### **1.3.1 Student's contribution to the company**

As previously they do not have any format of official letters so I prepared a standard format which they may use in future whenever an employee need any official letter. To prepare the formats I had to do some researches. I also organize a database from where they may approach and get some potential client and to do that I had to do some research. While doing that research I have learnt how to conduct a meeting and engage with clients which gives me idea about the corporate world. Also while working with the HRPD team I have learnt how to do research within the organization which includes find problem, analyze the problem, coming up with solution and implement that. Moreover, I have learned how to finish an assigned task within time. It helps me to keep in track and improve my time sense. Last but not the least my supervisor always inspired me to have a positive attitude whenever I receive a task. As all the tasks were new to me so it was normal to me feel nervous before starting any tasks. However, my supervisor told me to have the mindset that no matter how hard or new the task is, I will learn and give my best to fulfill the task. I think this motivates me the most to do any task. Also it is a vital reason to finish any task with the time because of the positive attitude which will help me for a long run.

### **1.3.2 Benefits to the student**

There are lots of benefits I got while doing this internship. Even though it my very first job where I got the chance to communicate and explore work culture, I had the chance to work in a diverse environment where I learn to show respect regardless their age. The whole environment of the workplace was very welcoming that I never felt any discomfort to do any work or to explore the work. The way they treat me I never felt like an intern rather a previously known colleague. During my internship I have learnt to come out from my comfort zone to see how to manage an unfamiliar situation which is I believe is very much needed for me. There were no policy about maintaining a specific dresscode which I believe is very much relaxing for me while doing. I personally feel that the whole environment is very employee friendly because they were very much

cooperative while making the report. Sometimes to prepare the report I took day off and they were cooperative regarding this issue. To me it is a great benefit an intern can get from their workplace.

### **1.3.3 Problems/Difficulties faced during the internship period**

As it was my very first office job so I faced a bit difficult to adjust myself in the environment even though everyone there were very much friendly. I did not know every rules and regulation and they did not provide me the basic information in my very first day. As first few days of an employee is difficult, so mostly they feel hesitate to ask which also happened with me. So, I think it would be helpful if they brief me on my very first day the basic thing such as dress code policy, regular report time, expected date of salary, lunch and snack facility and so on. As I was the very first intern they have to deal with so I think they were also confuse like me. However, by time I think this problem will solve once I will give them these suggestions by the end of my internship.

### **1.3.4 Recommendations to the company on future internships**

There are some recommendations I want to give to the company which they can apply on the future interns to make both parties journey smooth. Firstly, I want to recommend them is in future it would be better if they give the interns brief about the benefits they will get and what expectations company have from the interns. So that they will be focused to meet the expectation of the company from the very first day. Another recommendation is they should maintain a separate file for the interns where they will record the time of their arrival and departure and absence. So that, they can easily determine interns behavior towards the company, evaluate their work and give further instruction as needed.

## Chapter 2: Organization Part

### 2.1 Introduction

Leatherina Pvt. Ltd. is a Bangladeshi company situated in Dhaka that manufactures sustainably produced leather goods. They strive for a better world together at Leatherina. Every bag is created using sustainable leather and textiles from ethically sourced sources as part of the efforts to transform the leather industry in Bangladesh. By sustainable leather they mean a leather which is produced in the way where the environmental impact is low and to produce it there is no use of artificial materials or harmful chemicals. Sustainable leather also made by using or recycling the leather scraps. Their expansion directly contributes to the Sustainable Development Goals 5, 10, and 12 through gender equality and women's economic empowerment, poverty reduction and inequality reduction, and responsible consumption and production due to their progressive and largely female staff. Gender equality, social inclusion, ethical environmental production, and climate change mitigation are at the center of their goal as a member of the World Fair Trade Organization. Together, they promote peaceful progress with each bag sold. This philosophy influences not only their production but also the interactions between their stakeholders and subcontractors. All along their value chain, they are steadfastly committed to a culture of safe as well as fair manufacturing. For original equipment manufacturers, Leatherina maintains business-to-business collaboration opportunities, such as their fruitful partnership with the Netherlands-based MYoMY, corporate sales, or business-to-consumer sales via their label, Gootipa.



Figure 1: Logo of Leatherina Pvt. Ltd.

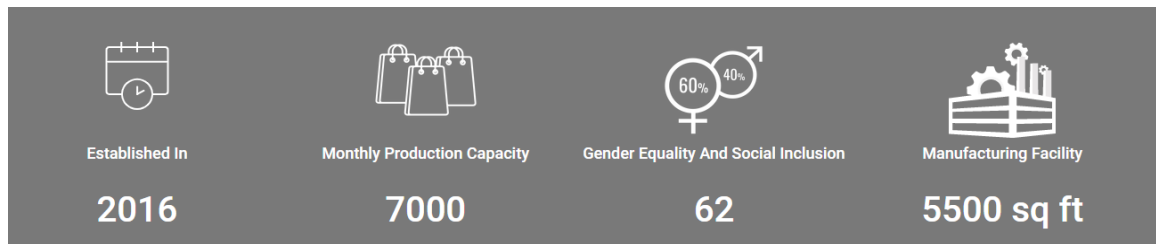


Figure 2: Initial Glimpse of Leatherina

They were destined to have an impact because they manufacture fair-trade bags in Bangladesh and a certified member of the World Fair Trade Organization. As a leader in sustainability, craftsmanship, upcycling, efficient governance and empowering women in the workforce, they fight to reinvent their neighborhood and the greater leather industry in Bangladesh. There are some things which they are proud of and those are-

- Among Bangladeshi manufacturers of leather bags, they are industry leaders in craftsmanship for high-quality goods.
- Through effective governance, production, and trade service, they keep their word to make sure that leather bags made in Bangladesh are valued as highly as their thriving garment industry.
- By using international innovation and production trends that are environmentally friendly, they are creating a standard for Bangladeshi makers of leather accessories.
- They never run out of innovative ideas because of having an outstanding Research and Development team.
- As the top producer of environmentally friendly bags in Bangladesh, they do not think multiple times to go above and beyond to ensure sustainable production for a safer world and its residents.

The following WFTO standards are maintained by them as a guaranteed member of the WFTO which are-

- Providing possibilities for producers who are struggling economically.
- Honesty and accountability.
- Fair trading practices.
- Paid fairly.



- Preventing forced labor and child labor.
- Commitment to non-discrimination, gender equality women's economic.
- Empowerment and associational freedom
- Providing favorable working conditions
- Strengthening capacity
- Encourage fair trade
- Honoring the environment

## **2.2 Overview of the Company**

### **2.2.1 Mission**

Their mission is to manufacture beautiful, high-quality leather bags that empower artisans and encourage responsible consumption.

### **2.2.2 Vision**

Their vision is to become an inspiration for global brands by driving them towards ethical fashion that can lead to a more sustainable planet.

### **2.2.3 Value Chain**

They are a leader in Bangladesh's leather sector and a guaranteed member of the World Fair Trade Organization. Every product produced combines an artisanal design approach, manual and automated craftsmanship, and a tireless attention on quality standards. They are constantly looking into new methods to guarantee the ideal outcomes while producing and creating with a wide range of basic resources. Each piece of fabric and trim is carefully chosen to demonstrate our constant commitment to high standards of quality, fashionable style, and usefulness. They continuously upskill their young artisans, ultimately having a positive effect on their life and the business,

by providing fair working conditions for employees and a commitment to the benefit of their society. Their daily objective is to be an innovator in the leather goods sector in Bangladesh. The rules that define their Ethical Supply Chain are as follows-

- Leatherina purchases natural leather from suppliers who have earned certification from the Leather Working Group (LWG) and other credible sources.
- The majority of their bag linings are made from natural cotton materials and recycled sources because they are a sustainable bag maker in Bangladesh.
- When possible, they use resources from regional suppliers and artisans as a responsible leather goods producer in Bangladesh to reduce their carbon footprint.
- Trims are purchased from trustworthy and accredited vendors much like the primary materials.
- In their never-ending search to find the most environmentally friendly packaging choices, they always opt for recycled and biodegradable packaging.
- They are dedicated to obtaining their raw materials from reputable vendors who do not use child labor or other forms of forced labor and do not take advantage of workers in order to become the go-to provider of leather bags in Bangladesh. They use their own monitoring and verification mechanism in order to root out unfair activities from the supply chain before making purchases from small firms.
- While they consider alternatives for interlining and reinforcement, their anti-plastic policy limits excessive use of plastic and petroleum-based products like PU, PVC, PPE, and so on. They only use plastic when absolutely necessary and only as their last option. But they have been utilizing recycled PET fabric that was purchased from authorized vendors.

#### **2.2.4 Mission Zero Waste**

Leatherina has launched the unique and strategic Mission Zero Waste program. Leatherina is delighted to support the idea of the "circular economy," which is outlined

in a model of consumption during production and involves the 6R principles in the current supply chain of materials and products for as long as feasible which are-

- **Rethink:** Traditional manufacturing methods that are exclusively motivated by profit need to be reconsidered in a society that is struggling with the pressing need for sustainable practices. Sustainability, careful material selection, innovative manufacturing processes, and ecologically friendly design decisions are being given more and more importance at Leatherina. By following these guidelines, they believe they can reduce their carbon footprint and construct a more efficient, environmentally friendly production facility. One of the most important steps toward sustainable production is selecting materials with less of an impact on the environment. Instead of depending solely on conventional options, they are investigating environmentally acceptable substitutes such as recycled materials, renewable resources, and biodegradable materials. These choices promote a circular economy, limit the amount of waste produced, and ease the strain on natural resources.
- **Refuse:** They have taken a firm stand at work condemning the use of goods and industrial processes that put people and the environment in danger. They vehemently oppose engaging in any activity that endangers the safety of people or the environment. Their commitment lies in developing ecologically friendly designs, ensuring ethical material sourcing, and utilizing sustainable production methods. Their dedication lies in creating a secure and moral work environment that upholds their values of environmental sustainability and social responsibility.
- **Reduce:** They are dedicated to lowering waste generation through innovative design techniques, sophisticated production management, and effective production scheduling. By utilizing materials like leather, fabrics, and other trims to their fullest potential, they want to maximize material value and minimize waste. By using thorough analysis and creative ideas, they strive to minimize waste and underutilized materials while ensuring that every resource is used to its maximum potential. By implementing these strategies, they actively contribute to reducing our environmental impact and advancing an efficient and sustainable manufacturing process.

- **Reuse:** One of their best practices is to reuse materials and resources, particularly when it comes to upcycling fabrics. By finding innovative ways to repurpose and prolong the life cycle of materials, they reduce waste and their reliance on new resources. Through upcycling, they give worn textiles a new lease on life and transform them into treasured objects. Their goal of creating a circular economy one that promotes environmental preservation, efficient resource use, and decreased waste is supported by this technique.
- **Repair:** One of the main goals of their production strategy is to maximize the product lifetime. Through open communication and cooperation with the customers, they concentrate on improving their products to lower waste production and unjustified costs. Since they understand how crucial it is to extend the lifespan of their products, they strongly address any issues or damages and look for solutions rather than replace them. By employing this tactic, they promote a more cost-effective and sustainable production approach while also reducing our impact on the environment. They believe that by encouraging a culture of resource optimization, they contribute to the development of a more environmentally friendly and responsible manufacturing industry.
- **Recycling:** They continually investigate ways to use leather waste and scraps and turn them into lovely little products in their imaginative design department. Instead of throwing away cut pieces, they reuse them to create practical things that not only add value but also profit their company. They have built up a base of customers who value these distinctive things as corporate presents and fashion accessories over time. They serve the needs of their discerning consumers while reducing trash output by inventively reusing leather waste. This environmentally friendly strategy boosts their brand's revenue and reputation while also benefiting the environment.



Figure 3: Mission Zero Waste (MØW)

Wherever possible, a product's raw materials, waste, and end-of-life residuals should be preserved inside the economy in order for it to be considered for inclusion in the circular economy framework. Incorporating the circular economy concept into Leatherina's current operations would improve the flow of goods and services through the "value circle" by methodically utilizing every component of each raw material to the fullest extent possible and reducing production waste to zero. Since 2016, high-quality leather bags, backpacks, and accessories have been produced by Leatherina, a SME in the leather products manufacturing industry, with an emphasis on sustainability and environmental preservation. In order to promote responsible consumption and production, Leatherina, a WFTO certified fair-trade member seeks to incorporate materials and technologies, guided by SDG 12. Their products are distinctive due to their dedication to environmentally friendly manufacturing processes, eco-friendly materials, and animal welfare. Their manufacturing operations guarantee social security for all of their employees, including equitable treatment and fair pay.

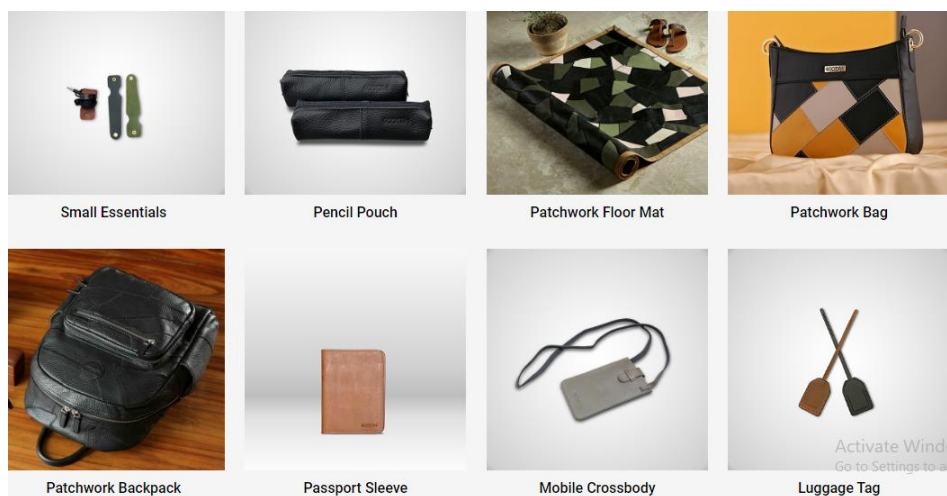


Figure 4: Featured MØW Products

## 2.2.5 Product and Services

Leatherina produce or manufacture different type of leather goods which falls under different categories. They do not only produce leather goods but also jute, fabric, jute and leather fusion goods too. Categories of the products and the products are-






















<b>Women's Collection</b>			
<b>Men's Collection</b>			
<b>Travel &amp; Sports</b>			
<b>Corporate Gifts</b>			
<b>Jute &amp; Textile</b>			
<b>Ø Waste Products</b>			
<b>Small Goods</b>			

Table 4: Categories of the Products

As Leatherina has a brand name Gootipa, they provide their service through Gootipa by interacting with the customers directly. Gootipa has a physical store in Dhanmondi 27, Shaptak Square Shopping Mall so they give service from their directly locally. There are mainly two types of services they provide which are-

- **Service through selling the product:** Products which are made by Leatherina, they sell those under their brand Gootipa. Gootipa give service through direct selling, social media selling and website selling. When customer want to purchase any product Gootipa provide every possible help which a customer needs no matter whatever the platform is. This is how Leatherina give service through Gootipa by selling the products.
- **After sell services:** After purchasing any product if any customer faces any problem such as hardware problem, then Leatherina will solve the problem without charging any cost. As they always use high quality material so it is really unusual that customers need any after sell service. This is why they have this policy to solve any issue related to hardware without charging any cost. This creates a really good brand value among the customer.



Figure 5: Logo of Gootipa, a brand of Leatherina

## 2.2.6 Certifications

<b>Business Registration &amp; Legal</b>	<ul style="list-style-type: none"> <li>• Trade License</li> <li>• Certificate of Incorporation</li> <li>• Taxpayer Identification Number (TIN)</li> <li>• Company Registration (Schedule - X)/ Joint stock</li> <li>• Business Identification Number (BIN)/VAT</li> <li>• Export Registration Certificate (ERC)</li> <li>• Import Registration Certificate (IRC)</li> </ul>
<b>BSO Membership (Local)</b>	<ul style="list-style-type: none"> <li>• Bangladesh Investment Development Authority (BIDA)</li> <li>• Bangladesh Small and Cottage Industries Corporation (BSCIC)</li> <li>• Export Promotion Bureau (EPB)</li> <li>• Bangladesh Finished Leather, Leather Goods and Footwear Exporters' Association (BFLLEA)</li> <li>• ECOTA: National Fairtrade Network of Bangladesh</li> <li>• BFE (Bangladesh Federation for Women Entrepreneurs)</li> <li>• Bangla Craft</li> </ul>
<b>BSO Membership (Global)</b>	<ul style="list-style-type: none"> <li>• World Fair Trade Organization (WFTO)</li> <li>• Registered Exporter system (REX)</li> <li>• We Connect</li> </ul>
<b>COMPLIANCE</b>	<ul style="list-style-type: none"> <li>• Factory (DIFE) License</li> <li>• Fire License</li> <li>• ECC Certificate</li> </ul>

Table 5: List of Certifications

## 2.3 Management Practices

Management practices are the methods, ideas, and initiatives employed by managers to increase the effectiveness and efficiency of business operations. It is important to maintain a proper management practice because it is important not only for the employees but also for the managers.



### 2.3.1 General Management

There are some basic management functions which is followed in any company to do the operations in a disciplinary manner which is very much helpful to achieve that successfully. Leatherina Pvt. Ltd. also follow these basic functions which are –

- **Planning:** Before coming up with new leather goods or to fulfill any goal or before taking any action regards anything about the company, they do plan which includes the strategies which is going to apply, actions to execute step by step, what resources or materials are need.
- **Organizing:** After planning employees start to organize the whole plan to execute and work on it together. For example, some employees start to look for the exact leather, some start to look for the expected raw materials
- **Leading:** Usually floor manager tries to inspire them or energize them by using convincing words. It usually influences them to do the work in an effecting way and sometimes because of this they finish the work before the expected time. So basically because of leading management company achieve the goal which they planned.
- **Controlling:** After all these they always monitor each and every employee to see are they doing their job role the way they are expected. Also, they evaluate employees performance to see how effectively they work. In this way company can determine how well company achieve the goal or do they improve or deteriorate their performance. According to that company take further action and make further decision.



Figure 6: Management Process

### 2.3.2 Employee Management

To encourage employees to do their best every day just to achieve the goal of the organization or company is known as employee management. There are some actions which fall under the employee management and these categories are followed by every organization to ensure to practice a good employee management. Leatherina Pvt. Ltd. also follow those categories or steps which are-

- **Selecting:** Leatherina always try to recruit the deserving candidate. These candidates or employees run the departments of the company smoothly.
- **Monitoring:** They always monitor their employees job performance which helps to understand or determine the dedication of the employees towards their job. By monitoring and evaluating they keep trace about which employee has low performance, who needs training and all.
- **Communicating:** It is very much important to keep the employees on track. Employees get daily feedback about their work which motivate them to do even better and get to know their mistakes which happens without their knowledge. Also, if any employee feels like to seek help, then they can ask for it by doing communication. Leatherina always promote to have a mutual relation between an employee and employer because communication solve more than half of the problem.
- **Rewarding:** Employees of Leatherina Pvt. Ltd. who performance high than others get reward just to appreciate their work and motivate to give their best in future too. They give rewards in many ways such as, gifts, give recognition as employee of the month, monetary prizes etc.
- **Disciplining:** In Leatherina Pvt. Ltd. every employee has to maintain discipline of the company. Sometimes some factors happen which hampers the discipline of the company which includes low performance, making mistakes while doing work, do something which is unethical but not mentioned in the company policy. That time by enforcing discipline everything comes under control.

## 2.4 Marketing Practices

Selling goods or services to other businesses is a component of business-to-business marketing. Lead creation, brand recognition, customer engagement, and customer retention are just a few of the many activities that fall under this umbrella. Because B2B marketing requires a more individualized approach and typically entails a longer sales cycle than B2C marketing, it is more complicated than the other type of marketing. As I have already mentioned Leatherina falls under B2B and Gootipa which is their label falls B2C. So marketing strategy for both of them is different.

### 2.4.1 Marketing Practice of Leatherina (B2B)

We all know B2B marketers deal with other business person who take decision on the behalf of the organization. As Leatherina maintain B2B so they have to focus more on building relation with other business. This is why marketing practice is different than B2C. The marketing practices which they usually follow to reach other businesses are-

- **International Fair:** A lot of fair trade has been arranged in Bangladesh. In those fair Leatherina represent their leather goods through their brand. As a lot of foreign buyers visit those fair as they have interest in high quality yet reasonable price product. When they find their interest with Leatherina they go further and order bulk amount for their own business. The foreign buyers also find it reliable because Leatherina is certified by WFTO which I have mentioned already and WFTO only give certification to those who maintain and ensure quality. So, there is no doubt about quality. This is why a lot of local business have a good relation with Leatherina.
- **Website:** It is easy to see what Leatherina do through their website. One can visit their website which is easy to access and get to know what they are work with. So, by visiting their website they maintain a marketing practice since a lot of other business visit their website and show interest to build a good long-term relation. So, by using website they reach out with both foreign and local buyers.
- **Producer:** I have already mentioned that Leatherina is OEM because they manufacture original equipment and sell their products to the other business. Even though the market is very much competitive but they never compromise

with the quality. They always provide high quality product, produce unique product and build a very good connection with the customer. This helps them to stand out in the market which is a great marketing practice and they followed it since the beginning of their journey.

- **Government:** Leatherina also provide products to some government organization every now and then. In 2021 they produce bulk amount of bag for Bangladesh Tourism Board as per their customization. In this way Leatherina get recognition in the government organization too.

#### 2.4.2 Marketing Practice of Gootipa (B2C)

Business-to-consumer or B2C is a strategy in which goods or services are delivered directly to customers who have made purchases for their own use. The B2C business model is applicable to any transaction in which the consumer purchases goods or services from small firms or businesses and entrepreneurs. Gootipa which is a brand of Leatherina follows B2C model as they directly sell the goods to the consumers. As we clearly see the concept of B2B and B2C is completely different so the marketing practice is different too which are-

- **Direct Seller:** Gootipa directly have and maintain the connection and communication with the consumer. They directly sell their products through their physical shop, Facebook page and website. Here customer purchase small amount of product and buy those for their personal use. So, here direct selling is happening which is a most significant marketing practice which is practiced by Gootipa as B2C business
- **Social Media:** Nowadays social media plays an important role and Gootipa use this too for their marketing practice. They have Facebook page, Instagram page, website where customer order their desired product and get those. By doing social media marketing Gootipa is on the way to be a popular as our own brand and this thing happens mainly by doing social media marketing.
- **E-mail:** As they are maintaining a database, there they keep record of a lot of things about their customer. So, whenever they have new product in their stock, they personally mail the individual. What happens here is when a customer gets a personal mail or message, they have the sense that they are getting priority

from a brand and this is why they purchase again from the brand. It is also known as emotional and neuromarketing which influence purchasing decision of the consumer and Gootipa is doing this very well as the day passed.

- **Fair:** By attending local fairs Gootipa is not only selling their products but also increase the visibility of their company. So that people can easily recognize and recall the brand name and the consumers can use word of mouth marketing which will help them in long term.

## **2.6 Operations Management and Information System Practices**

There are no exceptional ways which the company follow while maintaining the operation management and information system. They follow the basic and minimum rules as they are ISO certified which are-

- Maintaining a secure database technology for the company.
- Handle any security issue seriously.
- User of the technology are well aware about the rules they have to follow.

## **2.7 Industry and Competitive Analysis**

### **2.7.1 SWOT**

SWOT analysis is known as a tool of strategic planning by which one can easily evaluate internal elements which are strengths and weaknesses and external elements which are opportunities and threats. Identifying important strategic elements that may determine a company's success is the goal of a SWOT analysis. Organizations may improve their competitive position and accomplish their objectives by evaluating their strengths, weaknesses, opportunities, and threats. This allows them to build strategies to exploit their strengths, minimize their weaknesses, take advantage of their opportunities and deal with their threats. Project management, product development, marketing strategy, and company planning all frequently use SWOT analysis.

### **Strengths:**

- **Providing original and genuine products:** Leatherina and its brand Gootipa is mainly known for providing genuine leather products. They also made PU leather-based products but their main focus is genuine leather. As they always maintain the transparency, they easily gain the trust of their local and foreign buyers and their customers. This transparency is their greatest strength.
- **Increase in people acceptance:** As people are getting genuine product within affordable price, both buyers and retail customers are starting to accept their products easily. At some point because of this acceptance if any product price is higher than usual, they even agree to buy that as they do not have any doubt about the product quality.
- **Huge customer base:** Even though their initial target customer is those women who are 40+ but because of their collection variation now they are locally popular in working women, student. They are now increasing the collection of their men section which is why they are getting popular in working men, travelers too. They are planning to introduce with kid section too. The plan of introducing all age and gender group base product slowly to see people acceptance is a great strength of the company. In this way they will be known to everyone.

### **Weaknesses:**

- **Have to maintain quality:** Maintaining the quality is difficult when the competition is increasing day by day in the industry. Because of this pressure sometimes quality does not maintain properly and it creates a negative impression and it backlashes the company. Maintaining quality is one of the biggest weaknesses within the company now a days.
- **Insufficient quality staff member:** Even though the staff members are getting every possible facility they leave the company after sometimes when they get better option in other company. Very few staff members remain to work here which is why there is a shortage of quality staff member which is a challenge for the company since the company is committed to provide best quality product. Quality staff member shortage is another reason why the company is facing challenge to maintain product quality.

### **Opportunities:**

- **Grab the attention of the people because of uniqueness:** Even though the competition is increasing day by day but their unique design is a great opportunity for them to grab the attention more. Not only just uniqueness but also the reasonable price compare to the design is an opportunity for them. If they give more focus on the design and come up with more innovative design then it will take no time to do even better than now.
- **Increase the number of physical shops because of the customer acceptance:** As the brand Gootipa is the way to sell their product locally, sometimes people want to see the product to justify the price since to the customer the price is bit higher. Then again, they do not mind to pay more to get premium product and to confirm the quality they often like to check the products by themselves and for that physical store plays a crucial role. Their shop is located at Dhanmondi and they have corner at Unimart Gulshan – 1 and Gulshan – 2 branch. They do have a handsome amount of customer base outside of Dhaka which is why they recently have a corner at Unimart Sylhet branch. Also, an outlet will also be available at Terminal 3 of Hazrat Shahjalal International Airport. According to their report, their second largest customer base are from Chittagong which is why they are planning to open an outlet there too. This increasing number of physical stores indicate that the more customer has the chance to check their product by themselves, the more people are accepting them and they are happy with the product as well as service.

### **Threats:**

- **Hard to maintain the quality because for the price increasing of the raw material:** People acceptance is increasing day by day not only because of the leather product but also the hardware which they use are premium quality. However, as the demand increase now, they have to maintain the quality even more but currently it is hard for them because the price of the hardware and raw material is increasing. People are buying their products because of the quality but now if they cannot maintain the quality of their product then it will be a great threat for the company.

- **A lot of competitors in the market:** Now there are so many options in the market because of the increasing number of the competitors whose products are cheaper than Leatherina. This can be a threat for the company because even after getting the premium quality product with trending design still some customer will notice the price first. In this way Leatherina can lose some of their potential customers.
- **Facing export problem because of the global economic crisis:** Economic downturns can significantly impact the income and profitability of Bangladeshi leather manufacturers like Leatherina, who rely heavily on exports. Decreased consumer spending can lead to decreased demand for leather items in export markets, causing excess inventory, slowed production, and financial losses. Cash flow issues may also arise due to decreased demand and shrinking export orders, making bankruptcy and liquidity problems more likely. Exchange rates can also fluctuate, impacting export prices and increasing import costs. Inflationary pressures can raise manufacturing costs, making it difficult for companies to control manufacturing costs. Limited access to financing can hinder growth and innovation. Disruptions to the global supply chain can also affect production timetables and customer relations.

### 2.7.2 PESTEL

**Political:** Leatherina follow the political law which is enforce for everyone. The company always do everything in a systematic and lawful manner which mean the expected tax and fess are always paid by following the rules and regulation.

**Economical:** The company plays a role in the economy too. It helps in the growth of the economy and lower the rate of unemployment by giving the chance to some people to work in the company.

**Social:** Leatherina has strict policy to no child labor and force labor which is hard to see now a days. Also, the company give a flexibility while doing work so that employee can work peacefully.

**Technological:** The company is quite depending on the technology since every record is keep in a database where it is easy to find the necessary information.



**Environmental:** The core of this company is sustainable products and promote eco-friendly products. So, it is clearly seen that the company is following the environmental factors while doing their work.

**Legal:** Leatherina give data protection of its every employee. They also have the facility of first aid kit which one can use to do primary treatment. They also promote fire safety and have a drill once a month.

### 2.7.3 Porter's 5 Forces

**Bargaining Power of Buyers:** Buyers have a little amount of power of bargaining if they buy a bulk amount of product. However, to maintain the good quality it is not possible to bargain a lot. As the price increasing of the raw material is an issue currently and to maintain the product quality, buyers usually do not have the power of bargaining.

**Bargaining Power of Suppliers:** Suppliers have a great amount of bargaining power because the hardware which are used while making the product are usually come from China and as their product quality is good so to maintain that if they suddenly increase the price then the company has no other choice but to buy within that price.

**Threats of New Entrants:** There is always a threat of new entrants as everyone want to grab the opportunity in the leather industry as it is one of the first growing industry in Bangladesh. Also, people do not want to buy a sustainable leather in a good price which they can use life time. But they want to buy artificial leather in a cheaper price and use that for a certain amount of time. This is why there is always a threat as in Bangladesh people mostly choose quantity over quality. Consumers first notice the price of the product and then the product quality which is why it is hard to make them understand to use sustainable leather products as competitors can easily influence them by setting their product price cheaper.

**Threats of New Substitute:** So far there is no threat of substitute because the substitute which is using by the company is already eco-friendly as well no harm to use.

**Competitive Rivalry:** There are currently a lot of rivals exist in the market which makes this company tough to survive. Every now and then competitors are trying to find the loop and grab the opportunity which is why this company must have the latest

market analysis which is continuously helping them to grab the opportunity before the rival company grab it.

## **2.8 Summary and Conclusions**

This company is doing their best to set an example in the world. To do this they have to maintain a lot of things which is quite difficult to survive. They continuously try to come up with something innovative which help them to expand their customer base. Facilities which they are providing is hard to get from another company. However, they believe to satisfy their employees which is ultimately the source of satisfy their customer and grow their company to help it to make a global brand.

## **2.9 Recommendations**

There are some recommendations for the company which will help them to grow even more which are-

- They should give necessary information to the interns in their first day as they are very much unaware about the workplace culture.
- There should be a training session for the staff member of both Leatherina and Gootipa to run everything smoothly by always prepare to tackle any situation.
- Leatherina should keep a record of the customer recommendation because it will easy to review if it is in a document or in paper,
- They should take the customer feedback seriously and work on it as Gootipa is totally base on the relation with the customer which has a connection with product sell and brand image.
- Leatherina should hire more young employees which will ultimately help the company to stay up to date. Also, young and fresh graduates can be a treasure for the company as they can think fresh and innovative way.

## **Chapter 3: Project Part**

### **3.1 Introduction**

HR policies play a major vital role in an organization. It helps the organization to set a proper instruction or expectation from the employees which will help to achieve mission and vision of the organization. In that policy everything stated from the process of recruiting to the rules and regulation which must have to follow by the employees and the consequences that an employee will face if he/she breaches those rules. As everything is in written form so these policies protect help company to avoid any unpleasure situation in the future. One can measure how much fair the workplace is by getting know how strong the policies are. When policies are strong it meets the standard and make the workplace safer and fair for every employee.

Usually, HR department of the organization has the responsibility towards making these policies. Since they mostly work with the man force of the organization, they know what problems the employees are facing or in which issue they may create a situation because of the absence of HR policy. This is why HR department is entitled to create a significant, acceptable and standard HR policy. Also, these policies are for the wellbeing of the organization because as the organization set a list of expectation, all the employees have to abide by the polices. Hence, the whole organization will run into a systematic way which ultimately is nothing else but best for the organization

HR policy ensure that needs of the employees who works there are important and the organization care for that. It also shows that employees get the expected benefit. Every possible problem like employees complaints, action against that complain, consideration of an unexpected situation has a decent solution in the organization. In this way employees feel protected and prioritized in the organization which give them motivation to do better job performance. Even the employee who can perform high performance get rewards in many ways and this only possible because of the policy. Also, because of the policy there is a discipline maintain in the organization environment and ensure that employees get their deserving benefit too. (Bhasin, 2021)

### **3.1.1 Literature Review**

Leatherina Pvt. Ltd. is a leading leather manufacturer who start their journey in 2016. In this short span of time, they not only export our leather and leather goods and create a value outside of the world but they also try their heart and soul to create awareness about our own goods and create own brand. Their popularity is increasing day by day because of the good quality and the affordability of the product. As the journey is from 2016 till now of this company and a lot of people are working for this company so it is high time to revise and reformat the HR policy. So that, they can run their business even smoothly than before.

Founder and Managing Director of Leatherina, Taslima Miji stated that she faced a lot of difficulties in the beginning of her journey for so many factors. However, she overcome those by putting everything in a disciplinary manner. She not only just aware for the environment but also for the employees who works under her and for her company. This is why she always try to provide a non-conflict and peaceful environment for her employees who eventually is working to take this company globally. This is why she feels that revising the HR policy and reformation of HR policy is essential.

As there are so many competitors in the industry who are working with leather goods, there is a gap in Leatherina while manufacturing the goods. As the sister concern of Leatherina is Gootipa where they sell their goods locally, they get some local customer feedbacks from there. Customers always want something which is both trendy and durable and which is why they mostly give feedback to come up with new design, vibrant color or new shape bag. Picard Bangladesh Limited is very much known for its vibrant color leather bags. Not only the color but also the shape and design is very much attractive which is able to draw customers attention easily. It is a joint venture of Bangladesh – Germany company. This company manufactures for international brands from mid to high end both leather and non-leather goods. One of the first companies in Bangladesh to manufacture leather items was Picard. The company was established with the goal of combining the technological proficiency of German manufacturing with the benefits of a plentiful supply of raw materials and a skilled labor resource. If Leatherina Pvt. Ltd. also come up with some new shape, color and design bags which is acceptable to both local customers and clients then the company will become more

competitive than before. Another thing is while a portion of employees also suggest the higher management or the MD to come up with exclusive design and to do so hire a designer who can design the upcoming bag or goods base on the market demand, they mostly come up with the fact that the company does not have that much budget to hire that type of designer. Reason behind saying this is even though Leatherina Pvt. Ltd. is gaining its visibility in the market but still it is a small company. As they export their goods internationally and their sister concern company has a large number of high end customers they know what type of goods will bloom their business but because of the funding problem they can not solve the issue hence they can not hire a designer or pattern master who can come with an exclusive idea regarding their bags or other goods. Their men collection is also very limited which is why even though there are potential male customers but because of the repeated design and very limited collection the company can not draw attention of the male customers. Hush Puppies, a world known footwear company sold 17 million pairs of shoes every year in 150 countries which makes it a global brand now. Even in every season they introduce new collection of shoes which is sustainable and ecofriendly. They are continuously pushing their boundaries, doing experiment and introduce new goods which helps them greatly to be a global brand. Even in Bangladesh when male customer wants to buy some genuine leather shoe or wallet they go straight to Bata where they can easily purchase Hush Puppies goods. They believe that they are creating style which will be durable and age beautifully by using leather in the bulk of their range. Because of the wide range of leather men goods, male customers easily driven there. This gap can also be reduced if Leatherina come up with different designers for each segment such as ladies bags, shoes, belts, men backpack, laptop bag, shoes, wallets, cardholder, belt etc. Lastly, supply chain management is very much important because from shipping goods to unexpected natural disaster can be made more efficient because of it. A company's all aspects of logistic operation is mainly supervised by the supply chain manager. Because of the supply chain manager's supervision companies can identify the issues and solve it immediately before any disaster happens. Lots of companies face this risk because of not identifying the issues within the possible time or because of the lacking in supervision. Also, unexpected disruption in supply chain management can lead in high expenditure because of lost sales, high expensive last-minute supplier and faster shipping. As a means to continue production, shipping cost will be one of the problems such as to deliver the product faster company has to choose pricey air shipping than

cheap shipping by sea (Gordon, n.d.) Same thing mostly happened in Leatherina Pvt. Ltd. during production line. In the middle of the production of any goods they find out that there is a shortage of materials, same materials but in different color, material price increasing, leather shortage etc. which is why unexpected delays happens and a bad impression create with the client as well as a bad market reputation creates. This all happens because of there is a gap of supply chain management. If the higher management take this issue seriously and solve it then the company will be known as the most committed company while delivery the product in the industry which will ultimately help the company to expand.

### **3.1.2 Objective(s)**

The two main objectives of this project are-

- Get the knowledge about how to find out the need of reformation of HR policy and make the policies standard and acceptable.
- After revising the HR policy double check those to see whether they are confusing or conflict with any regulations or not.

### **3.1.3 Significance**

Even though big companies pay extra attention to the policies to avoid unpleasure situation, medium or small companies usually does not pay a significant amount of attention to their policies. Every company need to look after HR policies as this is the only way a company can solve a situation in a systemic and peaceful way. This entire report plays a significance role as here is mention the challenges which one may face while developing a new HR policy and how to resolve that.

### 3.2 Methodology

This research used a combination of primary and secondary data collection methods. The report was created based on qualitative research techniques. Primary data collection involved observing the workplace environment, engaging in employee discussions, and interviewing 15 employees of the company as well as the Managing Director. To do the research here the sample size is 16. Also, to conduct the research convenience sampling which is a non-probability sampling technique has been applied as this sampling method is easy to implement because of the availability and willingness of the participants. To conduct the interview, I asked the 16 participants some unstructured questionnaire and based on the answers from the sample size I came up with their perspective and some of my recommendations. Secondary data collection included reviewing relevant internet articles. Additionally, external sources such as books, journals, periodicals, and newspaper articles were analyzed.

### 3.3 Findings and Analysis

A particular framework which helps in role and responsibility organization within HR departments is the Ulrich model. This HR model presented as a means of allocating responsibilities for HR (Ulrich, 1995). The model is designed mostly for large organizations with large and unstructured teams. Its purpose is to optimize workflows and guarantee that all team members understand their respective roles, obligations, and accountability.

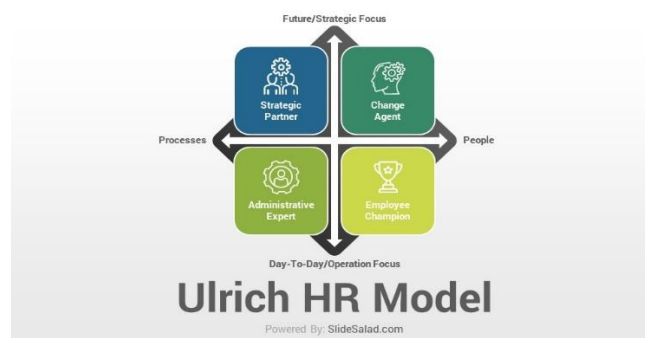


Figure 7: Ulrich HR Model

1. **Strategic Partner:** The Strategic Partner's role is to assist in supervising the growth and progression of the workforce. They analyze systems and procedures that may help in more effectively meeting the needs and desires of the customer while also looking to the client for suggestions on how they could improve. It is process centric and focus on future which will ultimately bring benefit to the organization.
2. **Change Agent:** The Change Agent examines the company's overall culture and considers improvements that could be made on a personal and professional level. In order to lead and encourage improvements in the workplace environment for all employees, they will establish connections with upper management. It is people centric and also focus on future or strategy which is very much needed for long time operation for an organization.
3. **Administrative Expert:** The role of the Administrative Expert is primarily internal in nature. They monitor employees, operating costs, and the general production of the daily "business as usual" output. As it involves the people of the organization so it is people centric and focus on operation.
4. **Employee Champion:** The role of the Employee Champion is to support employees in speaking up and make sure they feel valued and heard at work. In addition to helping to ensure that the company's employees are happier and healthier, which has a significant positive impact on the business as a whole, they also support the implementation of procedures and efficient measures that guarantee safeguarding. It is also people centric and focus on day-to-day operation according to Ulrich HR Model.

Now if we implement the Ulrich HR Model on the process of HR policy development of Leatherina Pvt. Limited then we can get an effective result as this model helps to define each and everyone's responsibilities and prioritize both the people who are relevance to the company and processes which is beneficial for the company to run their business long term.

- **Strategic Partner:** At Leatherina Pvt. Ltd., Strategic Partner plays a crucial role to implement company's mission of delivering high quality product and customer satisfaction through aligning workforce development. Supervising employee growth and ensuring the training and skills are on the same track



with both expectations of clients and future demand on market is the centric part of this role. By analyzing the systems and procedure HR manager will point out the areas of development which will determine organized production, product quality enhancement and customer satisfaction. For example, to improve the process of manufacturing strategic partner might work with the production team to not only meet but also overshine client's expectation towards craftsmanship and durability. To ensure that Leatherina remains competitive and up to the market trend they will need to gather clients feedback, recommended adjustment in product design, production timeline, materials and so on. Also, the strategic partner needs to think about future possibilities and for this they need to collaborate with other departments from developing a flexible workforce to tackle future industry shift to implementing eco-friendly practices in the supply chain. In these ways Strategic Partner of Leatherina Pvt. Ltd. can ensure its brand reputation as well as long-term success by ensuring both customer satisfaction and growth of the organization.

- **Change Agent:** For a long-term success of the company, Change Agent plays a crucial role to adapt a positive and progressive work culture. Change Agent role focus on analyzing and reinforcing a workplace culture by creating an environment which prioritize all the employees personal and professional growth. The Change Agent support a people centric approach because they understand that a motivated and positive workplace not only increase the creativity but also productivity. To do so they work closely with the senior management to implement necessary programs or training for employee wellbeing and professional growth. For example, the change agent at Leatherina Pvt. Ltd. might collaborate with HR and all the other head of department to implement necessary training program among the employee which is needed to run the company smoothly such as craftsmanship method, sustainable practice in manufacturing and so on. They might also work on some principles which will make stronger company's value such as respect, embracing and environmental responsibility. In this way, the company can ensure its strategy with more people focused culture, all the employees are supported and motivated, the company grows and adapt market changes and prepare to contribute on ongoing success.

- **Administrative Expert:** Administrative Expert directly support the goals of company's production and operation. It also ensures that the activities if the company will run smoothly and efficiently. This role mainly focuses on the internal process of the company. Here the Administrative Expert supervise the daily operations which keep the company running proficiently. To maintain the high standard of quality and productivity, the company will monitor closely the employees, keep the track of operational cost and ensure a steady workflow. As the role is people centric, the Administrative Expert will work closely with the teams all over of the organization to ensure that all the employees have the necessary support and resources to perform their best. For example, to prevent stoppage during production or delaying any meeting they might involve to coordinate the inventory level, scheduling meetings and look after budget allocation. By observing daily operations, the Administrative Expert of the company ensure its operational standards, well-structured and supportive work environment where employees can give their full attention on their craftsmanship so that the company can deliver consistent and high-quality products to the clients and customers.
- **Employee Champion:** As per Ulrich HR Model Employee Champion role is people focused and operational focused of an organization. This role considers as a bridge between employees and management where it is ensured that in the organization team members have a voice and their concerns as well as suggestions are actively forwarded. Employee Champion plays a critical role to nurture a supportive and embracing work environment where employees feel respected, valuable and have the power to share their point of view. For example, at Leatherina, Employee Champion can perform regular employee check-in, feedback session, open forum for discussion where employees can share their experience and come up with ideas for improvement. This role also includes enforcing techniques which support a healthy and supportive workplace such as ergonomic workplace which promotes mental health and wellbeing strategy. This way the employees will be more engaged and committed towards their work as they will feel heard and appreciated and the company can experience reduce turnover, boost morale and increase productivity. This is how Employee Champion can

provide a healthy work culture which values every individual's contribution, helping to create a motivated and strong workplace which supports the mission of providing quality products as well as promoting employee welfare.

By applying Ulrich HR Model, it is possible to distribute the responsibilities of each individual and when everyone will be clear about their duties and responsibilities towards the company they will focus more on their work and perform the best out of them. In this way Leatherina Pvt. Ltd. will remain competitive in the market, up to the trend in the market and demanded among the clients.

As the research is based on qualitative research and for that a part of the interview has been taken of the MD of the company as she was also a participant of the sample size. In that interview Ms. Taslima Miji, MD of Leatherina Pvt. Ltd. stated that importance of HR policy is very much crucial because as everything is stated in the policy so one cannot do whatever they want because they know if they do something unethical, they will face a consequence because of that. She also stated that there is an after effect of the pandemic situation. Everyone is affected with that pandemic situation as that time a lot of changes happens worldwide as well as in our daily life. Mostly people affected mentally and financially because the after effect of pandemic directly hit us economically which affect us mentally too. To deal with this as economically or financially is not possible so to deal mentally in the company every employee creates a positive environment where everyone can share their problem with their trusted one. To some extend it helps. She added that, as the time passed people needs change because of the changing situation. To cope up with this changing there is a need to develop or reformat the HR policy. It is very much challenging to reformat policy because it is not possible to give every facility to the employees from the company as not every demand is ethical according to the view of a company. This is why coming up with a mutual policy which is accepted by both the company and the employee is very much hard. The company is currently thinking about adding a policy regarding mental health issue which is actually demanding base on the situation. By observing for a long time and having a HRPD team it is easy to ensure to establish a new HR policy by doing reformation. Though there is no current policy about this mental health issue but the company is taking measure to work on it and come with a good policy about this. Since, in our country mental health is still a myth and not widely accepted by all

so the company is thinking about to take some time before coming with a remarkable and acceptable policy about it. When the question is asked that do she or any other upper management faced any situation where the employee of the company demand something which is not stated in the existing policy she answered that, so far the company does not face any unpleasure situation where employees become aggressive and demand something which is not mention in the HR policy. Since the MD always make sure to create a positive environment for the employee so she stated almost everything in the policy which is why yet she has not faced any conflict situation. However, if in future they face any they will take necessary action depend on the demand and the situation. Lastly, she added that ensuring insurance policy and implement a day care for the female worker, these two issues need to develop in the policy according to the MD but currently because of the post pandemic economical affect and the war affect it is not possible but she will definitely add this any day soon in the policy.

### **3.4 Summary and Conclusion**

In short, we can never look after the urgency to reformate the HR policy. To do this a lot of difficulties have to face because it is not possible to identity the area to development easily and then come up with a new acceptable policy. However, by having a HRPD team a solution may come by gather everyone's thought. As the Ulrich HR Model is much suitable to develop a healthy HR practice, it will make the work easy for the HRPD team to identify any existing problem and come with a point to develop the area which is needed in HR policy. Also, without every employee's participation it is not possible to grow the company even after they have great mission and vision. Working on the mission to achieve the vision is the goal of any company to remain competitive in the business world.

### **3.5 Recommendation**

Recommendation to tackle this type of situation is head of the departments should be humbler and should have more empathy. So that employee will feel secure and stay

loyal towards the company. When the company will apply the discussed model, we hope that throughout the company problems will be solved. Still if the employees feel that they need some change or there is something they need to discuss they can always inform it to their supervisor and the supervisor must have to inform the upper management to solve it if it is reasonable and solvable.

To keep the company competitive and run it smoothly as possible there are few recommendations which are-

1. To motivated everyone who is a part of the company, Leatherina Pvt. Ltd. can arrange a yearly team vacation or refreshment. To do this they can go out somewhere and take a break from a day by doing fun activities which will help to create a bond within the individual of the company. By doing this they can clear up their mind and come up with a fresh head next day in the workplace and they will feel energetic and motivated for their work.
2. They can start a practice of appreciating the work of the individual by giving Employee of the month or Worker of the month. To give this reward upper management will monitor everyone's behavior pattern in individual basis as well as behavior with the colleagues. From every department there will be an employee of the month who will get extra one day off as a reward. This reward will help to create a competitive environment within the company by giving their best work. I think it will help the company to bring out the talent and progress more.
3. Implementing HRIS or Human Resource Information System can make a lot of work easier for the HR professionals since this software will maintain, manage and process all the details information about the employee. It is a best and hassle freeway compare to manual HR related process to keep all the record updated about the employees of the company. By using this software, the HR professionals will invest their valuable time on more important work which is needed for the company.

### **3.6 Limitations**

There were some limitations while conducting this project which are-

- There were some confidential files which is hard to get and this why coming up with the problem is also hard.
- Not all the employees where cooperative while having a discussion with them.
- There was lack of guidance about how to solve a challenging situation in professional way.

## References

1. Avishikta, R. (n.d.). HR Policies. *Your Article Library*. Retrieved from <https://www.yourarticlelibrary.com/human-resource-development/hr-policies/hr-policies>
2. Sandhya, M. (n.d.). HR Policies. Economics Discussion. Retrieved from <https://www.economicdiscussion.net/human-resource-management/hr-policies/hr-policies>
3. Harris, E. (2021). Developing HR Policies: A Step-by-Step Guide. *Career Addict*. Retrieved from <https://www.careeraddict.com/developing-hr-policies>
4. Nuclino. (n.d.). 10 Essential HR Policies and Procedures. Retrieved from <https://www.nuclino.com/articles/hr-policies-procedures>
5. Indeed Editorial Team. (2023). 21 Essential HR Policies and Procedures (With Forms). *Indeed*. Retrieved from <https://www.indeed.com/career-advice/career-development/hr-policies>
6. Centric HR. (n.d.). How do you review HR policies & procedures? Retrieved from <https://www.centrichr.co.uk/how-do-you-review-hr-policies-procedures>
7. UAGC Staff Member. (2023). 5 Principles of Great Management. *The University of Arizona*. Retrieved from <https://www.uagc.edu/blog/5-principles-of-great-management>
8. The Ortus Club. (n.d.). What are the four types of B2B markets? Retrieved from <https://www.ortusclub.com/what-are-the-four-types-of-b2b-markets>
9. Econ Posts. (n.d.). 06 Good Management Practices. Retrieved from <https://www.econposts.com/business-management/06-good-management-practices>
10. Bamboo HR. (n.d.). Employee Management. Retrieved from <https://www.bamboohr.com/resources/hr-glossary/employee-management>
11. Barney, N. (n.d.). B2C (business-to-consumer). Retrieved from <https://www.techtarget.com/searchcustomerexperience/definition/B2C>
12. Bhasin, H. (2021). HR Policies – Meaning, Importance and Functions. *MARKETING91*. Retrieved from <https://www.marketing91.com/hr-policies>
13. Leatherina. (n.d.). Retrieved from <https://leatherina.com>
14. Gootipa. (n.d.). Retrieved from <https://gootipa.com>

15. Child Care Human Resources Sector Council. (n.d.). Developing HR Policies. Retrieved from <https://www.cpsc-cssge.ca/hr-resource-centre/hr-toolkit/hr-policies-employment-legislation/developing-hr-policies>
16. O'Donoghue, L. (2021). The David Ulrich HR Model. *testcandidates*. Retrieved from <https://www.testcandidates.com/magazine/the-david-ulrich-hr-model/>
17. HRM Handbook. (n.d.). Strategic Partner Role in Dave Ulrich's HR Model. Retrieved from <https://hrmhandbook.com/hro/model/ulrich/strategic-partner/>
18. HRM Handbook. (n.d.). Change Agent in Dave Ulrich's HR Model. Retrieved from <https://hrmhandbook.com/hro/model/ulrich/change-agent/>
19. HRM Handbook. (n.d.). Administrative Expert in Dave Ulrich's HR Model. Retrieved from <https://hrmhandbook.com/hro/model/ulrich/administrative-expert/>
20. HRM Handbook. (n.d.). Employee Champion in Dave Ulrich's HR Model. Retrieved from <https://hrmhandbook.com/hro/model/ulrich/employee-champion/>
21. Oracle. (n.d.). What is HRIS. Retrieved from <https://www.oracle.com/bd/human-capital-management/what-is-hris/>
22. Buy Leather Online. (n.d.). Sustainable Leather: Our Commitment to the Environment. Retrieved from <https://buyleatheronline.com/en/content/22-sustainable-leather>
23. Picard Bangladesh Ltd. (n.d.). Retrieved from <http://picarbd.com/about-us/>
24. Hush Puppies. (n.d.). Retrieved from <https://hushpuppies.com.au/pages/about>
25. Hush Puppies. (n.d.). Retrieved from <https://hushpuppies.com.au/pages/our-materials>
26. Wilson, M. (2024). The Strategic Importance of Supply Chain Management. *Afflink*. Retrieved from <https://www.afflink.com/blog/the-strategic-importance-of-supply-chain-management>
27. Cpc, R. G. (2024). What Are the Various Risks in Supply Chain Management? *American Public University*. Retrieved from <https://www.apu.apus.edu/area-of-study/business-and-management/resources/what-are-the-various-risks-in-supply-chain-management/>



## Appendix

The interview was based on unstructured questionnaire. The questions which I asked for the interview were-

1. Why HR policy is important?
2. People's needs and wants change with time especially after the pandemic we have noticed this. Have you noticed any differences in your employees?
3. If yes then what are those and how do you deal with that?
4. What factor/s influenced you to reformat HR policy?
5. How much challenging it is for you to reformat HR policy and why?
6. How you are ensuring to establish a new HR policy?
7. A large number of people are suffering from mental health problems since the pandemic. Do you have any policy on this matter or have you taken any action regarding this issue?
8. Have you faced any situation where your employee demand something which is not stated in your policy? If yes then how did you tackle the situation?
9. Is there any specific area you think need development while making HR policy and why?