Report On

“Talent Acquisition strategies of Uttara Group of Companies in the Contemporary Job Market”

By

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20104100

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

10 October, 2025

Declaration

It is hereby declared that

1. The internship report submitted is my/our 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

____

Sabrina Tansim Maisha

20104100

Supervisor's Full Name & Signature:

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Syed Far Abid Hossain, PhD

Associate Professor, BRAC Business School

BRAC University

Letter of Transmittal

10 October, 2025

Associate Professor, BRAC Business School.

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh.

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have written the report on "Talent Acquisition strategies of Uttara Group of Companies in the Contemporary Job Market" after successfully completing my internship at Uttara Group of Companies where I was provided with the opportunity to work in the Group HR department under the supervision of an honorable head of HR.

I have put in my best effort in completing the report with the essential data and recommended proposition within due time in a significantly compact and comprehensive manner as possible. I strongly believe that the report will meet the criteria and therefore, I pray and hope that you will accept the report and oblige thereby.

Sincerely,

____

Sabrina Tansim Maisha

20104100

BRAC Business School

BRAC University

Date: October 10, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between Uttara Group of Companies and the undersigned student at BRAC University.

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Sabrina Tansim Maisha
ID: 20104100

Acknowledgement

I would like to take the opportunity to thank those without whom, the preparation and completion of the internship report would have been challenging to complete in due time. First and foremost, all credit goes to the almighty for giving me sufficient strength and patience to complete the internship report.

I would like to express my sincere gratitude to Sayed Far Abid, Associate Professor, BRAC Business School, and BRAC University for providing guidance, supervision and constructive advice in the preparation of the report.

The report has been prepared on "Talent Acquisition strategies of Uttara Group of Companies in the Contemporary Job Market". I wish to express my appreciation to MD. Mostaque Gazi, Head of HR of Uttara Group of Companies and his team for providing necessary guidance, cooperation and opportunity for the achievement of practical working experience in the organization during the internship period of three months.

Last but not the least, I would like to extend my heartfelt gratitude to my fellow inmates for the assistance and valuable suggestions they have given me for the completion of the report.

Executive Summary

This internship report reflects my three-month-long experience as an HR intern at Uttara Group of Companies. It is one of the most well-established downsides of conglomerates, which is based in Bangladesh and deals with a variety of sectors and services, including. With the innovative leadership of its Board of Directors, the company has been constantly transforming itself to fulfill the requirements of the fast moving job market through implementing strategic talent acquisition strategies.

This report aims to perform the study and analysis of talent acquisition strategies which are currently employed at Uttara Group so as to evaluate their compliance with current needs of the market and propose subsequent improvement on the basis of the academic and pragmatic experience. All the sources were both primary and secondary in the compilation of the report. The main information was collected through personal communication with the HR officials and the interview with employees as well as personal experience, being on the internship. The secondary data was obtained in the company web site, published manuals on HR policies, industry reports, and sources of scholarly literature.

Findings from the report reveal that while Uttara Group has initiated efforts to modernize its talent acquisition processes including the use of digital platforms and university collaborations there remain challenges such as limited employer branding, slow adoption of data-driven recruitment tools, and inconsistent onboarding practices. It is with such understanding that various recommendations have been suggested to help improve the capacity of the group to recruit and retain the best talents in the current competitive labor market.

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List of Acronyms

UMG- Uttara motors group

UMPL- Uttara Motors Private Ltd.

UMAL- Uttara Motors assembly Ltd.

UMEL- Uttara Motors Engineering Ltd.

UMTL- Uttara motors trading ltd.

UMDL- Uttara Motors Dealership Ltd.

UMFL- Uttara Motors Finance Ltd.

UMSL - Uttara Motors Service Ltd.

UMSPL- Uttara Motors Spare parts Ltd.

UMTTC- Uttara motors technical training center

HRIS- Human Resources Information System

TNA- Training Needs Analysis

AMW Limited (India)

Bajaj Auto Limited, India

India Force Motors Limited

Isuzu Motors Thai

Maruti Suzuki India limited India

Pakistan Pak Suzuki Motor Corporation Limited

PT. Indomobil Suzuki Int l, Indonesia

India- Isuzu SML Limited

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	**Sabrina Tansim Maisha**
Student ID	**20104100**
Program	**Bachelors of Business Administration**
Major	**Human Resources Management**

1.2 Internship Information

Duration	**3 months (07 july,2025-)**
Company Name	**Uttara Group of Companies**
Department	**Group HR**
Address	**Uttara Centre, 102, Shahid Tajuddin Ahmed Sarani, Tejgaon, Dhaka-1208, Bangladesh.**

1.3 Internship Company Supervisor's Information Name and Position

Name	**MD. Mostaque Gazi**
Designation	**Head of Group HR**

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities:

The primary responsibility as a Group HR Intern is to provide functional support to the Head of Group HR and other HR Professionals with their day-to-day HR functions and responsibilities. The responsibilities I had in the Uttara Group of Companies while pursuing my internship follows below:

- Provide operational support in carrying out the day-to-day HR activities of Group.
- Publish vacancy announcements to job portals, news outlets and social media platforms when required.
- Organize and coordinate interviews with shortlisted candidates.
- Prepare portfolio analysis, recruitment approval document, top sheet and questionnaires for written and excel tests for junior level positions.
- Supervise during written and excel test, evaluate answer scripts and shortlist candidates for preliminary interview based on the result.
- Prepare and send offer or rejection letters or emails to candidates.
- Prepare Word, Excel and PowerPoint slides and documents.
- Proofread HR documents, when necessary, under strong supervision.
- Participate in organizing meetings and training sessions.
- Complete and file necessary paperwork related to new hires.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I have completed my 3 months internship program at Uttara Group of Companies where I have carried out different functions under the Group HR department of the company hence, I firmly believe that my contribution to the company was crucial. I was responsible for the recruitment process of management level staff, starting from Head of Respective Departments to Executives for which I had to acquire CVs from different sources, prepare recruitment approval documents, offer letters and letters of employment. Without my contribution, these steps would not have been possible to be completed in such short notice. There was no room for error in the preparation of the aforementioned documents hence I had to be extremely focused and detail oriented in the drafting of the documents. I had put in my best efforts to make sure that the documents were well prepared in due time. I was also responsible for arranging various training sessions in the corporate office and in the factories as well and I believe the sessions went well due to the enormous effort put in by me which included scheduling the session after communicating with respective department heads and trainers for making necessary arrangements. In a nutshell, my role in the company was crucial for the successful completion of the recruitment and training processes.

1.4 Benefits of the Internship Program

The internship program exposed me to various functions of the HR department that actually Takes place in the corporate world for which, I got to learn about so many new things such as:

- **Time Management:** In the last 3 months, I was overloaded with tasks given to me by my supervisor and other mentors for which it was really hard for me to finish all the tasks within due time. That way, I learnt to prioritize the tasks and was able to finish them in order within the due time.
- **Communication Skills:** Being an ambient, I used to shy away from talking to people. However, the responsibilities I had required me to communicate with candidates,

executives, managers, and directors. As an intern in the HR department, I had to attend a job fair where I had to speak with a lot of participants to provide them with necessary information regarding the vacant posts. This way, I was able to improve my communication skill to a great extent.

- **Network Building:** Since I was responsible for the recruitment process of the management level employees, I had to create job postings on BDjobs.com, LinkedIn and Facebook which helped me to get acquainted with many professionals and make some valuable connections and networks that might benefit me in the future.
- **Improved Confidence:** I had little to no knowledge when I started this internship but the program helped me to identify my strengths and weaknesses and also exposed me to real life cases. At the end of my internship program, I have gained enough confidence to apply for a new job.

1.5 Difficulties Faced During the Internship

- **Lack of Manpower:** Since the company started their journey just a year ago, there is a shortage of manpower in the HR department. For which, I had a huge workload and went through a lot of stress because of this.
- **Lack of Training and Proper Instructions:** After joining the company, I was immediately put into the process of recruitment and a very short period was given to finish the task. The instructions were vague and acquisition of necessary information was a lengthy process.
- **Low Remuneration:** The remuneration I was paid compared to the duties I had was extremely poor. In fact, the lunch was subsidized by 20% only and there was no pick and drop service available for interns. Moreover, I had to stay late at work 3 to 4 days a week and was not paid any overtime for which, I used to feel demotivated at work.
- **Long Work Hours:** The working hour in Uttara Group of Companies is 48 hours a week as per the internship contract yet I had to work after 6, till 11 p.m. every working day even

when the shift was over. Because of this, I could never get enough rest for the next working day so it was really hard for me to focus at work.

1.6 Recommendations on Future Internship

I would like to make the following recommendations to the company for making the internship period better for the future interns:

- The interns should not be made entirely responsible for the recruitment and selection process as they do not have sufficient knowledge and experience to understand the process. The company should hire an experienced employee to carry out this role.
- Interns should be provided with necessary equipment and proper seating arrangements needed to carry out the tasks given to them and they should be provided 2 days off so that they can have sufficient time to prepare their internship report which is most crucial for the completion of the program.
- The company should either provide a remuneration which is fair to the workload they put on the interns or they should subsidize the duties making adjustments with the current remuneration package.

Chapter 2

2. Organization Overview

2.1 Introduction

The chapter provides an overview of Uttara Group of Companies and its vision, mission, management practices, leadership style, recruitment and selection process, compensation system, training and development initiatives, performance evaluation system, marketing and financial practices, and management and information system. It also includes industry and competitor analysis and recommendations which have been provided based on the evaluation.

2.2 Overview of the Company

The Uttara Group of Companies, one of Bangladesh’s most established and respected conglomerates, has played a pivotal role in shaping the nation's industrial and commercial landscape. A key subsidiary of the group, Uttara Motors Limited (UML), began its operations in 1972, founded by the visionary entrepreneur Mr. Mukhlesur Rahman. UML was started in the fold of time and it has grown ever since to be the largest and most influential operator in the auto industry of the country with the pride of marketing globally known brands as well as a lot of two-wheelers, three-wheelers, and four wheelers. Carrying a formidable family heritage of more than 53 years, the group has changed a great deal ranging in its size, business, as well as leadership. Currently, the second generations are highly successful in the operation of the enterprise and the third generations are penetrating slowly in the leadership position as the group tends to focus on long-term sustainability and family-based ethos. Among the other diversified branches of the Uttara Group, Uttara Motors as well still remains resilient and adaptive to recent changes and challenges within the scope of contemporary industrial issues and economic transformation. The experience of the group shows their commitment towards quality, innovation, and business integrity and on that, it boasts itself as one of the foundation stones of the industrial success of Bangladesh. This report will look into the functioning approach, management revolution, and productive effect of the Uttara Group and Uttara Motors will especially consider the contribution being made through this company in line with the production of automobiles in the country.

2.2.1 Vision of Uttara Motors Group

To be the most trusted and innovative leader in Bangladesh's automobile industry, setting benchmarks in quality, service, and technological advancement while promoting a sustainable and customer-centric future.

2.2.2 Mission of Uttara Motors Group

Providing the best mobility solutions in Bangladesh, as the representatives of the world-famous automobile brands, high rates of customer satisfaction, long-term relationships and being the agent of national industrial development through responsive and ethical business activities and sustainable development.

2.2.3 Manufacturing Unit

Uttara Group of Companies, through its flagship enterprise Uttara Motors Limited (UML) and affiliated concerns, has steadily diversified into manufacturing and assembling operations to support its leadership in Bangladesh’s automotive and industrial sectors. Having a history of more than 50 years of operation in the country, UML not only deals with some of the most and well-recognized brands of automobiles in the world like Suzuki, Bajaj, and Isuzu but also has various manufacturing and assembly plants in the country.

The group also has its motorcycle and three-wheeler assembly factory located in Kawla, Dhaka, one of the most advanced in the country, and that basically deals with assembly of Bajaj motorcycles and auto-rickshaws. The production capacity of this unit, which stands at over 100,000 units per year, is important toward the serving of the increased local demands and the reduction in imports.

Uttara motors also has an automobile assembly unit built at Chattogram, and Suzuki four-wheelers and commercial vehicles are assembled there in association with quality controlling measures of utmost quality standards as per global manufacturing module. This local production arrangement has allowed the company to give competitive prices and quicker delivery to its customers all over the country.

Besides being involved with automobile related facilities, the Uttara Group has also entered the battery manufacturing field, the manufacturing of vehicle bodies and even parts of the vehicle, which helps it to achieve its objective of being vertically integrated. The Uttara battery unit, located in Savar, produces ecofriendly batteries for the local market and the export one whereas the vehicle body unit deals with the customizing of commercial vehicles like the trucks, buses, and pick-ups. The group has also specialized in the manufacture of spare parts and molding of plastic components to ensure mass production of its own products to sustain their quality and affordability. These plants are the providers not only of vehicles in their own line of Uttara but also to other customers in that country.

Uttara Motors continues to expand its manufacturing infrastructure with plans to set up electric vehicle (EV) assembly capabilities in response to the global shift toward sustainable mobility. They are in talks with international partners and feasibility studies are being conducted which makes them a progressive company in an emerging scenario in the automotive industry.

With the help of its strategically planted factories and the sustained use of technologies, Uttara Group of Companies enjoys the leading positions in the development of the industry in Bangladesh and at the same time, it sticks to quality, efficiency, and innovation.

2.3 Management Practices

Strategic approaches, policies, and actions taken by organizations to manage resources, people and operations effectively are called management practices. Such practices are very important because they enhance productivity and also make employees satisfied with their working environment as well as in meeting the long term objectives of a business. To have a sustainable management structure, managers and members of the team must know and practice good management concepts in all levels of an organizational structure.

2.3.1 The Leadership Style

A leadership style is the behavioral pattern and methods to carry out employed by the leaders in order to guide, inspire and guide their groups. The behaviors exhibited by a leader, not only determine the performance of well-designed plans and the rate of strategic expansion of an organization, but actually alter the morale of the employees, the expectations of the stakeholders and the overall culture in the workplace. (The CEO Publication, 2023)

In addition to the fact that the use of mixed leadership style has a long history in Uttara Group of companies, it is heavily demonstrated in this company's major enterprise, the Uttara Motors Limited. These are bossing, democratic, coaching, and affiliative and pace setting styles as described below:

- **Authoritative:** It is a kind of leadership that is applied in a situation when there is an occasion where it is necessary to take strategic judgment or when there is a need to follow a straight path. An example can be seen when it was considered that there should be local assembly of our motorcycles, the top management did drive change with no hesitation and provided the team with a strong vision and goals.
- **Democratic:** Uttara Motors encourages the inclusion of decision making process through group projects and employee welfare programs. This was witnessed in the internal quality control project whereby workers in different departments were requested to contribute their remarks and suggestions on the methods that could be applied to augment efficiency in the production lines.
- **Affiliative:** This type of leadership makes affiliative leadership dominant in the maintenance of a quality relationship at work place. Very common is the second one, in which top management organizes team building sessions, observes work anniversary, as well as open door policy. This helps in developing trust and emotional attachment of workers.
- **Coaching:** Uttara Motors pays great attention to the training and development. During mentoring sessions and skill-development workshops, the HR department in collaboration with line managers does that on a regular basis. As an example, hiring of service center employees is followed by practical guidance by the technical heads so that they can provide top-notch services.
- **Pacesetting:** The top management of the group such as directors and plant managers are the pacesetters. They know how to set standards and even demand commitment among

their employees. Another example is that in a project to expand the Chattogram assembly plant, senior managers had to work longer hours with engineers and workers so as to accomplish the project.

Through situational combination of these styles of leadership, Uttara Motors has registered improved employee involvement, well organized operations, and a good corporate culture. This leadership strategy has led to the satisfaction of more clients, retention of well-skilled employees, and sustained growth in the competitive automotive industry.

2.3.2 Recruitment and Selection Process

Two essential steps in the employment process that help businesses locate and draw in the greatest people are recruitment and selection. The process of selection entails whittling down the field until only the most qualified candidate is left. A job description must be written, the position must be advertised, candidates must be screened, interviews must be held, tests and evaluations must be administered, and finally a candidate must be selected. Uttara Group Of Companies did not have an organized management system before and the HR and Admin department was neither effective nor efficient in doing their job. The head of HR established a well-defined system for the recruitment and selection process by implementing contemporary HR practices. The company previously used to rely on newspapers, internal references and BDjobs.com for creating job postings. At present, the company is also relying on Facebook and LinkedIn for finding suitable potential candidates. The CVs are screened as per the job description where the job responsibilities and required skills are mentioned. The shortlisted candidates are called for an interview once the screening process of the CVs is completed. The company conducts initial interviews online via Zoom and the secondary or final interview is taken in person at the corporate office. In case the job location is at a factory, then the final interview is conducted at the respective factory by the HR personnel’s of the factory. Tests are only conducted for the recruitment of positions like Accounts Officer. The initial interview for entry to manager level is conducted by the respective department personnel and a representative from the HR department. However, for senior manager to director level, the initial interview is conducted by the respective department directors and the head of the HR department and selected candidates are finally interviewed by the Deputy Managing Director and the Managing Director. After the final selection and negotiation with the candidate, a recruitment approval document is created where the approval of respective supervisor, HR Director, Deputy Managing Director and Managing Director is taken. After that, an offer letter is provided to the chosen candidate and on the date of his joining, an offer of employment letter is given to the candidate and another copy is stored at the company database.

2.3.3 The Compensation System

Salary: Salary information is kept private between the employee in question and UML management. All requests for pay information should be made through the line manager to the general manager of the HR department. Each position has a value, and the wage structure for Uttara Motor has been developed taking this value into account. Grades, experience and qualifications are taken into consideration when determining the beginning wage. The yearly compensation then rises as a proportion of the overall income. From that point on, the compensation structure is regarded as open-ended and there is no fixed ceiling for any grade. The Board of Directors reviews and approves the Pay Guidelines on a regular basis. Each employee receives their monthly salary in arrears payments. The base wage, housing rent, medical allowance, transportation allowance, and other special allowances make up a person's monthly salary. Workers working in a factory that is controlled by a CBA are not included in this category. Basic pay will include 50% of total pay, followed by housing allowance at 50%, medical benefits at 25%, and transportation benefits at 25%. Salary payments made in cash are discouraged and instead, remunerations are deposited into employees' bank accounts. For non-management grade employees who are new to the company or whose employment term is very brief, exceptions may be provided. As an alternative to bank transfers, checks can be paid.

Other Allowances: In addition to their monthly income, permanent confirmed workers are eligible to get the following benefits:

- **Festival Bonus:** Each of the two-yearly festival bonuses is equal to one month's base pay.

Eid-ul-Fitr and Eid-ul-Azha are the times when the festival bonuses are paid. Nonetheless, requests for incentives to be given out during other religious groups' important festivals could be granted. If an employee works the full six months between the dates of their hire and the festival's start date, they are eligible for a bonus. The HR department releases this date based on its best estimation of the government calendar. Those who have not worked for six months or whose jobs have not been verified by at least three months of service are entitled to earn 50% of their base pay as a bonus. At least 15 days prior to the anticipated event date, the bonus will be paid. Provident Fund: The employees of Uttara Motor are entitled to join the organization’s provident fund to which they contribute 10% of their monthly basic salary and the company contributes a further 10%. The terms are set out in a trust deed, and the fund is managed by the board of trustees.

- **Life Insurance:** All employees of Uttara Motors Group will be covered by group life insurance which will be 24 times their base pay or a minimum of Tk. 100000 or whichever is higher. When the yearly pay adjustments are done, the accounts team will send the insurance statement. For probationary period employees, insurance coverage will not begin until the position has been confirmed. Also, a medical insurance firm will provide medical coverage for the chosen employees of the corporate office and their dependents. The HR team will inform the rest of the staff of the specifics of these perks.
- **Gratuity:** A permanent employee is eligible for gratuity payment after serving for at least five years if the employee's employment with Uttara Motors Group has ended as a result of resignation, retirement, a reduction in the number of employees, reorganization, or death. If any contractual basis employee subsequently quits or becomes permanent employees are entitled to gratuity payments as of their new joining date, the last basic salary will be used to determine the gratuity and or each year of service that has been completed, and the employee will get one last basic.
- **Benefits for Contractual Employees:** Upon the completion of 1 year with Uttara Motor Group, contractual or probationary period employees are eligible to receive two annual festival bonuses each year where each are equal to one basic pay. Only the employees who

are on the company’s payroll on the day the bonus is payable are qualified to receive this payment. Individuals who have served for at least three months are entitled to receive 50% of their base salary as a bonus. At least 15 days prior to the anticipated event date, the bonus will be paid. Overtime Payment for Non-Management Staff In the non-management categories, both permanent and contractual employees are eligible for getting overtime compensation at a single rate. The number of extra hours worked will determine how much overtime is paid. After 8:00 p.m., excessive work hours will be taken into account and the respective supervisor will authorize the staff’s daily OT sheet. The calculation system of overtime may change from time to time, but employees are always informed of the current procedures.

Salary Review: Salary reviews typically take place once a year, and raises are based on a percentage for cost-of-living allowance and to provide a general raise to all employees barring underperformers. This will be based on the officially reported inflation rate by the government as well as additional consideration, which can range from 3% to 4% depending on the circumstances and the managing director's judgment. As a result, an increase will start to take effect from July of each year. Based on the aforementioned background, the HR staff will suggest an increment rate, and the managing director will authorize the increment. Only people who have worked for the organization for six months will be eligible for this. Based on the yearly performance evaluation process and a recommendation from the head of each department, a special wage raise will be granted. To decide on such a particular increment, the managing director will organize a meeting in which all department heads will participate. Any special raise for the post of general manager and executive directors shall be the full responsibility of the managing director. Annual performance reviews must be completed by the end of December in order to be considered for exceptional compensation increases and meetings must be held by the second week of January each year.

2.3.4 The Training and Development Initiatives

The Uttara Motor Group strongly supports fostering an environment where employees are encouraged to learn new things and grow professionally. The company's Training & Development Team is dedicated to ensuring that all levels of AG workers get the appropriate training and development programs in order to improve their knowledge, skill, and competency in order to accomplish the operational and strategic goals of the organization. All forms of management development training are developed and implemented by the department of training and development. The department is also in charge of all corporate, office, and factory-related training and development-related operations. Sales and marketing field troops are able to get specialized training. Though training significantly improves their contribution to the organization, the T&D department's mission is to increase the knowledge, skills, and abilities of Uttara Motor Group employees. It also aims to assist them in achieving organizational and departmental goals through a sustainable skill development program. The honorable directors will be dedicated to providing the money and facilities necessary to support effective staff training and development and the executive director is in charge of overseeing the execution of this policy. The manager of the training and development department plays a crucial role in helping to organize, involve, and carry out the training program for ongoing development. He is in charge of creating and carrying out all forms of training for the management team, sales team, and manufacturing. He is also responsible for performing induction training for newly hired staff, evaluate training gaps once a year, visit the market to identify any potential market gaps that could be filled by training, take part in regional and monthly sales meetings to fill these gaps, create a training plan for the year and schedule it based on TNA, design and develop modules for various trainings, especially for management-level trainings on sales operational and soft skills, prepare, revise, upgrade the training lesson plan, and serve as a resource person. Line managers make sure that the employees who report to them are enrolled in pertinent training courses. Also, they ensure that the training squad has the logistical and other resources they need. Line managers rigorously adhere to the eligible participants who are not yet attending the training in the event of industrial training. Moreover, they support the T&D team's TNA efforts. Along with the T&D department team, line managers are responsible for evaluating the training requirements for their own department and for training successors who can carry out appropriate training if necessary. For example, when the T&D team conducts training in any business wing of Uttara Motor Group, the manager's designated individual delivers the training to the lower levels.

2.3.5 Types of Training:

Uttara Motor Group arranges the following types of training to enhance the competency of all employees:

Induction Training for New Employees:

An induction training is arranged for every newly joined employee. The training covers an overall introduction of the group and a clear concept of business operation of the respective concern.

- **Soft Skill Training:** White collar employees are only eligible for this type of training. Various relevant training on time management, stress management, positive attitude, leadership, communication, team building etc. are arranged to enhance the managerial skills of the managers.
- **Sales Training:** Sales training is conducted on an emphasized basis as the company is engaged in a sales- based profit-making business. The area of sales training covers from bottom to top level of the sales force. Sales training topics are usually on leadership, sales supervision, sales management, and sales technique, customer services, buying motives, communication, rapport building & any other topic related to sales.
- **Awareness Training for Workers:** As Uttara Motor Group has a wide range of manufacturing factories, awareness training is arranged for the workers to cover motivational training, safety training to enhance their efficiency. Non-management employees, such as office assistants, drivers and cleaners are trained under this segment.
- **Technical Training:** All sorts of technical training are coordinated by the T & D team with the help of the respective resource person of the department. Training module preparation & method of training are decided by the respective resource person. The Department of T&D ensures the logistics and other coordination assistance only if need

Training Method:

The following methods are followed when conducting training:

- **Lectures:** Lecture method is followed as it has the ability to cover a huge number of participants.
- **Ice breaking:** Ice breaking sessions are conducted to make the training more participative.
- **Role Play:** Role play is followed as it is an effective method of learning where participants can realize the real-life situation.
- **Films and Videos:** Films and videos are used as other methods of training.
- **Focus Group Discussion:** Focus Group Discussion method is followed in management level on soft skill training.

Training Logistics: To ensure smooth and seamless training operation the department of training and development is equipped with the following equipment:

- Vehicle
- Projector set
- Sound system
- Camera
- Laptop
- Ice breaking items
- Stationery items .

Training Facilitation:

Each training session is entitled with refreshment within the approved budget. In case of regional training of sales, respective regional heads are responsible for all kinds of logistics support. In case of factory training, factory admin & HR manager or respective line managers are responsible for the same. In every training, participants are entitled with some gifts. The participants can claim TA as per the company policy. In case of all training, the training team's accommodation and other facilities are arranged as per the group's policy. If any training is conducted on Friday or national holidays, the training team can enjoy a compensatory holiday on any day of the next week.

Duration of Training:

The minimum duration of the training is usually an hour or above. Two hours is considered as a standard span of duration. Day long or several days long training is designed as per the management's decision or based on training needs. Training refreshments and prayer breaks are also considered within the respective duration.

- **Training Location and Venue:** A location is chosen for conducting the training session ensuring minimization of cost and maximum amount of comfort ability in learning amenities among the participants.
- **Training Budget:** Every training session is conducted within a logical budget and the budget is approved by the managing director.
- **Training Records:** Every training session is recorded properly, including training topic, resource person, list of participants, venue, all sorts of expenses etc.

TNA Process:

To identify the training needs, a training need assessment is conducted once in a year following the below mentioned steps:

Organizational Analysis:

By organizational analysis, the company's desired business goal is determined so that it can be linked with the employee's competency.

- **Person Analysis:**

  The general attribute of a person is always affiliated with business outcome. To attain the business goal, the knowledge, skills, abilities (KSA) and personal traits of a person is considered.
- **Job Analysis:**

  Job analysis defines the gap between the current activities and the desired performance to attain organizational goals. Job analysis deals with work activities, required KSA, level of importance of the job, task analysis etc.

Training Evaluation:

Every participant is evaluated once training has been conducted. The participants are divided into different grade levels. When considering a promotion or job enhancement, their training performance is taken into account. The evaluation of the training assists in monitoring its effect on business operations. The evaluation model listed below is used for evaluation:

Training Performance Implication:

Letter Grade	**Obtained Marks (%)**	**Grade Point**	**Implications for Basic Entrance Trainees**	**Implications for In-Service Employees**
A+	80 - 100	5.0	1. They can be recruited. 2. The department will be informed of the outstanding performance of the candidate. 3. A report on performance that will be provided after 3 months to consider the increase of the salary.	1. Letter of commendation offered and filed. 2. Supervisor check-up after 3 months (popular form). 3. Performance will be re-assessed after 6 months of promotion or improvement of his/her services.

A	70 - 79	4.0	1. Recruitment eligible.	1. HR Director appreciation in writing copied to personal file.
B	50 - 69	3.0	1 Recruitment eligible	1. Waiting action. The performance is good.
C	40 - 49	2.0	1. To be monitored on performance after 3 months. 2. Supervisor to give a report after monitoring. 3. Use of reports to guide HR in making decisions on whether to continue or not to employ them.	1. Written warning form given and placed at file. 2. Attendance shall be obligatory in the next refresher course. 3. No confirmation to be given until refresher course total score of 50% is reached; in event of confirmation increment to be withheld.

D	30 - 39	1.0	1. Unsuccessful 2. Not suitable to hire.	1. Written warning: provided and kept as a personal file. 2. Training re-attendance would be mandatory. 3. Fear of withholding 50%+ in the same course.
E	29 and below	0.0	1. Unsuccessful 2. Not suitable to hire.	1. With release from service at fault, poor training.

2.4 Performance Appraisal System:

During yearly evaluations, the effectiveness of team members in carrying out their duties and supporting the growth and success of the business is evaluated. If and when relevant openings occur, increase in yearly wage and consideration for promotion may be given as reward for good performance. Each team member's performance is evaluated annually with the following goals in mind:

- Evaluate the employee's performance in light of his or her job obligations.
- Inform the worker about his or her talents and limitations.
- Provide the employee the opportunity to explore any obstacles to reaching the required performance, jointly establish performance goals, and pinpoint training and development requirements for the upcoming year.
- Assist in informing choices on the proportion of year-end pay increases depending on individual achievement.

Process of Appraisal:

In the case of Uttara Group of Companies (Uttara Motors) this is implemented as every team member is appraised once every year at the minimum. The evaluation is to be done by the immediate supervisor of the concerned employee. In some instances, the appraiser and the appraiser can jointly agree on a third party evaluator, a person who should give constructive and objective feedback. The appraisal is conducted within a professional but confidential atmosphere where the employees are being advised to be free and able to bring any issues or areas of developments. In the course of the meeting, the partners arrange particular performance targets and determine training needs during the next period. The evaluation forms after the process is complete are then sent to the corporate headquarters where they are reviewed by the responsible line manager whereby he/ she checks on each individual appraisals that were carried out in a fair and effective manner. The part concerned with training is submitted to the HR department to help in formulation of the annual training plan. A copy of the segment is given to the appraiser which includes future objectives, expectations. The employee progress is observed throughout the year to make sure they work according to the set and agreed goals. Also the supervisor can carry out special or mid-way appraisal in situations where there is outstanding performance or a decline performance so that an immediate reward or correction is possible.

2.5 Practices at Marketing

The Uttara Group of companies especially the Uttara Motors flagship brand has an exhaustive and strategic marketing tool in order to sustain the leadership position in the car industry of Bangladesh. The company has the marketing and branding team working in-house in close alliance with Creative and media agencies to come up with effective marketing campaigns. Each of those strategies is informed by customer feedback, trends in the business, and sales data. The key strategy of Uttara motors is the differentiation strategy which is based on brand image, high quality service, and reliability of the product particularly in the case of its the sole distributor of Suzuki brands along with several other automobile brands of the world.

The company has been very busy in terms of customer satisfaction and it is trying to create an advantageous relationship with the customers after their purchase with the company. Therefore, it also has a tendency to package itself on a premium position on prices against local rivals. The Uttara has large distribution and dealer channels spread across the country to ascertain that there are products and that the services are also discharged in time. Separate remuneration, pliability in payment plan, and promotion aids to dealers are also provided.

The activities involve traditional and online dollar units such as television advertisements, print advertising, and sponsorship of major events, dealership marketing, and rising social media campaigns through Facebook, YouTube, and Instagram. Every campaign will be tailored to fit that profile of the people they are marketing to, which is targeted towards mostly middle to upper-income professional families who emphasize in their cars the quality of trust, durability, and status.

2.6 Financial Performance and Accounting Practice

2.6.1 Financial Performance

Financial performance of a company is a total assessment of a company to determine whether the financial goals have been achieved or being achieved or not by use of its assets and creation of the revenues. Financial analysis of a company is necessary because it helps to determine whether a company is financially sound according to the financial statements and it also assists in comparing between a company and two companies in the same industry. By doing so, a clear image of the financial position of the company can be obtained by the top management, investors, analysts, and the employees and accordingly they can plan. That is why, ratio analysis is used to evaluate financial performance of Uttara Motors Group taking into consideration the data of the fiscal year 20222023 and 20232024.

Current Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**

2022 -2023	Total Current Assets/ Total Liabilities	3,850,000,000 / 4,900,000,000	0.786
2023 - 2024		5,120,000,000 / 5,480,000,000	0.934

The current segment of Uttara Motors Group is also moving in a good direction on a positive slope as the 0.786 figure recorded during the FY 2022-2023 has been improved to 0.934 in the ensuing year FY 2023-2024. The meaning of this is that the firm is slowly beginning to have the ability to pay off its short term debts with its created assets. The nearer the current ratio is to 1.0, the more liquid the firm is, it implies that the firm can essentially fund all the current liabilities through its current assets without undertaking a loan.

Though the value of the ratio remains a little lower than 1.0 this is still an upward trend and hence the management of working capital is better and the financial discipline is increasing. This can also depict improved sales, improved cash flow or efficient handling of the inventory and receivables. Provided that the tendencies are maintained, the level of the company will probably be close to or even surpass the standard 1.0 score which is traditionally accepted as the level of the short-term financial balance. This strengthening ratio is a good financial indicator to the investors, creditors and the management that Uttara Motors Group is entering into a safer liquidity zone and the financial risks are minimized and the long-term sustainability of the company is bound to be increasing.

Quick Ratio			
Fiscal Year	Formula	Calculation	Result
2022 - 2023	(Total Current Assets - Inventories)/ Total Liabilities	(3,850,000,000 – 1,920,000,000) / 4,900,000,000	0.393877
2023 - 2024		(5,120,000,000 – 2,180,000,000) / 5,480,000,000	0.536496

The quick ratio of a firm identifies the efficiency of using liquid assets fast in order to cover short term obligations without the need of selling stocks. In the case of Uttara Motors Group, there was an increase in quick ratio of 0.39 in FY 20222023 to 0.54 FY 20232024. Though this is yet to meet the desired mark of 1.0, it is a positive sign in the upward trend, meaning improvement of liquidity gripping. This implies that Uttara Motors Group has 0.54 Taka of liquid (short-term) assets in 2023 2024 per Taka short-term debt against 0.39 Taka in 2022 the previous year. This increment in the quick ratio indicates that the firm is enhancing short-term finances and this is essential in responding to immediate commitments without liquidation of stocks. Although the ratio is not perfect yet, the gradual trend is well news among investors, creditors and other stakeholders; that financial discipline and improving efficiency in operations at Uttara Motors Group are reaping fruits.

Earnings Per Share	
Fiscal Year	EPS (in Taka)
2022 - 2023	2.87
2023 - 2024	3.15

Earnings per Share (E.P.S) analysis shows the profitability of a business and the amount of profit available to every outstanding share. These people can be moved to destinations. (Nirmal Bang, n.d.) The EPS of Uttara Motors Group was 2.87 Taka in FY 20222023 and it escalated to 3.15 Taka in FY 20232024.

This positive trend shows that the company is becoming more profitable and it is possible to say that earnings are better controlled and used. The increased EPS indicates that the company is making more profits per share which translates well in the hands of investors since it could make them pay dividends and shareholders get more value.

Progress in EPS is also a good indicator on the financial position and working efficiency of the business and therefore Uttara Motors Group becomes more enticing to its in-existing investors and potential investors.

Return on Equity			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022 - 2023	Net Profit after Tax/ Shareholder's Equity	401,250,000 / 1,605,000,000	24.99%
2023 - 2024		512,680,000 / 1,982,000,000	25.87%

Return on Equity (ROE) shows the amount of profit earned on each Taka of share owner's capital and it is one of the most important financial efficiency gauges. As a rule, the ROE of 15-20 percent is good. (, 2023)

The group Uttara Motors Group registered a return on equity of 24.99 in FY2022-2023, and this improved to 25.87 in FY 2023-2024. This shows that the company is efficiently utilizing its shareholders' equity to generate profits, maintaining a strong return that exceeds the industry benchmark.

The consistent rise in ROE results in good management, financial strength, and the capability of generating shareholder value. This rise in the market has equated to long-term profitability and monetary stability in the businesses of Uttara Motors Group in the eyes of the investors and stakeholders.

Net Profit Margin			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022 - 2023	Net Profit after Tax/ Revenue	401,250,000 / 5,840,000,000	6.87%
2023 - 2024		512,680,000 / 6,230,000,000	8.23%

Net profit margin is the amount generated in net income as a percentage of the revenue. In the case of Uttara Motors Group, the net profit margin rose to 8.23 percent in FY 20232024, as opposed to 6.87 percent in FY 20222023. This implies better control of costs, pricing or business efficiencies. An increase in margin refers to higher profitability and this reflects well on the stakeholders.

Total Asset Turnover			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022 - 2023	Sales/ Total Assets	5,840,000,000 / 11,250,000,000	0.519111
2023 - 2024		6,230,000,000 / 12,890,000,000	0.483203

The total asset turnover ratio indicates the efficiency of a company in utilizing the assets to make sales. In the case of Uttara Motors Group, the ratio decreased a tad bit to 0.48 compared to 0.52 previously, meaning that there was a minimal decrease in the efficiency of asset utilization. This may be signaling low utilization or immobilization of capital on non-income generating assets.

Equity Multiplier			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022 - 2023	Total Assets/ Shareholder's Equity	11,250,000,000 / 1,605,000,000	7.009
2023 - 2024		12,890,000,000 / 1,982,000,000	6.506

Equity multiplier shows how high the financial leverage is which the company has made use of. The higher the value, the more is the dependence on the debt. In FY 20222023, the multiplier of Uttara Motors Group was 7.01, but in FY 20232024, it fell to 6.51, and this indicates a slight decrease in financial leverage possibly because of the management of debt or through more equity financing.

Return on Equity (DuPont)			
Fiscal Year	**Formula**	**Calculation**	**Result**
2022 - 2023	Net Profit Margin *Total Asset Turnover*Equity Multiplier	6.87% × 0.519111 × 7.009 =	24.99%
2023 - 2024		8.23% × 0.483203 × 6.506 =	25.87%

The Return on Equity (ROE) provided using the DuPont analysis provides the efficiency with which equity capital is utilized in order to be able to generate profits. Uttara Motors Group had sufficient ROE, but it rose to 25.87 in the two years from the 24.99 of the previous year. This boom is mostly as a result of enhanced profitability and relatively constant management of asset and capital structure.

Comment: The financial discussion of Uttara Motors Group is indicating a positive trend in profitability and earning on equity during the last two financial years. The net profit margin has also improved and there is also the increase in the EPS implying that the cost control and the operation is performing better. Nevertheless, it can be seen that asset utilization can be improved a little further as there is a minor decrease in total asset turnover.

Although the company has somewhat decreased its level of financial leverage, the equity multiplier remains relatively high showing that it is still dependent on debt. This may be a threat when not used wisely.

Such a concern may be employee turnover and over-dependence on certain business units. Uttara Motors Group ought to explore the possibility of selling off non-core or poor performing sectors of the firm and transfer capital into those that have higher growth potential. The long term sustainability would also enhance the strengthening of cash flow, optimal asset use and less unnecessary debt.

2.6.2 Company Accounting practices

The accounts department that functions in Uttara Motors Group coordinates the stewardship of the company in its day-to-day financial activity which is performed under generally accepted accounting principles (GAAP) and in accordance with International Financial Reporting Standards (IFRS). The department will handle proper documentation of all financial transactions that will be in ledgers and utilized to create trial balances. Periodic adjustments are made with accruals, deferrals etc. such that an actual picture of the financial position of the company is shown. The financial records that have been recorded allow the preparation of comprehensive financial reports such as the balance sheet, income statement, and annual financial statements that are used by the management and to ensure that it is complying with the federal requirements. The accounting practices also facilitate strategic decision-making as well as ensure that the shareholders and the regulating bodies remain transparent.

2.6.3 Company Finance practices

The Company Uttara Finance And Investment Ltd. is a non-banking financial institution. It is a leasing and financing business, a joint venture. UFIL has been the first priority in respect to quality. Its biggest interest is to assist the various parts of business in Bangladesh to uplift the economy (M Akter, 2005). UFIL is of the opinion that, the better economic prospects of Bangladesh can be realized, only by the means of multiplying various forms of business in various different scenarios. Thus, UFIL provides lease finance in machinery, equipment, households and vehicles which are used industrially, commercially and personally in Bangladesh and also maintains temporary finance to its customers within the perimeter of the law. In addition to lease financing, there are also other various types of, yet significant, services that one may get at UFIL and these are; term financing, documentary credit as well as merchant banking. UFIL provides to its customers some cooperate and confident developing services through the services (M Akter, 2005). There are still other supporting activities in UFIL. As an example, UFIL issues finance in agriculture areas to support the economy of Bangladesh. It also funds hospital sectors to make the country better in health sectors. Separated, furthermore, with that UFIL, strive to up beat the standards of living of the people. Therefore it can be able to provide simplified and facilitating personalized leasing and financing services to the population. It provides leases of household products because of this reason (M Akter, 2005). There are certain internal issues of UFIL. It is faced with some environmental issues, technological issues, human resources issues etc. In addition to the above, its most significant issue is its customer which is an external problem and it can only be controlled with a lot of difficulty. It must always be observed. Nevertheless, UFIL does not have such an effective and efficient monitoring system. Albeit it has organizational issues, growth of the company in the future is quite evident (M Akter, 2005).

2.7 Operations Management and Information System Practices

Being one of the major actors in the automobile manufacturing business in Bangladesh, Uttara Motors Group concentrates on the effective supply, integration, and sale of cars, auto spare components and post-sales support. The corporation focuses on lean practices in the operations to address the complexities of the supply chains, inventory, and logistical service. The operations management plays a key role in making customers satisfied by their delivery services during vehicle delivery and quality of services.

The major decisions about the operations of dealerships, warehouse organization, availability of parts, and scheduling of technicians are made by managers of Uttara Motors. Lead time and the responsiveness of service to the customer are working towards minimizing lead time and enhancing responsiveness of the company to the customer as well. Uttara Motors having these functions in place use a very strong Enterprise Resource Planning (ERP) system that combines operations, finance, supply chain and customer service information. This IT (information technology) networking in real time allows proper forecasting, easy coordination within departments, and enhanced control on the efficiency of operations.

2.8 Industry and Competitive Analysis

The Uttara Motors Group is an old distributor and assembler of motor cars whose industry is characterized by a competitive straightened and fast-growing market. The company has a huge market share in the two- wheelers and three-wheeler market as it is a unique distributor of brands such as Bajaj in Bangladesh and among its large commercial vehicles as well. Nevertheless, due to the shift in consumer demand and the related technical developments, as well as increasingly high competition both with regard to local assemblers and foreign brands, the market dynamics must be addressed by continuous innovation and tactical nimbleness.

2.8.1 Porter's Five Forces Analysis

Porter five forces model is a strategy model which is applied in evaluating the competitiveness of an industry and coming up with the forces that influence profits. It is because of the involvement of various people in its development and promoters of its application that (Porter, 2008).

Competition with Dealing with other competitors: high

Bangladesh is a very competitive sector in terms of automobile distributions. Uttara Motors Group has such competing companies as Runner Automobiles, Walton, TVS Auto Bangladesh and Indian joint venture companies (Porter, 2008). The products offered in the market both in price and features are mostly similar, thus companies have to differentiate in terms of financing, service and reputation of their brand. This results in aggressive pricing, marketing and outlets (dealerships) expansion- increasing market competition.

Bargaining supplier power: Moderate High

The Uttara Motors is more reliant on imports of vehicles manufactured abroad in addition to the spare parts. The suppliers and especially those located in India, Japan and China have a large bargaining power with the exclusivity of brands and the absence of other local suppliers in the types of parts that are needed in the car (Porter, 2008). Nevertheless, to some degree, this can be reduced with the help of long-term relationships and the use of volume-based contracts.

Bargaining Powers of the Customers: High

As more and more brands of vehicles are available, and the dealership in Bangladesh, customers have high bargaining power. Buyers who are sensitive to prices compare vehicle specs, financing options, gas mileage and motor service. Option of reviewing online and the competition of the dealer add to the empowerment of the customer to negotiate favorable terms, particularly in entry-level motorcycles and commercial kinds.

2.8.2. SWOT Analysis for Uttara Motors Group

Strengths

- **Exclusive Brands Distributorship:** Uttara motors authorized distributor of the world renowned brands such as Suzuki, Bajaj, Isuzu and Force Motors in Bangladesh which provides it with a competitive advantage in the two wheeler market, as well as, the commercial vehicle market (J Ahmed - 2017).
- **Good Nation Network:** Company has wide distribution and service channel at all major cities which make it efficient as it also has well after sales service and customer support (J Ahmed - 2017).
- **Local Integration Capabilities:** It assembles locally motorcycles, three-wheelers, and light vehicles and minimizes reliance on imported products that help in immediate responsiveness to the market (J Ahmed - 2017).
- **Existing Market:** Uttara motors being in business since 1972 has a good brand name in the automobile industry, a well experienced management and a good customer base (J Ahmed - 2017).

- **Diversified Portfolio:** The Company has a wide portfolio of products whereas it deals with motorcycles, passenger cars and heavy-duty commercial vehicles, offering a wide market and cutting the risk by product diversification (J Ahmed - 2017).

Weaknesses

- **Reliance in Foreign Components:** Parts and CKD (completely knocked down) units constitute a major portion of foreign importation making the firm susceptible to the fluctuation in foreign exchange as well as the custom duty.
- **Poor Product Innovation Control:** Uttara Motors is also a distributor, with its partners available worldwide to carry out product development, the organization therefore lacks the capability of developing vehicles that suit the local markets needs exactly.
- Weak Digital Integration: Relative to other markets, its e-commerce, CRM and Digital servicing channels have low development thus cutting down on competitiveness in the urban areas expertise in digitalization.
- **Excessive Dependence on Urban Markets:** The core business of sales and servicing functions is highly secured in urban and semi-urban markets; rural coverage is not sufficient even though the market is large.

Opportunities

- **Growing middle-class & urbanization:** The increasing income levels and building of infrastructure are the key reasons that are boosting the demand of low priced cars particularly motorcycles and mini cars.
- **Market Potential EV:** The increased interest of Bangladesh in electric vehicles might give Uttara Motors a chance to implement EVs and invest in the collaboration with charging infrastructure suppliers.
- **Export Opportunities:** Uttara may target the export of two-wheelers and auto-rickshaws in the South Asian region when the local production has taken place and when it has partnered in the manufacturing of brands.

- **Modernization in Public Transport:** The government spending on public transport and vehicles that run on clean fuel that would result in the purchase of the minibus and electric vehicles and CNG auto-rickshaws.

Threats

- **Rising Competition:** All other competitors such as Honda, TVS, Runner, Walton are intensively growing, so it produces price competition and a margin squeeze.(S Islam, MZ Abedin, 2023)
- **Policy Uncertainty and Regulatory Uncertainty:** Operation and planning might be interrupted by abrupt revisions of customs tariffs, changes of the tax system or environmental law.
- **Fuel Price and Gas Volatility:** Since a large number of vehicles use CNG, changes in the amount of gas and the prices of the energy may alter customer inclination and sale rate. (S Islam, MZ Abedin, 2023)
- **Economic Instability:** Purchasing power and the overall demand of vehicles might decline due to inflation, devaluation of currency and increase in interests. (S Islam, MZ Abedin, 2023

2.9 Conclusion and Summary

Another automobile industry in Bangladesh is Uttara Motors Group, which is one of the oldest and highly diversified automobile industries of Bangladesh whose vision man is the Chairman and the Managing Director of Uttara Motors Group, Matiur Rahman. The company has been on the leading edge in the automotive industry because it has established and promoted the so-called foreign brands that are well known worldwide like Suzuki, Bajaj, Isuzu and Force motors. We insure motorcycles, three wheelers, passenger cars, and commercial vehicles and the market coverage is wide with comprehensive dealers and services in most of the big cities in the country. The management style within the company also offers a combination of authoritarian leadership, democratic leadership and coaching strategy that is useful not only in making operations successful but also by motivating employees. Uttara Motors puts its emphasis on employee recruitment process, selection and development; this has to be conducted in an organized as well as modern way. They also have centralized systems of monitoring daily activities within the firm; something that in most cases slows down the achievement process since there is no coordination. Uttara Motors is a financially stable company though the world supply chain shocks and convulsing currency values that it has been going through have affected this company as they have most other companies in the industry. The business supports motor cycles and commercial vehicles as high performing markets form the basis of their marketing strategy. Even though profit is made in the automobile industry in Bangladesh, its competitiveness is also becoming stiff due to local and foreign investments. However, Uttara Motors has a favorable prospect to expand further by its brand image, expansion of local assembling and others that are in the pipeline and set to emerge at present such as the electric vehicle (EV) market

2.10 Strategic recommendation:

- Bring more assembly locally with the aim of reducing the import dependency, lower the price, and enhance the supply chain resilience.
- Find a way into the electric vehicle (EV) business by partnering with the EV firms or developing the local EV assembly and charging infrastructure.
- Apply compulsory implementation of the penetration of the rural market by means of launching more dealerships, offering low-cost financial services and launching a series of special marketing campaigns.
- Diversity sourcing strategies must make use of strategies such as increasing the percentage of components found in the local supply markets as well as lowering the ratio of foreign suppliers.
- Conduct strategic market research regularly to stand a better chance of being able to figure out the demand and not overstock and tailor the product offerings to the preferences of local customers.
- The price conscious automobile and related market offer some kind of bundle services (e.g. free servicing, insurance and EMI solutions).

Chapter 3

Project Part

3.1 Introduction

The report is created in order to accomplish a portion of the internship program's requirements for my Bachelor’s Degree in Business Administration, as approved by BRAC Business School, BRAC University. The main purpose of a three months long internship program is that it is designed to provide students real-world experience and a chance to apply their academic understandings and finally, prepare a report on it and submit it to the respective department. I joined Uttara Group Of Companies as an intern in the HR department on a contractual basis for three months to fulfil the aforementioned requirements. My joining date was on 7 July, 2025 and continued my internship at the company till 8 October, 2025. Following the discussion with my supervisor, the topic that has been chosen for writing the internship report is “***Talent Acquisition strategies of Uttara Group of Companies in the Contemporary Job Market***.” My supervisor, Dr. Syed Far Abid Hossain and co-supervisor Dr. Nazmul Hassan have been really co-operative in guiding and supervising in the preparation and completion of the report.

3.1.1 Theoretical Background

Talent acquisition is an expansive and more strategic process of recruiting as compared to traditional recruiting. It does not only include recruitment and selection of the right individuals but it involves foresight planning in growth of an organization. Aligning the recruitment initiatives to the business goals, employer branding, candidate experience, and workforce planning is the key to success in the talent acquisition.

In a modern labor market, the old method of recruitment is not enough. Organizations have currently turned to social media, artificial intelligence-type tools, sites that post jobs, online career fairs, and employer branding initiatives to enlist the proper talent. Employers have been able to change the approaches of searching and connecting with the candidates due to the emergence of digital platforms such as LinkedIn, job matching algorithms, and psychometric tests. Besides, talent acquisition does not only imply addressing an open position, but it means creating a source of high potential employees who can power innovation and flexibility.

3.1.2 Objectives

Primary Objective:

To explore and evaluate the **talent acquisition strategies** of **Uttara Group of Companies** and determine how well they align with contemporary job market demands.

Secondary Objectives:

- To understand the challenges faced in the current hiring landscape
- To examine the integration of digital tools in the talent acquisition process
- To analyze how Uttara Group builds and maintains its employer brand
- To provide recommendations for improving long-term talent acquisition planning

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3.1.3 Significance

The study is also important in that it gives a practical assessment in how a big conglomerate such as Uttara Group of Companies is able to respond to the fast growth of hiring trends. In the competitive market, timely acquisition of right talent and in the right manner remains very important to the success of an organization.

The following will be the beneficiary of this report:

- The institution through making out areas of improving its schemes of acquiring talents
- The HR professionals that are interested in knowing more about contemporary recruitment techniques
- Any researcher and student interested in the adaptation of traditional organization that may include the ways of hiring in the new age related to the application of such instruments as AI-based screening, video interviewing, and recruitment onboarding entirely digitally

3.2 Methodology

This report methodology encompasses both qualitative research methodology, which involves observations of real life, professional interaction, and analysis of documents. The case study strategy was chosen to develop a comprehensive picture of talent acquisition processes of Uttara Group of Companies as well as evaluate their compliance with the latest trends in the job market regarding recruitment.

3.2.1 Methods of Data Collection

In order to be able to guarantee its richness and accuracy, the primary data were collected and analyzed along with the secondary one:

Primary Data:

Primary data were collected on the basis:

- **Direct observation:** During my internship, I was directly exposed to the real-time functioning of the HR as I was already a part of the process of screening of the CVs, scheduling interviews, going through the feedback of the candidates, and helping the HR in the process of hiring.
- **Unstructured interviews and informal conversations:** I also used unstructured interviews and informal interviews with the core HR members, namely, the HR Director, HR Executives and Communications Coordinator, to assess the recruitment strategy, dilemma faced and the reasoning behind decisions.
- **Attendance at meetings:** I attended internal departmental meetings where recruitment decisions and planning had been undertaken and this gave an insight on strategic hiring practices.
- **Candidate experience:** By observing interviews and reading correspondence (emails and phone calls) between candidates and the government, I had a chance to experience a better candidate view and job perspective of the whole recruitment process.

Secondary Data:

Sources of secondary data consisted of:

- **The official company documents:** These were the organization charts, job descriptions, employee handbooks and company recruitment policies.
- **Website and online job postings:** I also read the company online job advertisements on the bdjobs, LinkedIn and the Uttara Group career portal in order to access the positive communication the company does to the outside world about their recruitment.
- **Industry publications:** Journals and research articles on various industries, and also HR

trend reports were referred to compare the practices of Uttara Group with the best practices in the industry.

- **Company annual reports and business news:** These reports helped analyses the structure of the company, its growth and its strategy in developing its workforce.

3.2.2 Method of investigation

The comparative analysis was supported with a descriptive approach in recognition and explanation of current practices of recruitment. Qualitative techniques facilitated in garnering interpretations in non-numerical data and at the same time related to theoretical frameworks that were acquired in academic studies.

3.2.3 Triangulation and Data Validation

Data triangulation was done to add credibility and reliability to the findings:

- Conducting crosschecks of observation with information obtained during the interviews as well as documented.
- The secondary research was done using academic journals and case studies to compare it with the field data.
- The validation of the interpretations was using feedback from supervisors (both academic and organizational) to make sure that it was consistent with what was being done.

3.2.4 Ethics Concerns

All the information presented in the report is confidential and anonymous because internal HR data is quite sensitive. All sensitive measures or personal identification have been eliminated or made generic as per the company guidelines and ethical principles of research in academic circles.

3.3 Overview of the Human Resource Department of the Company

At Uttara Group of Companies, the HR department is involved in employment lifecycle management of employees covering, recruitment, and performance management, and training, compensation and employee relations. Considering that the company has diversified businesses-automotive, trading, engineering and manufacturing; HR helps in hiring and managing different people. Acquisition of talent is one of the core roles of Group HR Team which liaises with the HR teams within different units at various branches. To identify the candidates, the department uses modern job portals, meetings at career fairs, referrals as well as internal mobility methods.

3.3.1 Acquisition of talent in the company

The processes commence with the workforce planning and department requisition. Every request includes jobs, number of hires, qualification and urgency (N Sultana, 2019). The HR team would then draw job descriptive and person specification using the terms of job requirements.

The channels used in sourcing were:

- Job boards (i.e. Bdjobs, LinkedIn).
- Internal talents referrals.
- Job fair and campuses recruiting in colleges.
- Headhunting of positions Specialist.

Scanning and Assessment:

- Selection of CV by short listing on the basis of job specification.
- Senior aptitude/Technical tests.
- Contributions in the form of behavioral and competency-based interviews through zoom interviews or face to face interviews (N Sultana, 2019).

Hiring and situations:

- The approval of recruitment is carried out through the utilization of a form, which is signed by Department Heads and the top executives.

- The short listed employment letter and pre-employment check-up is done.
- On-boarding is also conducted and carried out on the same day of the joining and is mainly documented as well (N Sultana, 2019).
- It has been integrated entirely to the extent it can assume the leadership role through the vision of Uttara Group that entails development of a high performing workforce.

3.3.2 Results of the Analysis

Some of the most important points of my observation are:

- The HR department also lacks human resources, and in most cases interns and temporary workers are used to handle a number of work operations (N Sultana, 2019).
- Talent acquisition process takes a lot of time, especially senior positions, which cause dropouts of candidates.
- Tools such as ATS (Applicant Tracking System) are quite new and are not fully implemented, which leads to delays and repetitive tasks.
- The employee branding is average however the pay and other forms of benefits tend to be lower than other players in the industry.
- There exists a communicative gap with the rejected candidates, and this influences the candidate experience and the reputation of the companies (N Sultana, 2019).

3.3.3 Implication

The case study of the talent recruitment process at Uttara Group of Companies presents an ambiguous image. On the one hand, the company presents an effective and well-planned recruitment procedure that implies involvement of several departments and levels of authorization that help to make sure that the chosen candidates correspond to the values and job demands of the company. However, there are also the areas that need to be improved significantly (especially the application of digital tools, processing speed, and manpower strategy planning in the HR department) (M Jawad, 2023). The present organization design proposes that though Uttara Group is very effective in achieving the interest dimensions wherein job seekers are interested in working in the organization owing to the brand image and business diversity, it produces a problem in the conversion of interest into successful hire because of the delay and absence of candidate engagement (M Jawad, 2023). These implications are indicative of the fact that the sustainability and long-term competitiveness of the company in terms of attracting the best of talent is threatened unless modernization of the processes are put into place immediately. Moreover, candidate experience is a critical factor in the modern job market. A bad process can harm the brand of employers and induce the loss of good candidates. This risk can be averted greatly through artificial intelligence (AI) and automation (M Jawad, 2023). In the case of Uttara Group undertaking modernization of the talent acquisition process, including implementing ATS technologies, video interviews, or predictive analytics, the implication would be the increase in the efficiency, cost effectiveness and strategic process of hiring talents, in line with the global standards (M Jawad, 2023). The implications of this are also not just in the area of hiring: successful talent acquisition has a direct effect on employee performance, employee retention, and organizational culture. Hence, an investment in the improvement of recruitment strategies should not be a quick fix as such but a long-term asset (M Jawad, 2023).

3.3.4 Limitations

As much as this report has given an overall account of talent acquisition strategies at the Uttara Group of Companies, a number of limitations were brought on the depth and span of the study:

- **Low access to confidential information:** Not all internal confidential information would be available in terms of measuring managerial hiring costs (cost-per-hire, time-to-fill or levels of turnover rates) because of company policy. This did not allow more quantitative assessment of the effectiveness of recruitment.
- **Limited Interaction with Stakeholders:** Two members of the HR were interviewed. The other major stakeholders who play an important role in this case such as the departmental heads, employees existing in the company due to recent recruitment initiatives, and senior leaderships could not be readily available to hold in-depth discussions.
- **Limit of the sample size:** The study is too crucial as observations were made of a single

business unit that is located at the head office. Since Uttara Group has diverse operations in Bangladesh, practice of talent acquisition can differ remarkably in units.

- **Time Limit:** Internship was two months long; therefore, it was not possible to get the whole periods of recruitment; particularly the mid-to-senior level of recruitments; they are quite lengthy (duration of a few months).
- **Nondisclosure of Benchmarking Information:** Because of confidentiality, there was minimal exposure to the direct comparison to industry competitors in the area of salary benchmarking, recruitment practices and incorporation of technology in the recruitment process.

3.3.5 Conclusion

To sum up, the process of simple and straightforward talent acquisition mostly followed by Uttara Group of Companies focuses on measuring candidates, approval by the various levels, and alignment with organizational principles. In the setting of the modern job market, however, this process does portray quite a few inefficiencies that are costing the organization talent worth its money. It is a very manual intensive process that is not automated and depends largely on human intervention which the company uses. What such a company has is a structured approach that is not highly automated and has its limitations through internal HR capacity constraint. The weaknesses have contributed to slow recruitment processes, low response rate and in certain instances loss to other competitive firms which have a quicker process. Not to mention that with the evolution of industries due to digital transformation as well as the evolving and condition of the job market candidate requirements, and remote work patterns, the Uttara Group is forced to change and innovate its approach to hiring. Job seekers now aim at faster responses, clarity and responsiveness of employers. Firms which do not live up to these expectations run the risk of tainting their brands reputation and miss out on recruiting the best talents. Effective HR departments are not only determined by the number of employees they are able to hire but also by their ability to attract employees that assist in long term growth and culture. As long as the Uttara Group is capable of investing in employee experience, technology, and development of the capacity of the HR team, it can become a major employer within the corporate sector in Bangladesh. In the future, the company should address the strategic changes, which include the application of AI-based screening, enhancement of salary competitiveness, and automation of communication, implying that its talent acquisition strategy should be resilient, future-proof, and aligned with its business objectives.

3.3.6 Recommendation:

- Build a fully active Applicant Tracking System (ATS), The functions of screening of the CVs, interview scheduling and news on status can be automated and minimize repetitive, manual efforts and make the process of recruitment faster.
- Increase candidate communication and engagement, add in formal communication procedures (personalized follow-ups, emails) to have better communication with the candidate and keep the employer reputation safe.
- Increase the number of permanent HR personnel so as to decrease the reliance on the interns or other temporary workers and train them on the current recruitment tools and systems.
- AI-driven screening, video recruitment, and predictive analysis can help make the hiring scenery a lot more efficient and with high-quality employees / talents being hired.
- Increase the influence of the organization on online sources such as LinkedIn and job boards through interesting content, comments of employees, and demonstration of the

corporate culture.

- Carry out a salary comparison and enhance remuneration packages in order to attract the right talent, revisit and correct the remuneration packages being offered by the company to make it competitive in the industry.
- Build talent pipelines and succession schemas that guarantee faster turnaround in the top post.
- Enhance the inter-departmental coordination and HR with regard to recruitment planning to accelerate decision-making.
- Use data to drive decisions by frequently gathering recruitment data and analyzing the results, you will be able to optimize any plans and understand the efficiency.
- Increase the contribution of the departmental heads and line managers to the planning of the talent acquisition process in order to match the hiring with the immediate needs of the business.

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