

Internship Report on Establishment of Strategic HR and HRIS at Orange Business Development Ltd.

By

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18104210

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
March 2023

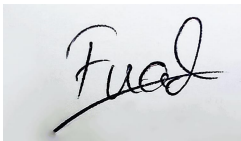
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Declaration

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 have acknowledged all main sources of help.

Student's Full Name & Signature:



Muhtasim Fuad

Student ID: 18104210

Supervisor's Full Name & Signature:

Afsana Akhtar

Assistant Professor & Area Director of Marketing and Entrepreneurship

BRAC Business School

Letter of Transmittal

Afsana Akhtar

Assistant Professor & Area Director of Marketing and Entrepreneurship,

BRAC Business School

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66 Mohakhali, Dhaka-1212

Subject: Internship Report on Establishment of Strategic HR and HRIS at Orange Business Development Ltd.

Dear Ma'am,

It is a great pleasure for me to get an opportunity to submit my internship report that I have prepared based on my own experience of working with Orange Business Development Ltd. in the HR department as a one man army.

It is a great accomplishment to be such an important part of one of the most renowned Software Development Firm in Bangladesh "Orange Business Development Ltd." from October to December as an Intern HR Executive. I have gathered a very valuable experience of being a HR as a whole. I have completed BUS-400 under your guidance and created this internship report which seeks the description of observations, learnings and analysis during my tenure of internship in Orange Business Development Ltd.

Sincerely yours,

Muhtasim Fuad

Student ID: 18104210

BRAC Business School

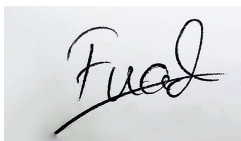
BRAC University

Date: October 16, 2023

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between Orange Business Development Ltd.
and the undersigned student at BRAC University



Muhtasim Fuad

Student ID: 18104210

BRAC Business School

BRAC University

Date: March 17, 2023

Acknowledgement

It was a great opportunity to work in a software company like Orange Business Development Ltd. and come up with my internship report according to the instructions and requirements of my Bachelor of Business Administration degree. I am utterly thankful to Almighty Allah for providing me strength and moderation to finish my report and work there with patience.

I would like to begin by thanking and conveying my heartfelt gratitude to **Afsana Akhtar**, my faculty, guardian and my internship supervisor, for extraordinary supervision. Her instructions and guidance always helped me to find out my capabilities and be a capable man to find out by myself. She always inspired me to communicate with her.

Furthermore, I would indicate my gratitude towards my organizational supervisor, **Md. Hafez Ahmed, (Director and COO)** for continual articulation of availability and helped me to explore my ideas and rectify some if needed. He was always like a shadow provider if there was any protection needed. In addition, **Md. Ashraful Kabir, (Director & CEO)** is a very diplomatic person with very clear instructions, helped me in every step to make me learn how to maintain my responsibilities with a very tight deadline and helped me learn critical thinking and take over a much higher responsibility of a **HR Head** of the organization.

Last but not the least, I would like to pour my heartfelt gratitude to BRAC University and the faculties to help me to make myself independent, thinker and capable to adapt in any situation and handle any pressure with a positive smile. I am thankful to them for helping me to be who I am today and keep my head high with confidence in the society.

Executive Summary

This internship report examines the Strategic HR initiatives at Orange Business Development Limited (ORBD), a prominent software development company. The analysis encompasses talent acquisition, employee development, performance management, and well-being strategies. orangebd's innovative recruitment processes prioritize aligning top-tier talent with the company's goals. Employee development programs focus on enhancing skills to navigate the dynamic technology landscape.

The Strategic HR approach aims to align HR practices with organizational goals, fostering employee engagement, talent retention, performance management, establishing information security systems, updating, adjusting HR Manual and overall business success. Concurrently, the HRIS implementation will streamline HR processes, enhance data-driven decision-making, and ensure compliance and certifications for the organization.

This comprehensive initiative is poised to revolutionize our HR landscape, positioning our organization for sustained growth and adaptability in the competitive business environment. This report will show my learning from Brac University on HR and establishing HR in my organization Orange Business Development Limited.

Keywords:

Strategic HR; HRIS; Performance Management; Human Resources; Talent Acquisition; Employee Engagement; Organizational Growth.

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List of Acronyms:

orangebd	Orange Business Development Ltd.
ORBD	Orange Business Development Ltd.
Ltd	Limited
HRM	Human Resource Management
HRIS	Human Resource Information System
MIS	Management Information System
KPI	Key Performance Indicator
ISO	International Organization for Standardization
ISMS	Information Security Management System
IEC	International Electrotechnical Commission
Mother Folder	The folder from where category wise breakdown starts
NOC	No Objection Certificate
TNA	Training Need Assessment
IDSDP	Integrated Digital Service Delivery Platform
RDCD	Rural Development and Cooperative Division
MOPME	Primary and Mass Education
DPE	Directorate of Primary Education
USAID	United States Agency for International Development
UNDP	United Nations Development Program
a2i	Access to Information
LGD	Local Government Division
RMG	Readymade Garment
SEO	Search Engine Optimization
Basis	Bangladesh Association of Software and Information Services
DevOps	Development Operations
API	Application Programming Interface
B2B	Business to Business
URL	Uniform Resource Locator
ROE	Return On Equity

Chapter 1

Overview of Internship

1.1 Student Information:

I am Muhtasim Fuad. I have graduated from BRAC university in the Brac Business School, to achieve a degree of Bachelor of Business Administration. 18104210 is my Student ID at Brac University. I have studied a major in Human Resource Management.

1.2 Internship Information:

1.2.1 Period, Company, Department and Address:

Internship Period: It was a three month long internship period. I started it in October, 2022 and ended in December, 2022. I have completed this period very successfully and fruitfully.

Organizational Details: I have completed my Internship in Orange Business Development Limited. It is a Bangladeshi organization who has built a lot of softwares to ease the citizen services of the country. It has a good office environment which maintains a very well organized relationship among all the employees which expresses both professionalism and a family type relation among everyone.

Department: I have done my internship in the HR department of the Organization. It was my initial job to understand the organizational structure and culture. Furthermore, to be more specific I was responsible to make the things structured and systematic by which each employee of the organization becomes a resource and the compliances are complied as well. Which enabled me to work as a HR and look forward to contributing my knowledge and my dedication towards the growth of the organization.

Address: Lane - 1, House - 171 (3rd Floor), Baridhara DOHS, Dhaka-1206, Bangladesh.

1.2.2 Internship Supervisor's Information:

Name: Hafez Ahmed

Designation: Director & COO

Email: hafez@orangebd.com

Contact Number: +880 1713243677

1.2.3 Job Scope & Job responsibilities:

As an HR intern at our software development company, I gained hands-on experiences in various aspects of human resources management. My responsibilities included assisting in recruitment processes, such as sourcing candidates, screening resumes, and scheduling interviews. I also supported employee onboarding and orientation activities, ensuring a smooth transition for new hires. Additionally, I had the opportunity to contribute to HR policies and procedures, as well as assist in employee engagement initiatives and performance management tasks. This internship offered me a dynamic learning environment where I developed essential HR skills and made meaningful contributions to our team.

The Job Responsibilities I was assigned to carry out were:

- Assisting in the recruitment process by sourcing candidates through various channels, screening resumes, and scheduling interviews.
- Supporting the onboarding process for new hires, including preparing welcome materials, organizing orientation sessions, and ensuring all necessary paperwork is completed.
- Maintaining and updating employee records and databases, ensuring accuracy and confidentiality.
- Assisting with HR administrative tasks, such as drafting employment contracts, preparing HR reports, and managing HR documentation.

- Participating in employee engagement initiatives, such as organizing team-building activities, employee recognition programs, or wellness events.
- Supporting HR projects and initiatives, such as policy development, performance management processes, or diversity and inclusion programs.
- Maintain organizational KPI.
- Assessing performance management of the employees with organizational KPI.

1.3 Internship Outcome:

1.3.1 Contributions towards the company:

What is an Internship? An internship is a temporary position offered by the organizations to provide practical experience to students or recent graduates in their field of study. Interns work under the guidance of professionals, gaining hands-on skills and insights into the industry while contributing to real projects. Internships can be paid or unpaid and typically last a few months, helping interns build their resumes and develop valuable connections for future employment. In light of the definition at the very first I have worked in various projects to understand the works of the employee. After that I introduced the employee assessment program with their KPI. As Orange Business Development Ltd. is a Software Development and Software Solutions company, the organization works with various projects. I had to manage the employees by taking the projects as a base. In orangebd I have got the opportunity to get on the job training. I have started working by keeping a mind set as a Senior Executive Officer, HR during my internship period. Taking initiatives, thinking out of the box, brainstorming, learning from mistakes and failures and so on.

There were several contributions I made during my internship Period. They are given below,

Performance Assessment:

Being an intern, I am proud to introduce performance assessment in the organization. I had to

work very hard because from the very scratch I have started, for example creating a database of the employees on behalf of the performance assessment. I have measured the performance of every individual by calculating their KPI. We have collected the data for measuring KPI by breaking it down into three categories. They are known by the terms called Self Evaluation, Supervisory Evaluation and Employee Evaluation. I have circulated some measuring questionnaires through google form and received the responses through google sheets and the numeric responses were calculated by mean calculation. I have collected the data through taking the responses into a Google Spreadsheet. Initially I started with Weighted Average. It helped me to calculate the data with priority level for each performance measuring question. But after that we come to a conclusion by a much easier process which is Average Calculation.

- **Self Evaluation:**

This is the type of evaluation that measures every individual employee by themselves. At first, I circulate the Google Form to the employees and they fill-up the questionnaire by themselves. The form contains several sections. It starts with a general notice for the employees and after that we collect their personal information with the second section. Rest of the sections consist of a few questionnaires and the questionnaires are related to each section title. From the third section the sections are Communication, Learning Capacity, Professionalism, Attitude, Team Work & Organizational Management, Domain (Department the employee works on), Performance and the form ends with the tenth section which is the Comment Section. It contains two questions where the first one asks for feedback or comments for the organization and the second one asks if the employee wants any professional training from the organization.

- **Supervisory Evaluation:**

The supervisory Evaluation is almost similar to the self evaluation procedure. I have used google form and the questionnaires are narrated to the supervisor. Now these forms are filled up by the supervisors. Supervisors fill this form up by measuring the performance of their subordinates by analyzing according to the forms provided to them.

Here each questionnaire is of 5 points and supervisors measure them out of 5. After receiving the responses of the supervisors for their subordinates and the individual employee, I calculate the points of each questionnaire by mean/average calculation they earned. And those points they earned from each questionnaire are then calculated again by mean/average calculation and converted to a number that is out of 5.

Form Category	Communication	Learning Capacity	Professionalism	Attitude	Team Work & Organizational Management	Domain (IT Department)	Performance	Cumulative	Out of 100%
Employee Self Evaluation	4.17	4.67	4.86	4.25	4.63	3.83	3.29	4.24	61.37 %
Employee Supervisory Evaluation	2.67	2.33	1.43	2.13	1.63	1.50	1.57	1.89	
Cumulative	3.42	3.50	3.14	3.19	3.13	2.67	2.43	3.07	

Table 1: Performance Assessment

- **Project Evaluation:**

I have created a different patterned google form that is reversely designed from the natural pattern of a google form. This form is just an example of wise use of intellect. Here I had to extract information on performance of different projects they are working on. So I established some generic questions that are provided to the

employees of all departments. It is done because employees from all departments work on the projects. So I had to make different forms for different departments. Here, the supervisor or the project focal will fill up the form for their subordinates. In the form there are seven sections. The very first section consists of the title and a brief of the form. Second section gives the personal information of employees and their supervisors or the project focals of the projects. The remaining five sections will extract the information on the performance of the projects. Now the intellectual part is after the personal information of employees and their supervisors or the project focals, questions will come in different sections. Before starting the sections I took a dropdown where the sections are allocated reversely and the dropdown asks the number of projects that their subordinates worked on or are working on currently . For example, for option one I allocated the seventh section and for option two I allocated section six and this goes on till section three and option five. Now when the supervisors or the project focals will fill up the form after filling up all the information above they will have to select any option out of five and that number of sections will appear in front of the supervisors or the project focals. For example, if supervisors or the project focals select option two, form will show two sections of questions, if supervisors or the project focals select three form will show three sections of questions and so on.

Compliance of ISO Policies:

What is ISO? ISO, which stands for the International Organization for Standardization, is an esteemed entity that unites global experts to establish universally accepted standards. By creating a framework for best practices, ISO enhances the efficiency and quality of various processes and projects. For instance, it provides guidelines for project development and process management, ensuring consistency and reliability. In the context of a software

development company like OrangeBD, adhering to ISO standards is essential for maintaining high-quality software delivery. It helps streamline development processes, reduce errors, and enhance client satisfaction by ensuring that software meets rigorous quality and security benchmarks. Additionally, ISO certification can boost OrangeBD's credibility and competitiveness in the global market, signaling commitment to excellence and adherence to international best practices. Ultimately, ISO's role is crucial in fostering a standardized approach that drives excellence and innovation across diverse fields.

ISO approaches three things. They are Policies, Procedures and forms or checklists. An Indian organization named B-Advancy with a very experienced professional auditor Mr. Samar Kanti Ghosh performed a Certification Audit where he provided us the policies at first for a Software Development Organization and I had to justify and adjust the policies according to our organization then submit to B-Advancy again. Similar process needed to perform for the procedures and the Forms and Checklists.

- **ISO 9001:2015 (Quality Management):**

ISO 9001:2015 is an international standard that specifies requirements for a quality management system (QMS). It helps organizations ensure they meet customer and regulatory requirements consistently and also provides approved forms, checklists and letters to maintain employee management systems ensuring compliance, while also enhancing customer satisfaction through effective system implementation. Being certified ISO 9001:2015 offers a competitive advantage to firms and shows a dedication to quality management.

Employee Letters:

1. Onboarding Letter
2. Appointment Letter
 - a. Appointment Letter for General Employee
 - b. Appointment Letter for Internship Employee
 - c. Appointment Letter for Contractual Employee
3. Confirmation Letter
4. Recommendation Letter
5. Increment Letter
6. Promotion Letter
7. NOC
8. Show Cause Letter
9. Experience Letter
10. Release Letter

HRM Forms and Checklists:

1. Amendment Record Sheet
2. Performance Appraisal Form
3. Effectiveness of Training
4. Employee Need Assessment Form
5. Interview Rating Form
6. Pre-Interview Form
7. Staff Requisition Form
8. Training Plan
9. Training Need Assessment

10. Training Record

Checklists:

1. Joining Checklist
2. Discharge Checklist

- **ISO 27001:2022 (Information Security):**

ISO 27001:2022 is the latest version of the ISO/IEC 27001 standard, which provides a framework for establishing, implementing, maintaining, and continually improving an Information Security Management System (ISMS). It helps organizations manage sensitive information securely by applying a risk management process. It outlines how to establish and maintain an ISMS that systematically manages sensitive information, ensuring confidentiality, integrity, and availability. These are some of the forms and Checklists that come from policies and procedures.

1. Authorisation Request Form
2. Competence Matrix-HR
3. Objectives and targets
4. Training Attendance & Evaluation
5. Training Target Calendar
6. Customer feedback
7. Status of Legal Other Requirements
8. Checklist on board & offboard
9. Information classification.
10. Critical Device User List
11. Sensitive data Environment description
12. Media Inventory Log

13. Visitor Log
14. Critical Device Inventory
15. Equipments verification
16. Complaint Register

Initially, the policies are provided from the organization which provided us the certification named as BAdvancy. I worked on the provided policies to adjust them according to our organization so that the policies comply with our compliances and which must be followed by the organization. Afterwards, BAdvancy provided the procedures or procedure documents. Now the procedures provide the information on how the policies should be followed. Those have also been adjusted by me to comply with our organizational compliances. Finally, after submitting the adjusted documents of policies and procedures BAdvancy provided us with the forms and checklists that are to be used to ensure the security of information and maintain confidentiality.

Managing Employee Records:

In a software development organization like orangebd, effective management of employee records is crucial. As a HR I must ensure that orangebd adheres to all legal and regulatory requirements regarding employee data, including labor laws, tax filings, and workplace policies. Maintaining accurate records helps in audits and avoiding potential legal disputes.

Furthermore, from hiring to exit, I had to manage various phases of an employee's journey. This includes onboarding, performance reviews, promotions, training, and offboarding. Keeping thorough records ensures that these processes are transparent, efficient, and aligned with organizational goals.

Moreover, in the digital age, safeguarding employee records is critical. I had to implement secure systems to protect sensitive employee information from breaches, ensuring trust and compliance with data privacy regulations.

Again, employee records provide valuable data that HR can analyze to forecast hiring needs, manage retention rates, and optimize resource allocation for upcoming projects as well as helps to conduct a successful Succession Planning process for orangebd.

As we are certified with **ISO 9001:2015 (Quality Management)**, ISO provided us with some forms, checklists and letters with policies and procedures for each form, checklists and letters to ensure compliance towards their employee life cycle or employee management system.

The policies and

Here, I am presenting the Forms, Checklists and Letters we follow to maintain Employee Records below,

Employee Letters:

1. Onboarding Letter
2. Appointment Letter
 - a. Appointment Letter for General Employee
 - b. Appointment Letter for Internship Employee
 - c. Appointment Letter for Contractual Employee
3. Confirmation Letter
4. Recommendation Letter
5. Increment Letter
6. Promotion Letter
7. NOC
8. Show Cause Letter
9. Experience Letter
10. Release Letter

HRM Forms:

1. Staff Requisition Form
2. Pre-Interview Form
3. Interview Rating Form
4. Training Need Assessment (TNA)
5. Training Plan
6. Training Record
7. Effectiveness of Training
8. Employee Evaluation Form
9. Leave Form
10. Amendment Form
11. Amendment Record Sheet

HRM Checklists:

1. Employee Joining Checklist
2. Employee Discharge Checklist

In conclusion, managing employee records effectively allows orangebd to run its operations smoothly, remain compliant with regulations, and foster a positive work environment.

Archiving HR and Organizational Documents:

After joining as an Intern I took initiative to archive the paper documents of my Organization. Now it is fully established and the organization maintains it regularly. To establish a process how it will work, what should be the steps of work and the objective of Archiving or Digitizing HR and Organizational documents as well. A whole map was made initially to visually observe the working process. The flow of the process is shown below,

3. orangebd HR and Admin Documents

Each folder is broken down into more categories to separate the documents into specific categories and to make the mother folder more userfriendly. After that the documents are arranged, specially the previous documents and for the documents that will be coming in future will also be arranged as per the structure and the instructions are provided to the responsible persons as per the plan.

1.3.2 Benefits to the student:

The internship at Orange Business Development Ltd. provided invaluable practical exposure and learning opportunities within the HR field, specifically tailored to the needs and operations of a software development company. Key benefits included:

Practical HR Experience in a Tech Environment:

Working at Orange Business Development Ltd. enabled me to understand HR functions specifically suited to the software industry, such as recruitment of technical roles, managing developer-specific workplace policies, and addressing the unique needs of tech professionals. This practical insight goes beyond theoretical learning and provides experience in handling real-life HR challenges in a specialized field.

Understanding of Organizational Culture and Dynamics:

Observing and participating in the development of a collaborative and agile work culture gave me firsthand experience in how a positive organizational environment is cultivated. This exposure helped me understand the importance of team dynamics, communication, and employee engagement in driving productivity within a tech-focused organization.

Skill Development in HR Processes and Tools:

Throughout the internship, I learned how to use HR management software tools essential for tracking employee data, managing recruitment processes, and facilitating onboarding.

Developing these technical skills will be beneficial in a future HR role, particularly in tech-savvy environments where digital solutions are key.

Exposure to Talent Management Strategies:

I gained insight into effective talent management and retention strategies that are crucial for software companies, where retaining skilled developers and IT professionals is a top priority. Learning about various strategies for employee engagement, performance evaluations, and career development has expanded my understanding of how to maintain a motivated workforce.

Enhanced Communication and Interpersonal Skills:

Working closely with employees from diverse departments allowed me to improve my communication and interpersonal skills. I had the opportunity to conduct interviews and onboarding sessions, and collaborate with team members, which enhanced my ability to build relationships within a professional setting.

Skills Enhanced at Orange Business Development Ltd. :

During my internship at Orange Business Development Ltd., I gained a well-rounded set of skills that equipped me for a future career in HR within the tech industry. This experience allowed me to develop both technical HR competencies and essential soft skills, all of which are crucial for effectively managing HR functions and fostering a supportive workplace culture. A list of the competencies and skills I developed is given below,

1. HR Software Proficiency
2. Recruitment and Interviewing Skills
3. Onboarding and Orientation
4. Employee Engagement and Retention Strategies
5. Data Analysis and Reporting

6. Conflict Resolution and Communication
7. Understanding Compliance and Labor Laws

I have developed some soft skills throughout my internship tenure. A list of those soft skills are given below,

1. Effective Communication
2. Empathy and Active Listening
3. Problem-Solving
4. Teamwork and Collaboration
5. Time Management and Prioritization
6. Discretion and Ethical Judgment

1.3.3 Difficulties/ problems faced during internship tenure:

I faced some significant difficulties during my internship at orangebd. As I joined as a HR dedicatedly in the software organization for the very first time I had to set some unstructured culture, practices and policies. I had to take challenges and learn at the same time. I will talk about some of the problems and difficulties I faced.

Unstructured Performance Appraisal:

During my internship, I noticed that the performance appraisal system at orangebd lacked clear, structured criteria and processes. There was no standardized method for evaluating employees' contributions, resulting in inconsistencies and possible bias. This lack of structure made it challenging to provide fair feedback and recognize employees' achievements accurately. As an HR intern, I attempted to bring some structure to the process by suggesting performance metrics and a periodic review schedule, but implementing these changes fully was challenging within my limited tenure.

No Effective Database System:

One of the most significant obstacles was the absence of a centralized database system for managing employee and organizational documents. Important records, such as employee profiles, performance histories, and organizational policies, were scattered across different storage mediums. This made it difficult to retrieve documents quickly and accurately. I often spent extended periods tracking down documents that should have been readily accessible. Recognizing this inefficiency, I proposed the idea of a centralized database to store and manage all HR and organizational documents, but setting up such a system requires considerable time and technical resources beyond my internship scope.

Lack of HR Planning:

The organization lacked a structured HR planning process, which created challenges in aligning recruitment, training, and retention efforts with the company's strategic goals. For instance, workforce requirements were often addressed on an as-needed basis, leading to reactive rather than proactive HR management. Additionally, the absence of organized diagrams, flowcharts, or other visual planning aids made it difficult to clearly communicate processes and strategies. I attempted to create basic HR planning diagrams to clarify tasks and assist in aligning HR practices with organizational objectives, though the absence of existing frameworks limited my ability to make long-term changes.

Bug Finding in HR Software:

While assisting with HR operations, I discovered bugs in the HR software being used by orangebd. These bugs disrupted workflows, causing occasional inaccuracies in employee records, payroll processing, and report generation. My experience in software was limited, so identifying and reporting these issues required patience and technical support. I collaborated with the IT team to document and report these bugs, though the lack of immediate solutions affected day-to-day HR functions.

Unstructured Recruitment System:

The recruitment process at orangebd was somewhat unstructured, with inconsistencies in candidate assessment criteria, interview processes, and selection protocols. This created confusion and affected the organization's ability to attract the best candidates. I found it challenging to maintain a consistent and objective approach in recruitment and selection. I made efforts to standardize interview questions and create a checklist for candidate assessment, though a complete recruitment system was beyond my role as an intern.

1.3.4 Recommendations:

I found orangebd a very friendly cultured organization which is quite remarkable as a software development organization. This culture helps to have a very smooth experience and also gives an exhilarating atmosphere. However, I would like to recommend the below adjustments should be implemented.

Developing Self Dependency: Till now we have developed quite a lot of software which were both national and international. The softwares we are building and have built is owned by our clients. We have our own softwares too. But they are not as big as the softwares we built for our clients. Here, I recommend getting some ideas to have our own large projects that will leave an impression on the whole country.

Product Promotion: As the large projects we are working on, we are working as a vendor so we can not promote ourselves with those projects. I will recommend having some business ideas with larger projects which will be worthy for promotion. Furthermore, I will also recommend promoting the projects we have sole proprietorship minimally that will cost less and will attract more people to grab our project and wish to use them on a regular basis. For example we have a project or product named "English For 2 Day" (<https://www.englishfor2day.com/>) which is an e-learning platform for "English Language". I

will recommend promoting this product minimally at least so that the people who require a complete guideline on English Language Learning from home.

Maintain Notice Period: Probation, Release

Chapter 2

About the Organization

2.1 Introduction:

The internship program is an important step for students to get ready for the real world. It builds upon an individual's competence, ability and agility to equip him/her as a base for future possible professional pursuits. During my internship I worked at Orange Business Development Ltd. (orangebd), one of the leading Software development companies in Bangladesh that provides Innovative IT solutions. My internship lasted for a period of three-months in the HR (Human Resource) department; below you can find everything which I learnt and experienced from the last 3 months.

As an HR intern at orangebd, I had various types of responsibilities of HR operations, including recruitment coordination, employee onboarding, documentation, and policy management. The role required attention to detail, strong communication skills, and the ability to work collaboratively within a team. I have initiated a more structured Performance Assessment Model as well. These experiences honed my interpersonal and professional skills, preparing me for future challenges in the HR field.

In this chapter I will provide an in-depth analysis on orangebd, its practices and operations. The analysis is based on my internship experiences and the information I earned during my tenure.

Additionally, I will conduct a SWOT analysis on orangebd to identify its Strengths, Weaknesses, Opportunities, and Threats. Furthermore, I will apply Porter's Five Forces

framework to analyze the competitive environment of orangebd, focusing on its role in maintaining a competitive edge in the software development industry.

2.2 Overview of the company:

2.2.1 Mission:

Particular Innovative Solution's goal is simply to improve organizations at providing complex services most efficiently and effectively. We design, scale and provide IT solutions developed by enterprise solution architects, developers, and operations teams worldwide. We believe in "Building IT Solutions for Life".

2.2.2 Vision:

Incorporated in 2005, Orange Business Development Limited started working in the Legislative Sector of Bangladesh by digitizing the archive of laws of Bangladesh. After establishing a good footprint in the legislative sector, orangebd started to establish itself as a pioneer in News Paper and Media Sector Digitization. More than 40 News portals have continued their journey of development with us because of the integrity and the quality of our work. Apart from the News Portals, we have worked with around 250+ web portals, e-commerce solutions, and customized software solutions serving different significant purposes locally as well as globally.

Since 2015, we started working with large-scale enterprise solutions and serving the Public and Private sectors massively. orangebd started working with the People's Republic of Bangladesh on various ICT projects serving the vision 2021 and now aims to contribute to the formation of Smart Bangladesh vision 2041. We desire to craft top-quality solutions using the top components of this fourth industrial revolution that usher in greater value and proficiency to clients around the country and beyond the border of the country as well.

2.2.3 orangebd in brief:

Company Name: Orange Business Development Ltd.

Tagline: Building IT Solutions for Life

Founding member: Al-Ashraful Kabir Jewel

Founding Year: 2005

Company Type: IT Solutions Provider

Nationality: Bangladeshi

Type of Business: Private Limited Company (IT Services)

Website: info@orangebd.com

Operational Regions:

1. Bangladesh
2. Philippines
3. Gambia
4. Canada
5. Australia

2.2.4 Organizational Structure:

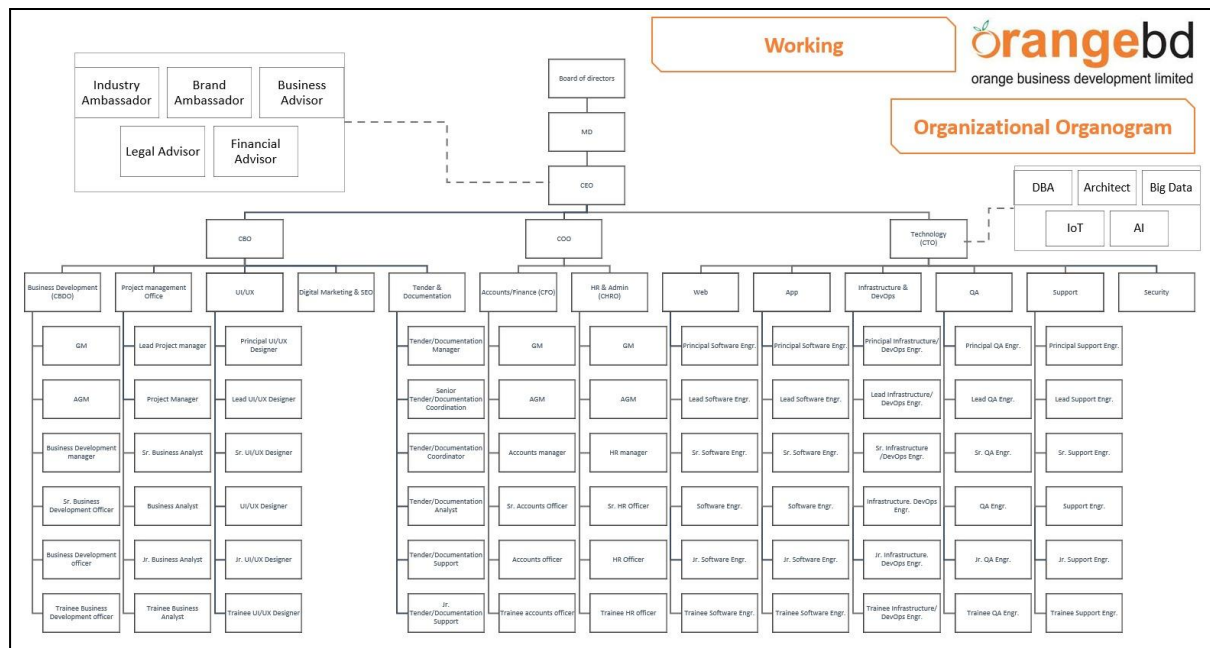


Figure 2: Organizational Organogram

2.2.5 Values of Orange Business Development Ltd:

Every organization has to have some values that define its principles, adhere to the precision of its operations. Key values include innovation, agility, and a commitment to delivering high-quality, secure, and scalable solutions. The company fosters a customer-centric approach, emphasizing collaboration, transparency, and inclusivity. It prioritizes integrity, employee empowerment, and continuous learning, ensuring adaptability in a dynamic industry. orangebd implements these values to adhere to sustainable growth, reliance of the clients and take the organization in a leading position in the software industry. The values are given below,

1. Customer-Centricity:

orangebd delivers software solutions tailored to client's requirements. It maintains its commitment to provide high quality softwares that will be bug free and user friendly.

2. Innovation:

The organization always encourages its employees to be creative, innovative and strategic problem solving, inspires educational and creative thinking and is updated and informed with the latest technologies. As a result it can continuously improve its products, services and support.

3. Agility:

All the members of orangebd works with agile methodology which makes them inspired to client centric delivery. It works specially for the software engineers. Furthermore, agile methodology helps them build high quality dynamic softwares and adapt to the random changes in the requirements and priorities of the clients. Moreover, agility makes them flexible, efficient and adaptive with the advanced technologies, tools, languages and frameworks.

4. Collaboration:

orangebd is more like a home for a family. Communication is quite open in between the departments of the organization. This very friendly culture helps to collaborate with each other without any hesitation and recoil. As a result complex problems remain complex any longer .

5. Continuous Learning:

The organization orangebd always encourages learning, developing and improvising. This helps the members stay updated with the latest tools, technologies and practices. orangebd also inspires a competitive culture in research, development and learning.

2.2.6 Products and Services:

Products:

- **Sisimpur:** <https://sisimpurvillage.com/>

Sisimpur is a very interactive e-learning platform to reinforce the messages in sisimpur's television episodes and align with MOPME's sector program for early

grade reading. They have been working in 146 schools, developing and piloting 40 storybooks in collaboration with the Ministry of Primary and Mass Education (MOPME), Directorate of Primary Education (DPE), and USAID Early Childhood Development Mass Media Activity since 2005. In this website children can learn the social etiquettes in a very interactive and encouraging way

- **MyGov:** <https://www.mygov.bd/>

This website comes with the tagline “এক ঠিকানায় সরকারি সেবা”. This website serves as a centralized platform, offering citizens a convenient single access point to avail themselves of a wide range of governmental services without roaming around the tables of the government offices, ministries for public services.

- **Digital Bangsamoro:** <https://leaps.ph/>

Bangsamoro is an autonomous region of Mindanao, a muslim city in the Philippines. Digital Bangsamoro is a governmental website which is a government service portal that provides governmental services to the citizens of Bangsamoro. The website is maintained by the Ministry of the Interior and the Local Government. The government of the Philippines is now planning to expand this platform in the whole Philippines in near future.

- **IDSDP for RD CD:** <https://service.rdc.gov.bd/>

It is an integrated digital service delivery platform for the rural areas of Bangladesh. This platform comes with the tagline “পল্লী উন্নয়ন ও সমবায় বিভাগের সকল সেবা এক ঠিকানায়”. This platform eases all the governmental services that the citizens of a rural area may desire. For example, citizens can apply to the ministry for all the services to enhance the natural resources and also provide necessary financial loan to necessary information as well.

- **Muktopaath:** <http://www.muktopaath.gov.bd/>

This is an e-learning platform that provides online study materials of National Curriculum & Textbook Board (NCTB), training on various learning strategies and training courses on several business startups as well for both the students and teachers and all citizens across all the sectors of Bangladesh. It provides the courses, assessments and certifications in one single platform.

- **Judicial Portal Framework:** <https://judiciary.gov.bd/en>

This is a platform that serves the entire judiciary system of Bangladesh. It serves both from the judge end and citizen end. To use this platform one will need to register in the platform. This platform not only provides services, but also helps us to be acknowledged with the laws, rights and other necessary information.

- **SafeBite:** <https://www.safebite.com/home.html>

SafeBite is a very innovative project of the Country Philippine. This website serves restaurants and catering services by giving them a large amount of valuable information to prepare healthy food. Through this website they can get certification, conduct audits for them and optimize the business as well with the help of a number of experts in different areas.

- **News Portal:**

orangebd has built online news portals for the newspapers across the country. Not only websites but also we have created a number of mobile applications for newspapers. I think this can bring a revolution in turning all the hard copy newspapers into softcopy news portals.

- **EMASBD:** <https://emasbd.com/>

EMASBD is a very innovative product developed and owned by orangebd itself. This is a complete school management system that automates all the operations to manage a school. EMASBD includes features like attendance, progress reports, fees

information, class routine, message alert, curriculum activities, library information, hostel information and lots more. This website shows the student side, parent side and employee side as well. Using this website a student can remain updated with his or her curriculum, parents can keep an eye on their children's curriculum activities, attendances and many more and additionally an employee of the school can operate his office works like assign a teacher, a student or a teacher's profile edit and lots more from one website.

- **LGDসেবা:** <https://lgdsheba.com/>

This is a very innovative product developed and owned by orangebd which serves the citizens of the local governments of Bangladesh such as Unions and Pourashavas. This website works to digitize the operations of the local government of bangladesh. The operations include facilitation of verification of the national NID, if any certificate gets lost or demolished one can apply easily, storing all the certificates, effective digital architecture and enhanced digital security facility and secure the confidentiality of the information and many more services in a one single platform.

Services:

- **E-Governance Solutions:** orangebd focuses on improving public administration services and processes.
- **Web Application Solutions:** orangebd tries to provide top quality services through developing quality of applications by the very responsive team with a vision to turn client's requirements into reality
- **E-Commerce Solutions:** The organization develops E-Commerce solutions for the educational institutes to gear up their businesses.
- **Software Development:** orangebd develops specialized softwares focusing on designs, engineering, supporting and evolving in various software types.

- **Mobile Application Solutions:** The organization possesses very skilled mobile app developers who are expertised in building solutions that meet market demands and encourages business growth and expansion.
- **News Portal Solutions:** The solutions for news portal platform is an outstanding innovative idea of service where the mass people can access the latest updates or national news.

There are a lot more projects, products and services of orangebd. All of them are hard to showcase in an internship report. If we want to get to know about it deeper we have to visit its website <https://www.orangebd.com/>.

2.3 Management Practices:

orangebd is a private organization. Here the management is the decision making body for all the transitions of the organization. Though the management body has the full authority to make decisions, they go more with a hybrid approach of both autocratic and democratic approaches. Management body calls out the experienced employees and HR of the organization, consults with them and collects the information and perception of the employees. While the top leaders make the final big decisions, they often involve employees by asking for their ideas and feedback, especially on project plans, software development, and client work. This way, the company ensures that decisions are quick but also benefit from everyone's input. This balance helps orangebd work efficiently while encouraging creativity, teamwork, efficiency and innovation.

As a HR of the organization and as my report is based on HR, I am going to focus on the management decisions towards the HR and how as a HR I carried out the tasks followed by the decisions and implemented them all by myself.

2.3.1 HR Policy

orangebd has established a HR Policy following the ISO 9001:2015. It is a complete code of conduct of an employee's job life at orangebd. The policy at first describes about itself, for whom this policy is eligible, its purposes and scopes. After that the whole code of conduct is given chapterwise starting from one's employment in ORBD to a number of policies, benefits, to separation. From my internship period I have started a practice to review this HR Policy annually.

2.3.2 Recruitment and Selection:

For recruiting we have to post a circular. we all do it. But what is unique about orangebd? We at orangebd made some criterion to establish the circular, we follow them as a pattern and which makes the posts structurally generic. We, ORBD usually rely on job searching websites like bdjobs, techntalents etc., as social media we use facebook, linkedin and also in some situations, candidates from references are prioritized when they found out exceptionally talented and met our criterion.

After that, we screen the candidates applied and shortlist the candidates by following some criterion that is established according to the requirements that came in to work out in the job. After that we set a time slot to conduct the interview and confirm and acknowledge the candidates about the slot time. Then, on the pre-set time slot we conduct the interview with the interviewer panel. We filter the most qualified individuals through the interview. The strategy to filter the best person is to select the right interview panel and that also has some criteria. After all that we onboard that individual to the project where HR has forecasted vacancy.

2.3.3 Compensation and Benefits:

The policy on compensation and benefits is nothing exceptional in ORBD as it is a very small organization. Then again orangebd provides house rent, conveyance and transportation

allowance included with the basic salary. Additionally, all employees are benefited with bonus in their 2 large religious events, for Muslims Eid-UI Fitr and Eid-UI Adha and For Hindus Durga Puja and another puja is selected by the Hindu Members of the Organization.

2.3.4 Performance Appraisal System:

After joining orangebd I have started the practice of performance appraisal in a more structured way. I have developed a whole new structure of evaluation from different view angles including KPI. We use clickup to track and measure the work and performance of the employees. The whole Performance appraisal system is elaborated already. Please click the [link](#) to view the whole elaborated performance appraisal system. Starting from collecting the information, calculating them and establishing them as a report was newly introduced by me and the orangebd management practices the system to provide increment, promotion and training to the employees as well.

2.3.5 Training and Development:

The whole IT industry requires to be updated with the latest technologies in this sector. For this an organization regularly needs to do continuous research and development with continuous improvement by regular training and development. orangebd always inspires training, doing professional courses, certifications. The organization encourages both personal and professional development. Some of the courses like starting from Scrum Foundation Certification to AWS Certification including PMP Certifications are encouraged to the employees as per their genre of work in the office. The Scrum Foundation course is mainly attended by the developers, project managers and also the business peoples. The AWS courses are for the developers or software engineers and PMP certification is for the project managers to attend.

2.4 Marketing Practices:

orangebd is awful at marketing practices. The Main reason here is that the organization has some limitations. For example, as ORBD works with some of the government projects of Bangladesh, the projects are owned by the a2i of Bangladesh ICT Division, they promote the projects with their ownership from the government body. As a result the organization falls under some limitations. The same condition also goes for the foreign government projects and the other non-governmental national and international projects. As the clients own the projects, they promote the projects under their ownership

The organization is doing quite well though. Moreover, the organization is quite renowned in the IT industry even being a miniature in size in comparison to the other organizations in the industry. IT follows some deep strategy in its promotion, not any bookish strategy but it is adopted by the organization in years. let's discuss it below,

2.4.1 Marketing Strategy:

orangebd has done a good job in its projects both nationally and internationally. Mainly the business developers of any organization focus on its promotion and marketing. But orangebd always had its luck in this case. When the organization works in any particular project and the business analyst goes to deliver the project or goes for training they talk with new ideas and scopes of work. And thus the existing project gets expanded and the organization gets paid for that work.

Furthermore, as a result of delivering top notch quality of work orangebd gets referred to the other clients by the previous clients. This phenomenon often occurs in the foreign projects. Hence, one project runs from not less than two years to seven years, and orangebd don't have to promote themselves in a bookish way.

Additionally, the projects owned by orangebd like EMASBD are promoted manually by reaching out to the schools. Here our business developers reach out to the schools,

approaches the school management by showing the entire flow of the software to use in their school. Furthermore, the project LGDসেবা is promoted internally. Mainly it is promoted by the quality of the work, for example if one union or pourashava is digitized then just by showing the work quality we attract more unions or pourashavas to us so that orangebd can serve to digitize them as well. A great number of local governments are operating digitally with this project and getting rid of the usual hassle we have seen in the government offices

2.4.2 Target Customers:

orangebd targets the business that requires automation solutions to expand their business. When we take a look at the clients of orangebd, such as Bangladesh ICT Division, UNDP, a2i, DoICT, Rtv, Jaijaidin, Kalbela and from Local Government of Bangladesh to Foreign Governments like Philippines and Gambia, we understand that orangebd follows some strategy. They are discussed below,

Market Segments:

- Government Agencies
- International Organizations
- Media Entities

Implementation Steps:

- Enhance Value Proposition
- Leverage Case Studies
- Cultural and Legal Localization
- Build Strategic Partnerships

2.4.3 Marketing Channels:

orangebd mainly focuses on the digital marketing channels. The organization maintains a dedicated department which is responsible for a number of teams as per the differences in

their working genre. They had built a number of professional appearances in different freelancing platforms as well to form a channel with the foreign non governmental or privately owned companies and sole businesses as well. This department maintains the bellow channels,

- LinkedIn
- Content Marketing
- Search Engine Optimization (SEO)

orangebd also strategically utilizes partnership driven marketing channels very efficiently. The partner organizations such as [ERA-Info Tech Limited](#) and others work in some of the same projects when the tender is dropped by orangebd. In a similar approach when our partners drop any tender we get our marketing channel activated. Furthermore, there is also a practice between the partners like if one organization gets an affluent solo project they come to an agreement and work on the project with partnership. Now these approaches and practices help to bring the name of the companies in the “Technical Assistance” part of the projects and by this we can attract some more clients towards us.

2.4.4 New Product Development and Competitive Practices:

orangebd always seeks out new opportunities to develop new products. The organization works for the development of their clients' businesses and also develops their own products. As a result orangebd develops new products with two purposes and they are for themselves and for the clients. But the key steps are always same and they are,

- Idea Generation
- Concept Development
- Testing and Deployment
- Promotion

Additionally, to survive in the market place and to hold its position, orangebd follows some competitive practices, which makes them unique, updated and dynamic as well. The competitive practices that orangebd follows are uniqueness, strategic partnerships and organizational relations, continuous innovation, cost efficiency etc.

2.4.5 Branding Activities:

orangebd showcases its expertise and professionalism through various strong visual identities in its website, social media and branded contents. The organization highlights its achievements through client success stories and drawing projects of the Bangladesh government and also foreign governments as well. Additionally, orangebd actively participates in ICT development events and forums with BASIS.

2.4.6 Critical Marketing Issues and Gaps:

Though orangebd made its mark quite remarkable, orangebd has gaps in its promotion. So far we have seen the organization is working for the clients, on their idea and in their business. But orangebd should develop more products of its own like EMASBD or LGD Sheba with innovative ideas and promote those products to create a stronger visual identity in the marketplace and also in the people of Bangladesh so that everyone knows the caliber of orangebd. I recommend orangebd to prioritize more on its own business ideas and promote not only its own products but also the client's products as achievement stories as well.

2.4.7 Marketing 4Ps:

The four Ps of marketing are Product, Price, Place and Promotion. They are commonly known as the term "Marketing Mix". These are utilized by an organization to establish an effective plan to launch a new product or service in the marketplace and to restructure the previous products or services if there is an issue or lackings in the planning. The 4Ps for orangebd is given below,

Products:

It has already been discussed that orangebd has a number of native and foreign governmental and non governmental projects and also its own products in the marketplace. At present time orangebd is working to expand more in the world. Besides, the organization is also working on developing its own products and services to serve the country.

Price:

As orangebd develop or build IT based solutions as projects, the pricing of a particular project is based on a few cost drivers such as,

Human Resources: Costs for human labor from various genres of experts like Project Managers or Project Focals, Software Developers, UI/UX Designers, Software Quality Assurance (SQA) Engineers, Business Analysts, Infrastructure or DevOps Engineers.

Technology and Tools: Costs for the tools and technologies utilized are Software Licenses (Frameworks, Libraries etc.), Cloud Hosting or Storage Services (AWS, Azure, Google Cloud Services etc.), Subscription Based Tools (Jira, GitHub, Slack, Clickup), Testing Tools (Selenium, BrowserStack etc.)

Third-Party Services: These are the services that orangebd needs to acquire from a third party organization. They are API integrations, Payment Gateways etc.

Administrative Costs: These costs might not affect a single project, product or service. Because, these costs are borne by the organization from the revenue earned from all the sources. However, these costs are included partially in the pricing and they are, “Office Space Costs” as the whole operation is operated from in-site the organization, Utilities (electricity, internet, water etc.), Administrative Expenses (HR, Admin, Accounts/Finance,)

Place: As we know from the discussion so far orangebd operates with the IT products and services, all the products and services will be able to access from the sources such as browsers through URL links, Apple Stores and Play Stores.

Promotion: As we have already discussed, orangebd utilizes the mix of digital marketing, public relations, and strategic client engagement to promote its services and highlights success stories through social medias like Facebook Website, LinkedIn etc. The organization also participates in different seminars, events and forums to create a visible presence at the community, referral marketing from satisfied clients like UNDP, RTV and also the native and foreign government entities etc. However, I will recommend orangebd to prioritize more on promoting its own products and services.

2.5 Financial Performance of Orange Business Development Ltd. :

2.5.1 Ratio Analysis:

Liquidity Ratio:

Liquidity Ratio is such a measurement for any organization that visualizes the current ratio of the short-term debt. As a result the Accounts and Finance Department can come to a decision by comparing the short-term debt with the readily accessible cash that, if that cash is sufficient to cover up the debt or not. If not, then how much extra capital should be raised by the management of the organization to cover up the existing debt. Here in the “Liquidity Ratio” the term liquidity means the capability of the organization whether it is able or not able in debt reduction. The “Liquidity Ratio” is measured by calculating the “Current Ratio” and the “Quick Ratio”. The formulae for these two ratios are as follows,

- ***Current ratio = Current assets / Current liabilities [measures the ability to cover the short-term debt using total current assets]***
- ***Quick ratio = (Current assets - Inventories) / Current liabilities [refines the liquidity measurement by excluding the inventories]***

Liquidity Ratio of orangebd in recent years:

For the year 2021-2022,

$$\text{Current Ratio} = (\text{BDT } 1,73,65,55,995 / \text{BDT } 1,50,13,77,353) = 1.16$$

Quick Ratio = (BDT 1,73,65,55,995 - BDT 1,57,18,95,568) / BDT 1,50,13,77,353 = 0.51

For the year 2022-2023,

Current Ratio = (BDT 1,82,32,37,973 / BDT 1,69,42,96,745) = 1.08

Quick Ratio = (BDT 1,82,32,37,973 - BDT 1,58,72,16,768) / BDT 1,69,42,96,745 = 0.14**For**
the year 2023-2024,

Current Ratio = (BDT 1,93,91,46,183 / BDT 1,57,21,94,656) = 1.23

Quick Ratio = (BDT 1,93,91,46,183 - BDT 1,62,50,34,548) / BDT 1,57,21,94,656 = 0.20

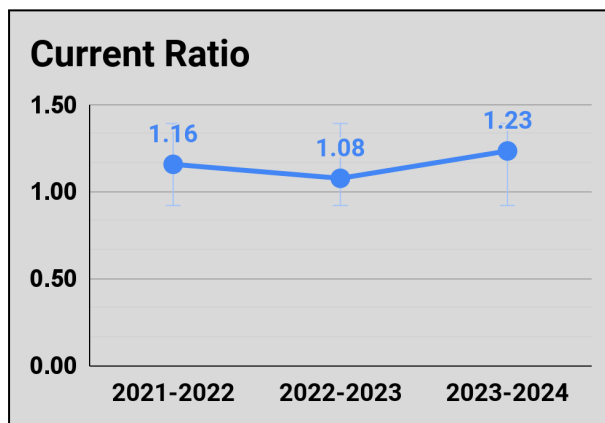


Figure 3: Current Ratio

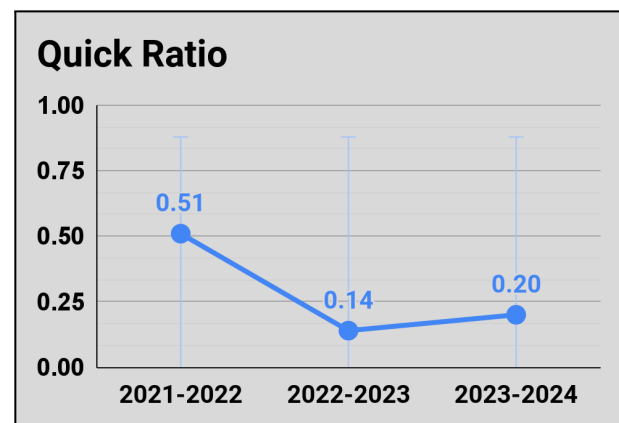


Figure 4: Quick Ratio

Interpretation:

From the year 2021 to the year 2024 I have observed that the organization is going stable in the current ratio. Even though there was a slight decrease to 1.08 from 1.16 in the year 2022 to the year 2023 due to increase of short-term debt or any liabilities . However, orangebd improvised their financial management and stabilized liquidity and increased their current ratio at 1.23 between the year 2023 to 2024. Furthermore, we see a very clear opposite scenario in the graph of quick ratio that the ratio is consistently declining from the year 2021 to the year 2024 and the ratio from 0.51 to 0.20 indicates the awareness in inventory management. This notifies risk to potential liquidity for debt reduction when inventory management needs to be strong. Where, the current ratio remains above 1.0, indicating that

the short-term challenges can be manageable, the quick ratio graph addresses us to focus on improving the inventory management system.

Debt to Asset Ratio:

Debt to Asset Ratio is such a measurement that visualizes the ratio of debt that is financing the day to day activities. For any organization it is risky to have a higher Debt to Asset Ratio. But in some cases it may help an organization to grow if the ratio is well maintained by keeping a stable liquidity flow of income. Let's see the "Debt to Asset Ratio" of orangebd,

- ***Debt to Asset Ratio = Total debt / Total Asset***

Debt to Asset Ratio of orangebd in recent years:

For the year 2021-2022,

Debt to Asset Ratio = (BDT 30,15,03,567 / BDT 1,84,52,29,656) = 0.16 or 16.34%

For the year 2022-2023,

Debt to Asset Ratio = (BDT 29,84,42,347 / BDT 2,07,79,63,582) = 0.14 or 14.36%

For the year 2023-2024,

Debt to Asset Ratio = (BDT 18,48,41,857 / BDT 1,91,03,45,989) = 0.10 or 9.68%

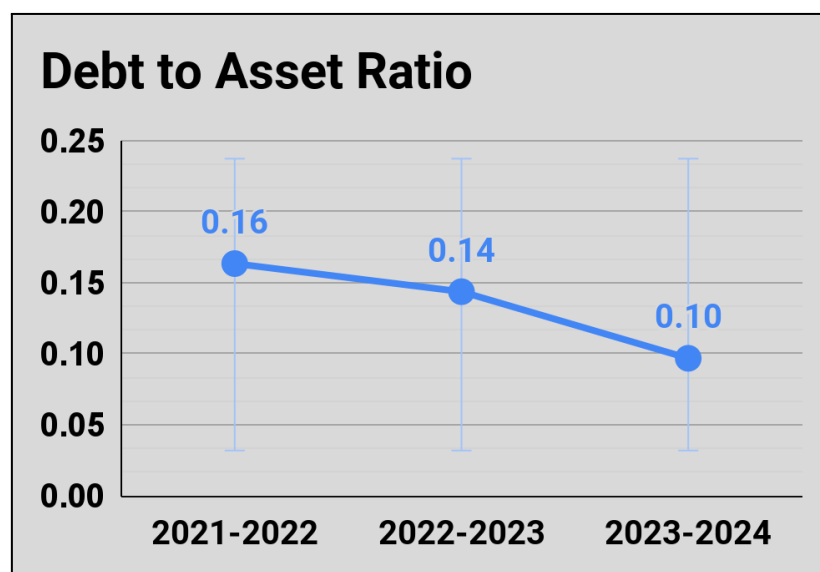


Figure 5: Debt to Asset Ratio

Interpretation:

In the debt to asset ratio orangebd showed us appreciable changes between the time period from the year 2021 to 2024. Starting from the year 2021, the ratio from 0.16 declined to 0.14 in the year 2023. It indicates that orangebd is financially stable and the debt is under their control where their existing asset is efficient to keep them balanced from debt. Furthermore, orangebd showed their strength in financial stability in the year 2023-2024 where the ratio dropped to 0.10. This is a significant change which is reflecting a strong financial stability resulting from the efforts to strengthen the focus on reducing debts. Keeping consistency in the effort to the journey of orangebd will be beneficial for their future.

2.5.2 Horizontal Analysis:

Gross Profit Margin:

The profit margin which comes from the calculated amount when the ratio of revenue from the products of any kind of business is larger than the total expenses of production is “Gross Profit Margin”. Let’s take a look towards the percentage of gross profit margin of orangebd calculated by the formula in below,

- ***Gross Profit Margin = (Gross Profit / Revenue) X 100 [Gross Profit = Revenue - Cost of Goods Sold]***

Gross Profit Margin of orangebd in recent years:

For the year 2021-2022,

Gross Profit Margin = (BDT 64,79,46,483 / BDT 1,72,68,81,894) X 100 = 37.52%

For the year 2022-2023,

Gross Profit Margin = (BDT 49,24,27,432 / BDT 1,60,78,57,237) X 100 = 30.63%

For the year 2023-2024,

Gross Profit Margin = (BDT 79,72,95,115 / BDT 1,93,20,97,953) X 100 = 41.27%

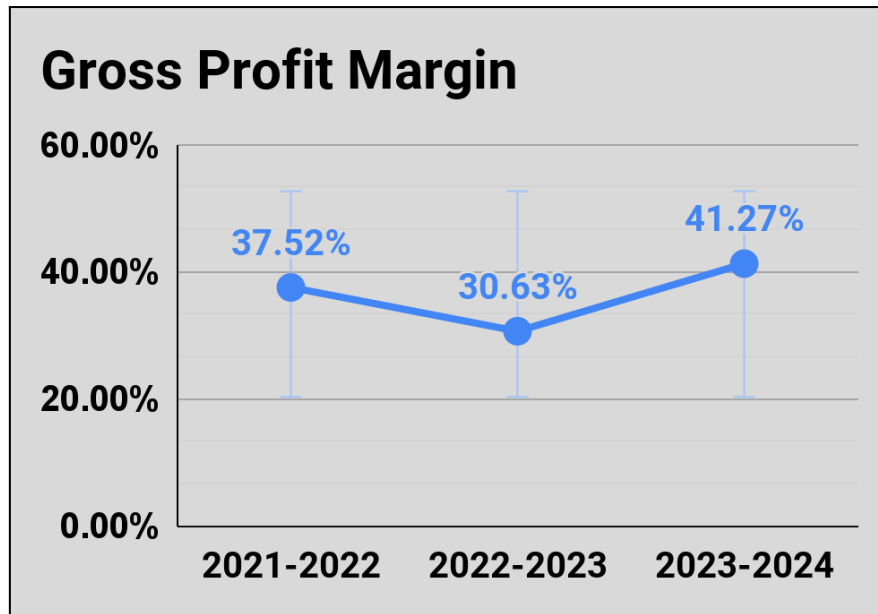


Figure 6: Gross Profit Margin

Interpretation:

As we know that the gross profit margin is the profit margin that comes after deducting the costs of goods sold or the production costs. Here, for orangebd between the time frame of the year 2021 to the year 2024, orangebd has faced some notable fluctuations. In the time frame from the year 2021 to the year 2022 orangebd held a strong position with 37.52% gross profit margin which reflects a remarkable cost efficient manner in their production. Tragically, in the time frame 2022 to 2023 orangebd had faced a notable decrease in the gross profit margin to 30.63%. This visual drop occurred due to the uprising charges from the third party partners and the inflation occurred countrywide. However, orangebd impressively recovered in the timeframe 2023 to 2024 with a significant uplift of their profit margin to 41.27%. It undoubtedly was possible by focusing on the issues that are solved by efficiently managing the production cost. To move forward with consistency orangebd is recommended to diversify the revenue sources and also cost controlling management will be needed to improvise dynamically.

Operating Profit Margin:

The profit margin that is calculated to measure the percentage of revenue earned after all the core operating expenses, including all the administrative expenses as well. The Operating Profit Margin calculation excludes only the taxes and interests. Highlighting the formula to calculate Operating Profit Margin, the Operating Profit Margin of orangebd in recent years are given below,

- **Operating Profit Margin = (Operating Profit / Revenue) X 100** [Operating Profit = Revenue - Operating Expenses]

Operating Profit Margin of orangebd in recent years:

For the year 2021-2022,

Operating Profit Margin = (BDT 97,37,05,353 / BDT 1,72,68,81,894) X 100 = 56.39%

For the year 2022-2023,

Operating Profit Margin = (BDT 87,66,97,402 / BDT 1,60,78,57,237) X 100 = 54.53%

For the year 2023-2024,

Operating Profit Margin = (BDT 1,10,23,15,434 / BDT 1,93,20,97,953) X 100 = 57.05%

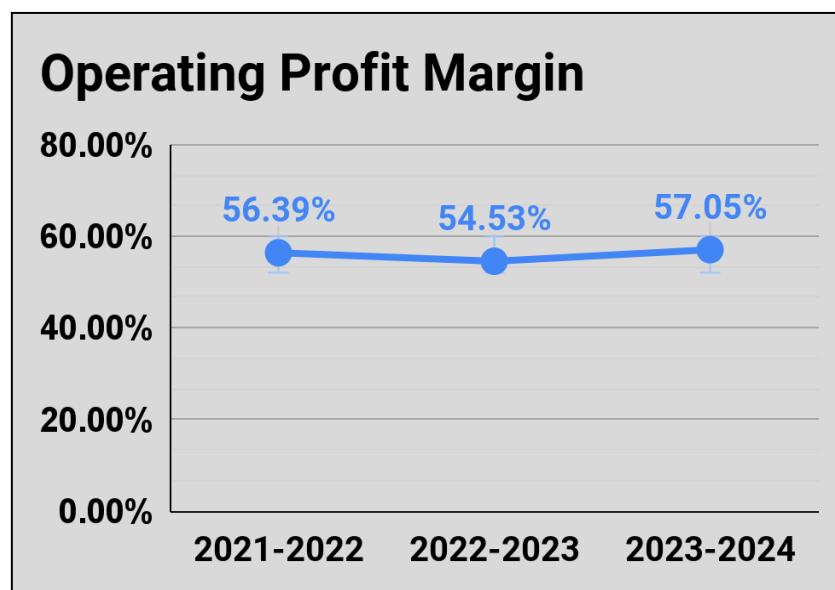


Figure 7: Operating Profit Margin

Interpretation:

As per the previous discussion the operating profit margin is the calculated amount that comes after deducting the operational expenses of the organization. While interpreting the operating profit margin we will be able to visually understand the condition of operating profit margin of orangebd in recent years.

In the whole time frame we selected here, orangebd is strongly holding a stable position in their operating profit margin where they consistently hold their position above 50%. Between the years 2021 to 2022 orangebd had reflected cost efficiency in their operational expenses with 56.39% of operating profit margin. It fluctuated slightly and dropped the operating profit margin to 54.53%. This dropping indicates the unavoidable circumstances and situations caused this disruption. However, in the year 2023 to 2024, orangebd has proved their efficiency and optimization in the operational expenses. In this time frame orangebd has a 57.05% of operating profit margin which is reflecting that, orangebd is working on their cost management controlling, prioritizing projects with higher margin, optimizing operations and efficiency in their operations.

2.5.3 DuPont Analysis:

DuPont analysis is a framework to measure an organization's financial performance of the year. Here the assessment is done by breaking down the organization's ROE into three different parts such as Profit Margin, Asset Turnover and Financial Leverage. Now, here I am using this framework to do DuPont analysis for orangebd. Let's take a look to orangebd's financial performance of recent years and the formula of DuPont Analysis at below,

- ***DuPont Analysis/ROE : Profit Margin × Asset Turnover × Financial Leverage***

$$ROE = \frac{\text{Net Profit}}{\text{Revenue}} \times \frac{\text{Revenue}}{\text{Total Assets}} \times \frac{\text{Total Assets}}{\text{Equity}}$$

Operating Profit Margin of orangebd in recent years:

For the year 2021-2023,

$$\text{ROE} = \frac{1,82,72,86,531}{1,72,68,81,894} \times \frac{1,72,68,81,894}{1,84,52,29,656} \times \frac{1,84,52,29,656}{1,84,52,29,656 - 30,15,03,567}$$

$$\begin{aligned}\text{ROE} &= 1.058142156 \times 0.935862855 \times 1.195308979 \\ &= 1.18\end{aligned}$$

For The Year 2022-2023,

$$\text{ROE} = \frac{1,87,05,94,297}{1,60,78,57,237} \times \frac{1,60,78,57,237}{2,07,79,63,582} \times \frac{2,07,79,63,582}{2,07,79,63,582 - 29,84,42,347}$$

$$\begin{aligned}\text{ROE} &= 1.163408202 \times 0.7737658402 \times 1.167709349 \\ &= 1.05\end{aligned}$$

For the year 2023-2024,

$$\text{ROE} = \frac{1,93,93,81,217}{1,93,20,97,953} \times \frac{1,93,20,97,953}{1,91,03,45,989} \times \frac{1,91,03,45,989}{1,91,03,45,989 - 18,48,41,857}$$

$$\begin{aligned}\text{ROE} &= 1.003769614 \times 1.0113864 \times 1.107123393 \\ &= 1.12\end{aligned}$$

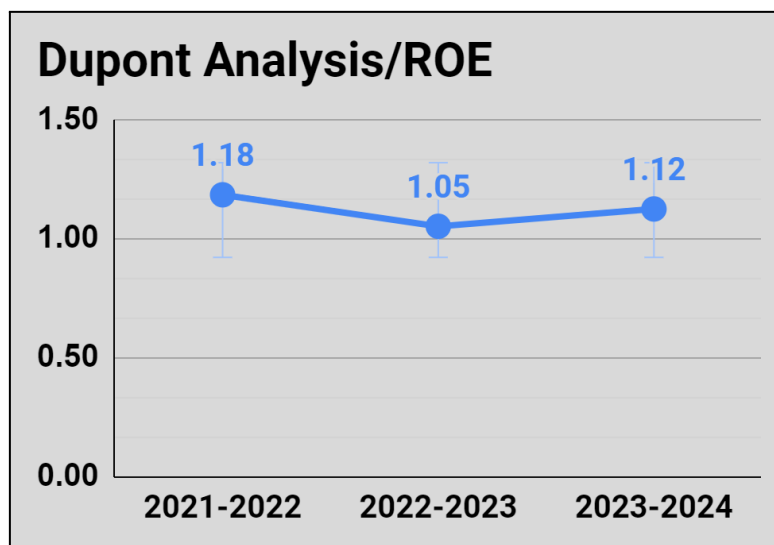


Figure 8: DuPont Analysis

Interpretation:

orangebd's financial performance is appreciable enough. We have seen the ROE status of orangebd and we found they are in a quite stable and strong position in managing all the three different parts utilized to do DuPont Analysis though there were notable variations in their profit margin, asset turnover and financial leverage. In the year 2021 to 2022, the ROE of orangebd was at 1.18, which was quite strong and reflecting high profit margin and strategic use of the organization's equity. The timeframe from 2021 to 2023, the organization faced an issue with asset turnover and financial leverage which caused a decline to their ROE and the point was 1.05. However, orangebd recovered their ROE to 1.12 in 2023 to 2024 by working on their asset turnover and leverage and the profit margin of orangebd helped them in all the way. These changes by time to time helps to learn and emphasize the significance of efficient utilization of assets, profit margin and the leverage. For consistency in enhance orangebd's financial performance and growth, they should be capable to address the gaps and resolve it. By keeping focus on enhancement in asset turnover, sustainability in profit margins and optimization of financial leverage will help to keep their ROE stable.

2.6 Operations Management and Information Management System:

As orangebd is a software development firm, it must follow some procedure and system to run its day to day activities and also structurally plan its short and long term goals. In this point I am going to elaborate orangebd's operations management and information management system with maintaining the limitations on confidentialities of the organization.

2.6.1 Operations Management System:

Orangebd is a software development organization. So, it builds a number of projects. Now each project is an individual operation for this organization. Here, I am going to discuss how it manages its operations.

Step - 1: For the projects from the government, organizations like Bangladesh ICT Division, a2i, UNDP etc. circulate tenders for the software development organizations like orangebd. Now, these organizations drop their organizational CV to the entities. After that, they conduct an assessment and the most eligible organizations get selected to work on the projects. When orangebd gets selected they are provided with some documents like SRS, BRS, ToR which includes the requirements, procedures and policies for the project. For the non governmental projects, the entities communicate with orangebd, sit with the management body, make them understand their business and provide the same documents. Again, for its own projects, the management body and business team sits and comes up with a business idea and makes the information documents by the organization itself.

Step - 2: When orangebd receives these documents, study those and starts to plan its development procedures from the scratch. Like every other organization, orangebd has multiple teams with their own roles and responsibilities. Through the entire operation each and every team studies the requirement documents and builds a project concept, milestones and steps to build the whole project.

Step - 3: When orangebd establishes a concept for the project, it visualizes the entire path of development. Now all the project concepts, milestones and steps are broken as per the teams and their roles and responsibilities are shared to them. The teams are the departments here.

Step - 4: As the operation is spreaded to the departments, let us start with the Business Development department. The roles and responsibilities of this department are to develop a business plan starting from matching the business logic with the software to earn from it. The operation can be of a product which is a selling software developed by orangebd, can be a project provided and maintained by the clients and a project provided and maintained by orangebd. This department not only does promotional activities but also develops a whole business plan.

Step 5: Till the business gets ready, another department named Business Analysts start collaborating with the developers about the coming operation. After the business gets ready, it is handed over to the business analyst department. This department is responsible for analysing the whole business, developing business logic and collaborating the logic with software development logic. Furthermore, this department will also analyse the requirements in the project or product, break it down into more manageable parts, integrate with the logic and collaborate with developers.

Step - 6: While the Business Analysts are collaborating with the development team, another department is working on the UI/UX. They create something interesting, The whole project is structured by them, designed by them. In a word, the outlook of the whole operation is their responsibility.

Step - 7: While the modules of the operation are under development, each module is handed over to the SQA department. They check out the functionalities and if there are any bugs in the operation. If there is any then they immediately contact the development team and business analyst team, solve the problem, check the operating system if it is running smoothly as per the requirements or not.

Step - 8: If everything goes smoothly the Business Analysts hands over the Project or Product to the Business Developers to hand over the whole project to the client. If the project is a product owned by orangebd, Business Developers plans to sell it, segments the target customers after analysing the marketplace.

Now, if we talk about pricing, the government projects already remain fixed with a price while they are circulated as tender. The non-government entities fix the price of the project while offering the project in the very first place and an agreement is made on a stamp paper. Furthermore, while the agreement is made, a schedule of payment is also written in the agreement. Some agreements are done with a monthly contract, some with quarterly and

some agreement is done with payment after delivery. On the other hand, the products owned by orangebd are priced in a different manner. Here some projects are for sale and some are service oriented. From the products for sale the revenue comes when any client buys that and the products are maintained by orangebd itself and people who desire the service will pay while taking the service.

2.6.2 Information Management System:

Since orangebd is a software development organization and the organization works with a number of government projects from several countries including Bangladesh, it has to maintain a huge amount of data and information within the organization. An efficient information management system is very much significant to collect, store and manage information and efficiency in the operations management system.

Furthermore, an efficient information management system helps to categorize data according to their usage and organize the core data such as project requirements, source codes, SQA reports etc. Information management system of orangebd also includes tools like git for version controlling, Clickup, Trello for project management, CI/CD for data processing. Information management system is utilized by orangebd also for data security for the confidential data. It also helps to improve decision making, maintain high quality of the softwares and also enhances productivity which helps orangebd in organizational growth.

Tools the orangebd utilizes for Information Management System:

- Version Control: Git, GitHub
- Project Management: Trello, Clickup
- Project Deployment : Jenkins, other CI/CD pipelines
- Collaboration: Google Meet, Zoom
- Documentation: Google Doc, Microsoft Word
- Database Management: MySQL, MongoDB, Firebase

2.7 Industry and Competitive analysis:

To acquire an in-depth knowledge about any organization, it is significant to have a strong understanding of the industry. Industry analysis is a very essential business practice to have a clear idea of the competitors in the industry and also understand the strengths and weaknesses of my organization compared to its competitors. Now let's do an Industry and Competitive analysis for orangebd with the help of Porter's Five Forces and SWOT Analysis below,

2.7.1 Porter's Five Forces:

1. Competitive Rivalry: *Strong*

This force makes us realize the quantity and strength of the competitors. It helps to assess the competitiveness of one's organization with the other organizations on the basis of product, service or quality. Orangebd also has a number of competitors in the IT industry, such as Tiger IT, BJIT, Era info tech Ltd etc. Though orangebd works with a lot of projects, the other organizations are much larger than orangebd in office space, facilities and also with a larger number of employees who are capable to perform almost like orangebd.

2. Supplier Power: *Weak*

This force indicates the superiority of the suppliers while they are having a control of pricing in their hand. But for orangebd, the suppliers they care for are the suppliers of logistics, hardwares, administrative things and all. There is no such supplier for the raw materials for orangebd the orangebd develops. So this is not much of a threat.

3. Buyer Power: *Moderate*

This is a force that indicates strong competitiveness for orangebd. Because, there are a number of organizations in the industry who are a constant rival of orangebd. Clients and entities of orangebd can easily be driven to them when they will see a bit of lacking in orangebd. On the other hand, the products and services developed by

orangebd and are owned by them are without any competitiveness. Because those products or services cannot be made by other organizations and if the citizens want any services, they must have to come to orangebd.

4. Threats of substitutes: *weak*

This force helps us to realize the competitiveness and threat of the substitutes of the products and services of orangebd. But, products developed by orangebd are either for sale or for its entities and the services developed by orangebd are developed from scratch. So these products and services have no substitutes.

5. Threats of new entrants: *weak*

The new entrants will not be as much of a threat as the existing ones. Because, when the government tenders are circulated they evaluate the organization with a scale developed by them called as “rational”. So, to stand there with a strong position an organization needs a minimum 10 to 15 years of experience. Along with that the non governmental bodies also search for a reliable institute where their business solution will be a solution instead of being a burden.

2.7.2 SWOT Analysis:

The SWOT Analysis is a measuring framework that helps to assess any organization's competitive position in the marketplace. It helps an organization to develop a strategic planning and identify the potential threats which must be mitigated. It has two external factors (Strengths and weaknesses) and two internal factors (Opportunities and threats). The SWOT Analysis of Orangebd is given below,

Strengths:

- Orangebd is an experienced organization with a very strong client base
- Well recognized by the national and international government entities
- Strong revenue margin

- Less competitiveness
- Strong production line up
- Strong relation with almost all kind of businesses
- Strong risk management framework
- Family like culture in the office
- A number of international clients
- Employee Satisfaction

Weaknesses:

- Orangebd should focus on marketing and promotional activities
- Inadequate office space
- Prioritize more on employee benefits
- Less own products and services
- More dependency on client projects

Opportunities:

- Exploring more business solutions and offer to sale
- Advantage of well recognition in foreign entities
- Attracting young workforce
- Evolution of new technologies
- Business expansion with new business ideas

Threats:

- Debts in various banks
- Large organizations as competitors in the marketplace
- Delay in bills from government projects
- Bribery in the bill releasing government office

- Increased employee turnover ratio at times

2.8 Summary, Recommendations and Conclusion:

Discussion so far visualizes orangebd as a very stable organization and will grow to the number one organization in its industry with utilizing the competitive advantages around. Through the journey of Industry and Competitive analysis, we came to realize that orangebd will be able to fulfill its long term goals but there will be much more difficulties. From Porter's five forces and the SWOT Analysis we have got ideas on how competitive rivalry is a big threat for orangebd. If orangebd does not focus on promotion right now this rivalry competitiveness will be an even bigger threat to sustain in the marketplace. Additionally, we have seen the employees are satisfied in the organization for a strong friendly culture but they want benefits, performance bonuses and overtime allowances. With mitigating orangebd's threats, resolving the weaknesses and emphasizing on the strengths and enhancing the opportunities orangebd can reach to its vision and goal it dreams of.

Chapter 3

Project Part

3.1 Introduction:

orangebd is a well recognized organization with lots of opportunities, visions and goals. We have already seen that it has a good revenue margin with a very well structured operations management and a very stable financial performance. But there were some lacking in HR structure and planning. Now, this chapter is all about establishing a whole strategic and structured HR.

A Strategic and structured HR is very much essential for efficient production in any organization. A properly structured Human Resource Management (HRM) understands the requirements of the organization. For example, employees may desire some extra benefits,

leaves, training etc. Furthermore, sometimes an organization requires talent acquisition, performance management etc. HRM also includes nurturing a culture of excellence, respect and wellbeing, overseeing the onboarding process for new employees and establishing relationships among employees and management.

Implementing Strategic HR:

During my internship period, I have seen gaps in structure in the HR Management System. It was all scattered, no files were accordingly and also there was no vision from a HR viewpoint towards the orngb'd's goal. My initial approach was to align the HR policy towards the organization's goals and HR practices for the employees. Additionally, I worked with talent management, culture and to implement all in the organization.

I had to work on my strategies a lot to nurture a collaborative culture not within the teams only, rather within the organization. There was even an ancient culture which used to say a “NO” to remote work and it was reducing productivity. Here I had to communicate with the management and persuade them strategically to make this work model hybrid and flexible. Because of it we can not only utilize the international workforce but also employees of orangebd can work from wherever they feel flexible. With this initiative productivity increased in a notable ratio. Furthermore, facilitating employees with training and development, entertaining with different cultural events and games helped me to uplift the quality and quantity of the production and ROI in HR investments and also reducing employee turnover ratio as well.

Establishment of HRIS:

When I observed the gaps in orangebd in both the organizational and HR information in orangebd, I initiated with collecting all the information and arranging them in an order. Then I had to archive them all and make them secure from sudden troubles and misfortune. The term HRIS eventually stands for Human Resource Information System. For maximum people it is a software which consists of all kinds of HR information in one single platform. But from my perspective, HRIS is a structural system which helps an HR professional to access all HR information easily. And my first initiative was based on that. From this motto I developed a fully automated performance management calculator in Google Spreadsheets. But, after all these, orangebd maintains a software that eases the work of a HR professional by including the Performance management system in HRIS. Starting from attendance management system to leave management to payroll management works are done with the help of that software. Since I started my internship, I have also worked in improving the software to be even more manageable, workable and also user friendly for both me, management and for all the employees as well.

3.1.1 Literature Review:

Being a student of BRAC university it was a significant requirement to complete my internship for the completion of my undergraduate degree at BRAC university. At present time the ultramodern world is not just adequate with bookish knowledge but also requires hands-on experience in the job market. This internship program helped me to implement my theoretical knowledge to a practical level and which made me passionate about working as a HR professional in my career.

This internship program designed by the BBS department aims to acquire practical knowledge and hands-on experience for the students, so that they can build their career in today's fast growing modern world. My journey of internship with orangebd, a leading

software development company with a huge number of opportunities in the future world has offered me the opportunity to work with my passion to be a HR professional and get hands-on experience from scratch.

One of the main reasons I chose orangebd to complete my internship was my minor at MIS at BRAC university which inspired me with more interest to explore a software development company and observe how the organization utilizes HR automation tools such as HRIS to enhance their HR management. Furthermore, orangebd has inspired my interests in technology and implemented my theoretical knowledge to a more automated and optimized HR management process.

3.1.2 Objective of the study:

The core objective of my report is to look over orangebd's changes in the efficiency in organizational operations and employee management after the implementation of HRIS and strategic HR. As I mentioned before I have done my major in HRM and minor in MIS, I aimed to align my career concentrating on both the disciplines and my report is nothing different from this.

The key objectives of my internship program including my internship report is are outlined below,

- To design a visual difference compared to the previous efficiency ratio with the present efficiency ratio in the HR and organizational operations of orangebd.
- To figure out the feasible fields to enhance HR operations in the organization.
- To acknowledge the vision of orangebd and its management and align my objectives with that vision
- To work with my findings or outcomes from my analysis and incorporate my knowledge and establish a more efficient HRM system in orangebd.
- Additionally, to enhance the production ratio strategically.

3.1.3 Significance of the study

The analysis was extremely important for orangebd as there was no structure for HRM and additionally there was a zero percent practice of HR operations in the organization as I mentioned before. Therefore, introducing the practice of HRM at the initial phase and utilization of HRIS in order to enhance the efficiency of organizational operations and also incorporate a structured HR culture within the organization.

The end-to-end research and analysis on structuring HRM in orangebd threw immense challenges to me and which was actually more and more opportunities, helped me a lot to put my mark at orangebd and structure HR operations within the organization.

As a reflection of my efforts in orangebd, outlining this report made me visualise my efforts at orangebd and inscribing this report helped me to revise my services towards the organization.

I must acknowledge that there was a HRIS system already incorporated in the organization. In the tenure of my internship I had explored that it was just a platform where the employee data had to be entered manually and only the very basic information used to reflect in that platform. I found lackings of efficiency in HRIS and worked to uplift its efficiency. At present time the HRIS is utilized in starting from attendance management, leave management, providing salary vouchers to all employees, performance management to an end-to-end life cycle of an employee in orangebd.

I have experienced how a successful establishment of strategic HR practice and an efficient HRIS can inspire a healthy and productive culture in any organization. Though this is not the end of pointing out the scopes and accepting more challenges to improve more in the organization, I take these challenges as an opportunity in uplifting my learning and development for my career.

3.2 Methodology:

In order to enhance the operational activities the HRIS was established. As the establishments are done, it needs to proceed under a survey or analysis to acknowledge its effectiveness in the organization and the scopes of further improvement. To conduct the survey, I have followed a quantitative and qualitative approach to get unbiased data which reflects the current state of utilization of HRIS.

3.2.1 Quantitative Approach:

Proceeding with this approach gave me a number of variations in the data as per the conception possessed. It was conducted by selecting a number of individuals from different disciplines such as people from management and higher ranked employees, asking them a few selected strategic questions on the impact of incorporating HRIS and Structured HR operations in orangebd.

- Creating some strategic questions to conduct the approach.
- Conducting a face to face question and answer session with the selected individuals.
- Verifying the collected informations.

3.2.2 Qualitative Approach:

This approach is conducted through analysing various operational reports, audit reports, client feedbacks, and the financial reports as well. This analysis helped me with the qualitative data and eases me to compare previous and present data. I conducted this approach by,

- Overviewing the previous and present Production Reports, Client feedbacks, Financial reports and analysed the efficiency.
- Reviewing the HR policies, HRM Documents from ISO.
- Observing the efficiency in HR operations through HRIS.

As the IT industry is the future, orangebd is contributing there effectively for Bangladesh. In order to sustain their status in the industry orangebd had to enhance its operational structure through incorporating strategic HR and utilize HRIS. The data and information resulting from the survey reflects in the employee management at orangebd. Employees are now much more transparent about their journey at orangebd.

3.3 Analysis on the Findings:

This part of the report aims to focus on reflecting the effectiveness of implementing HRIS and incorporating strategic HR. Throughout the time frame of my internship program I have experienced challenges, learnings, opportunities and success. Here, I am discussing my analysis on the findings in Significances and challenges of incorporating Strategic HR and Implementation of HRIS in below,

3.3.1 Significance of incorporating Strategic HR and Implementation of HRIS:

In organizations like orangebd with a huge workload and opportunities, the HR always has to take strategic initiatives and decisions, managing HR data and information manually will be lacking its efficiency. An automated HRIS helps in these cases by keeping the employees transparent about their HR informations, keeps them less confused, error free HR operations and to some extent self motivated as well. Currently, orangebd utilizes HRIS in automated attendance management, automated payroll management, automated leave management including a visual experience of employee profile. Orangebd is working more on it and very soon it is going to include features like Performance Appraisal Management and Training and Development, a Notice Board.

Furthermore, administering strategic HRM in enhancement of HR operations or employee management and aligning them with the organizational vision is quite significant for a company's growth. Introducing an automated performance management system was a must to incorporate when I found gaps in it. Assessment focusing on KPI with multiple angles

resulted in pure measurement of employees' performances. Added to that, restructuring the talent acquisition management system from the previous practices helped to enhance both in qualitative and quantitative production ratio in any selected time frame. Orangebd also got benefited by a strategic initiative of Document Management System complying with the “Access Control Policy” from “ISO 27001:2022 Information Security”. It helps with accessing the documents more easily and in a more manageable manner.

3.3.2 Challenges in incorporating Strategic HR and Implementation of HRIS:

As I have mentioned before, orangebd was not outlined with structured HR operations and a so-called HRIS which only used to visualize an employee list. All the employees were not bound to be accountable and disciplined. From such a culture, it was quite challenging to administer them in a structured HRM and make them abide by HR outlines.

Furthermore, at the tenure of my internship, I got no Senior HR Professional as a mentor to guide me in my learning and adopting on the job experience. Therefore, I found it even more challenging. It took me a huge time frame to understand the organization, its operations management, culture etc. and also finding opportunities to work on my already indicated scopes.

Additionally, successfully incorporating strategic HR and also aligning that with the organizational goals like, re-structuring the whole recruitment system, introducing a whole automated performance management system, and end-to-end document storing system was initially quite challenging as well.

3.4 Summary:

To summarize the project part which is a reflection of my efforts at orangebd in establishing strategic HR practices and HRIS. Though orangebd had created its benchmark with the remarkable financial and operational performance in its industry, the organization was only lacking with its strategic HR planning and structural HR operations. Through my internship,

the key initiatives to establish a strategic HR were taken in order to meet the organizational goals. The structural practices not only adjusted its cultures in a professional manner but also brought a healthier culture aiming at employee satisfaction remaining under the discipline of HR Policy.

While the structural HR framework is boosting productivity, reducing employee turnover by creating employee satisfaction, the implementation of HRIS is functioning in enhancement of HR operations or employee management. My efforts in upgrading the HRIS with the automated attendance management system, payroll management system, leave management system including the banking informations and a employee profile that visualises to an employee with all the significant informations to keep an employee transparent towards orangebd.

Although, my internship journey was quite challenging but taking those as an opportunity in enhancement and development of my career I have earned some achievements through not only establishing Strategic HR Structure and HRIS but also worked for providing ISO certifications to orangebd, regularly reviewing the HR policy, making adjustments, giving more efforts in further enhancements in the HR Policy.

3.5 Conclusion:

To conclude, my efforts resulted in successful implementation of Strategic HR and HRIS at orangebd which reflects a number of notable changes in the employee management approaches and operations. As we all know, the tenure of internship is a timeframe in which a fresh graduate will start to learn professionalism, organizational culture, ways to adjust in that culture, organizational etiquettes and approaches and will work under a dedicated supervisor with the specifically assigned tasks. But the scenario of my internship program was a lot more challenging, saturated with responsibilities where I was asked to think from the perspective of top management bodies of orangebd and plan the whole HR Structure

strategically and do necessary executions, enhancements, implementations to establish a Strategic HRM and HRIS on my own for orangebd. Despite having all these, my initiatives had left an impression in successfully establishing Strategic HR and incorporation of HRIS in both organizational and HR operations at orangebd.

3.6 Recommendations for orangebd:

- **Focus on Developing own Products:**

orangebd needs to focus on generating more business ideas and should work on that. Working with the national and international government clients may leave an impression in the industry but with their own projects there remains no dependencies on the clients for bill disbursement and continuous change in software development requirements badly affected in the employee's working motivations.

- **Emphasize on Promotional activities:**

As we saw previously, orangebd had limitations in brand promotion. But I recommend orangebd to promote my sharing the success stories. Incorporating with this approach the limitations will turn into opportunities.

- **Develop a HR team or department:**

By creating a HR team of minimum 3 employees at minimum, the HR operations will be a lot more efficient and manageable. Working in a team makes the responsibilities distributed and enhances the quality of the work.

- **Prioritize Compensation and Benefits:**

As a renowned organization in the IT industry, orangebd must prioritize employee satisfaction from the angle of Compensation and Benefits. Including some benefits strategically would help the employees to get a motivational push towards their responsibilities.

- **Finding scopes of improvement in HRIS:**

The HRIS of orangebd has been upgraded a lot so far with significant changes. But in order to utilize HRIS aligning with the organization's long term goals, it has more scopes of improvement. I would recommend orangebd to include KPI Tracking System in its HRIS.

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Appendix A.

Questions asked in Quantitative Approach:

1. How effective is HRIS in improving HR operational efficiency?

- ☐ Very Effective
- ☐ Effective
- ☐ Neutral
- ☐ Ineffective
- ☐ Very Ineffective

2. How much do you agree that HRIS makes employees more transparent about their HR information?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

3. To what extent do you believe automated systems (e.g., payroll, attendance) reduce errors in HR operations?

- ☐ Very High Extent
- ☐ High Extent
- ☐ Moderate Extent
- ☐ Low Extent
- ☐ No Extent

4. How motivated do employees feel when HR operations are transparent and automated?

- ☐ Highly Motivated
- ☐ Motivated
- ☐ Neutral
- ☐ Demotivated
- ☐ Highly Demotivated

5. Rate the importance of adding the following features to HRIS for Orangebd.

- | | |
|------------------------------------|---|
| • Performance Appraisal Management | ☐ Very Important |
| | ☐ Important |
| • Training and Development | ☐ Neutral |
| | ☐ Maybe Important |
| • Notice Board | ☐ Not Important at all |

6. How significant is the alignment of strategic HR initiatives with the organizational vision for a company's growth?

- ☐ Very Significant
- ☐ Significant
- ☐ Neutral
- ☐ Insignificant
- ☐ Very Insignificant

7. How effective is KPI-based performance appraisal in accurately measuring employee performance?

- ☐ Very Effective
- ☐ Effective
- ☐ Neutral
- ☐ Ineffective
- ☐ Very Ineffective

8. To what extent has restructuring the talent acquisition system improved qualitative and quantitative productivity?

- ☐ Very High Extent
- ☐ High Extent
- ☐ Moderate Extent
- ☐ Low Extent
- ☐ No Extent

9. How useful is a Document Management System in complying with ISO 27001:2022 Information Security policies?

- ☐ Very Useful
- ☐ Useful
- ☐ Neutral
- ☐ Not Useful
- ☐ Not Useful at All

10. How much easier is document accessibility and management with the implementation of the Document Management System?

- ☐ Much Easier
- ☐ Easier
- ☐ Neutral
- ☐ Difficult
- ☐ Much More Difficult

Appendix B.

Questions looked for in Qualitative Approach:

1. If the revenue margin increased?
2. If the debt ratio decreased?
3. If the project delivery ratio increased in any selected time frame?
4. If the quality of the deliverables improved?
5. What is the most common complaint on orangebd?
6. If the turnover ratio decreased?
7. How did the audit reports reflect the compliances?
8. Are all the employees happily accepting the HRM Documents?
9. Are all the employees happily accepting the HRIS?
10. What can be done to improve the organizational culture?