

Report On
Human Resource Compliance and Talent Development in
The Education Consulting Firm –
STS Global Education

By
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ID: 21104104

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
21 September, 2025

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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/We have acknowledged all main sources of help.

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Letter of Transmittal

21 September 2025

M. Nazmul Islam, Ph.D.

Assistant Professor,

BRAC Business School

BRAC University

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

Subject: Submission of Internship Report

Dear Sir,

It is my pleasure to inform you that I have prepared the report titled “Human Resource Compliance and Talent Development in the Education Consulting Firm” after successfully completing my internship at STS Global Education. During this period, I had the privilege of working in the Group HR Department under the supervision of the honorable HR Director and Team Leader.

I have made every effort to ensure that the report contains all essential data and proposed recommendations, presented in a concise, comprehensive, and well-structured manner within the stipulated time.

I sincerely believe that this report meets the required standards, and I humbly request you to accept it for your kind consideration.

Sincerely,

Meherunnesa Arin

21104104

BRAC Business School

BRAC University

Date: September 21, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between STS Global Education and the undersigned student at BRAC University.

Meherunnesa Arin
ID: 21104104

Acknowledgment

I would like to take the opportunity to thank those without whom the preparation and completion of this internship report would have been extremely challenging.

First and foremost, I am grateful to Almighty Allah for granting me the strength and patience to complete this report successfully.

I would like to express my sincere gratitude to Dr. M. Nazmul Islam, Assistant Professor at BRAC Business School, BRAC University, for his continuous guidance, valuable feedback, and support throughout the internship and report-writing process.

This report has been prepared on “Human Resource Compliance and Talent Development in the Education Consulting Firm: A Study on STS Global Education.” I would like to express my deepest appreciation to my internship supervisors, Ms. Nasima Munni, Team Leader, and Mr. Kassaf, Global Application Manager at STS Global Education, for their cooperation, encouragement, and valuable mentorship during my internship. Their contributions and mentorship have been very helpful in enhancing my understanding of HR processes of a global consultancy firm over the three months of the internship.

Last, but not least, I would wish to thank my colleagues in who have assisted me with the assistance and beneficial tips to get the report ready.

Executive Summary

The internship report is a narrative of my three months of internship at STS Global Education that is a global education consultancy firm based in London with active operation in Asia and Africa. With the idea of providing full service to international students, the company has a team of highly professional personnel who are deeply guided by integrity, and who believe in transparency. The purpose of the report is to examine the present HR, compliance, and talent development processes within STS Global Education in order to know the good and bad about it, and thereafter make some recommendations using some academic and some practical knowledge.

The report is divided into three sections: an overview of the organization, internship activities, and a project-based analysis focused on HR compliance mechanisms and employee training programs. This report was prepared using both primary and secondary data. The primary data were obtained through my observations, the duties performed during the internship period, and interviews with my supervisors: Mrs. Nasima Munni, Team Leader, and Mr. Kassaf, Global Application Manager. The secondary data were gathered through the HR records of STS, the official website, and other related internal manuals.

The results indicate that despite the fact that the company has a high level of compliance culture, some of the aspects, like formal reporting of training initiatives and efficient communication between the international offices, can be enhanced. Out of these findings, a number of practical recommendations have been suggested.

Keywords: HR Compliance; Talent Development; International Recruitment; Employee Training; Policy Documentation; Global Education Consultancy.

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List of Acronyms

STS	STS Global Education
HR	Human Resources
UKVI	United Kingdom Visas and Immigration
T&D	Training and Development
NI	National Insurance
S2F	Start-to-Finish Service
CRM	Customer Relationship Management
KPI	Key Performance Indicator
SOP	Standard Operating Procedure
IT	Information Technology
CAS	Confirmation of Acceptance for Studies
GDPR	General Data Protection Regulation
MOI	Medium of Instruction
QA	Quality Assurance
LMS	Learning Management System

Chapter 1

Overview of Internship

1.1 Information of the Intern

Name	Meherunnesa Arin
Student ID	21104104
Program	Bachelor's of Business Administration
Major	Human Resources Management

1.2 Internship Information

Duration	3 Months (July-September 2025)
Company Name	STS Global Education
Department	Group HR
Address	BTA Tower (13th Floor 29 Kemal Ataturk Avenue, C/A Rd No 17, Dhaka 1212

1.3 Internship Company Supervisor's Information Name and Position

Name	Nasima Munni
Designation	Team Leader, Dhaka Branch

1.2.2 Job Scope - Job Description/ Duties/ Responsibilities

Being an intern at STS Global Education, my most pertinent role was to support the HR and business development team in carrying out the operational and recruitment activities of this firm. The responsibilities I performed as an intern were in line with my title, and they are as follows:

- Provide the HR and consulting team with operational and administrative support in day-to-day activities.
- Helping to coordinate job fairs, recruitment drives, and meetings with prospective clients and candidates.
- Advertise jobs on pertinent websites like BDJobs, LinkedIn, and Facebook groups.
- Filter behind-the-scenes resumes and application forms to select qualified and fit candidates for multiple academic and consulting positions.
- Arrange and organize shortlisted applicant interviews.
- Write, draft, and proofread documents such as offer letters, contracts, and internal notices.
- Assist with the onboarding of new employees.
- Keep books of leads and potential customers and make certain they are pursued regularly.
- Attend training and organize logistics of internal staff development activities.
- Front-desk assistance during educational fairs, visits to clients, and counseling.
- Assist in the creation of PowerPoint presentations, marketing material, and proposals.
- Help with the creation of reports on the performance and attendance of employees on internal programs.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

I was doing my internship at STS Global Education, and I worked on different activities associated with human resource compliance and talent development. I supported the HR department in the examination of employee records, correct recording and compliance with the company policies and the labor laws. I also facilitated development of talents in the organization by helping to prepare the training materials, conducting workshops, and feedback to help in measuring the success of the training. I also participated in the recruitment procedure to filter the candidates profiles, interview the candidates and maintain the recruitment database. I also helped in assembling information that was utilized in performance appraisal reports and supporting documents utilized in review meetings.

Moreover, I conducted a study regarding HR compliance trends and best practices in the education consulting industry and had a chance to compile the reports that would provide an understanding of what can be improved. These assignments helped me to acquire practical exposure, integrate academic knowledge and value addition to the HR operations of the organization.

1.4 Benefits of the Internship Program

The internship experience working at the STS Global Education gave me a chance to gain a certain theoretical and practical exposure to the Human Resource (HR) practices in the context of a global education consultancy. This was also a very enriching experience, and this has significantly contributed to my personal and professional development. Some of the most valuable benefits gained with this internship are the following, but are not limited to:

- **Hands-On HR Compliance:** It was also one of the most helpful experiences of this internship, as I could learn and observe how HR compliance can be exercised in a professional organization. I

came to understand how STS Global Education is ensuring that it adheres to internal policies and does not ignore external labor laws. I was introduced to the reading of employment contracts, onboarding process, monitoring the employees attendance, and employee record maintenance as per the company as well as the regulation. The practical work helped me bridge the gap between the theories of HR compliance presented in the textbook and the real world practice, and to gain further knowledge on how the concept of accuracy, confidentiality, and legality are critical to the management of human resources.

- **Skills in Communication:** I frequently was forced to communicate with the direct candidates, colleagues and senior professionals. I had done email correspondence, interviews, recruitment meetings, and orientation, which improved my communicative abilities in a business environment. Initially I did not feel confident regarding my professional interaction; however, the more I was exposed to it, the more confident and articulate I became in expressing ideas, responding to questions and providing updates. In these experiences, I developed my skill in the art of business communication not only in composing professional email messages but also in the oral side of communication, which will be an invaluable resource in my career life.
- **Development of Time Management and Multitasking Skills:** Time management taught me a lot on how to respond to multiple tasks at a given time, how to prepare documents, how to organize the workflow and how to set realistic schedules, among other things that I have learned during the internship session include time priority, organization of workflow, and realistic schedules. The lessons made me understand how to balance between short term urgent tasks and long term projects to ensure that good work is done as anticipated. It was a valuable experience and has taught me to work and operate effectively under pressure, which is also a very valuable skill to any HR professional.
- **Professional Exposure and Networking:** One of the activities that STS Global Education has offered me as an intern is to attend fairs, recruitment drives, training, and industry-related meetings. These seminars helped me meet industry professionals, recruiters, educational

representatives, and international academic partners, which enabled me to develop a worthwhile professional network. The opportunity to communicate with the professionals in the area gave me a better understanding of the trends in global education, recruitment methods, and HR practices, enlarging my scope of knowledge in this sphere. The networking experience has introduced new opportunities for a future career and possible cooperation.

- **Developing Professional Confidence and Self-Awareness:** The most important lesson I gained in this internship was that my professional confidence was greatly enhanced. The structured corporate setting allowed me to distinguish my strengths, which include adaptability, problem-solving, and teamwork, and areas where I have to work on, such as advanced HR analytics and policy documentation. This self-knowledge has driven me to continue improving my skills and has given me a strong boost in my confidence to work in entry-level HR positions in the future. The experience has also enabled me to become more strategic in my career planning, and this has provided a sound base for my career path.

Altogether, my internship experience at STS Global Education was transformative as it enabled me to apply theoretical knowledge in HR to real-life practice. I got acquainted with the actual HR practices, developed interpersonal and organizational skills, and gained confidence to help navigate successfully through a professional environment. The learning will certainly be central in supporting my career in the future of Human Resource Management.

1.5 Difficulties Faced During the Internship

Although my internship experience with STS Global Education was very rewarding and helped me gain a lot in my professional development, it has its own drawbacks. The challenge of these difficulties guided me to become resilient, flexible, and capable of solving problems, which eventually boosted my learning process. The following are some of the most prominent issues that I encountered during the process of my internship:

- **Minimal Orientation and Receiving Training:** The initial event which I noticed during the beginning of the internship was that it was very less in onboarding, and no formal training was provided. This was slightly challenging to adapt to the work culture of the company and I had to understand my roles and responsibilities during the initial days. Onboarding in STS was not very long, unlike in structured corporate internship programs, which typically have detailed orientation programs, practice workshops, and training programs. Consequently, I was left to acquire most of the tasks on my own, either by observing, performing on my part, and consulting the seniors whenever necessary. This unorganized orientation was initially hectic, but it made me self-reliant and proactive, and this would ultimately make me fit into the workflow better.
- **Possible Workload Pressure and Multitasking Problems:** As a member of a small HR and operations team, I was required to perform a number of different tasks at the same time, and the results needed to meet very tight deadlines. These functions were to lead follow-ups, recruitment coordination, document management, client communication, and event support, which could at times be difficult to deal with simultaneously. Also, the education consultancy industry is often ahead of its time, and as a result, priorities often change rapidly, as I needed to adapt fast to the new tasks and demands. My supervisors were encouraging, but once I was assigned to do a complex task with little or no guidance, it caused me stress and uncertainty at the start. Nevertheless, the process of handling these various tasks also contributed to my time management skills, problem-solving abilities, and my ability to work independently under pressure.
- **Facility Constraints and Remuneration:** Compensation and benefits were one of the striking issues that I encountered throughout the internship. The salary offered was comparatively low to the amount of work and responsibility that I had during the program. Also, travel allowances were not given, and this added to my personal costs, particularly when I have to attend off-site client meetings or events. The organization also failed to offer good lunch facilities and sometimes I had to make other arrangements on the job. Although these limitations did not reduce the cost of the

learning experience, they underscored financial limitations that interns can experience in the process of pursuing professional development opportunities at the expense of personal spending.

- **Long Hours of Work and Work-Life Imbalance:** The official working hours were 10:30 a.m. to 6.30 p.m. I was often required to work longer hours to meet deadlines, attend evening meetings with clients, or assist in ongoing recruitment efforts. I would work after regular office hours on a number of occasions to facilitate follow-ups and documentation. This long working schedule, coupled with a busy workload, at times affected my own time, rest, and work-life balance. Nevertheless, coping with such issues also taught me that it is important to set priorities, establish limits, and be productive even in the case of prolonged employment. Although these were difficult to endure, I think they contributed a lot to my general learning process. The obstacles that I encountered made me learn to adjust fast, maintain focus during stress, and have a more professional outlook. Managing such challenges also provided me with valuable lessons on what happens in the real world, corporate style, in order to handle upcoming assignments and placements where such challenges are likely to be encountered.

1.6 Recommendations on Future Internship

Using the experience that I have had in STS Global Education, I have been able to come up with a number of areas through which the internship experience can be improved to make the experience more rewarding to future interns. While the organization provided a valuable learning platform, adopting a more structured and supportive framework can make the program more rewarding, efficient, and aligned with industry best practices. The following recommendations are proposed:

1. **Implementation of a Structured Orientation and Training Program:** At the beginning of my internship, I observed that there was limited orientation, which made it challenging to understand organizational policies, workflows, and job responsibilities. Research shows that structured

onboarding programs can improve new hire productivity by up to 54% and increase retention rates by 82% (Society for Human Resource Management [SHRM], 2023).

Recommendations:

- Organize a welcome session introducing interns to the company's vision, mission, culture, and organizational structure.
- Provide brief training modules covering HR processes, recruitment workflows, client-handling guidelines, and internal policies.
- Assign mentors or supervisors to guide interns consistently, ensuring feedback-driven learning and a smoother transition.

Implementing such structured onboarding will help interns adapt faster, perform confidently, and contribute effectively to STS Global Education's goals.

2. **Fair and Balanced Workload Distribution:** During my internship, I often handled multiple tasks, including lead follow-ups, recruitment coordination, client meetings, and document management. While this provided valuable exposure, the workload was sometimes overwhelming due to the lack of role clarity. Studies indicate that employees with clearly defined roles experience 30% less burnout and 25% higher productivity (Deloitte, 2024).

Recommendations:

- Establish clear role definitions for interns before the start of the program.
- Distribute tasks evenly among team members to avoid overburdening individuals.
- Conduct regular supervisor check-ins to monitor workload, address challenges, and ensure adequate support.

A balanced workload ensures that interns remain engaged and productive without experiencing unnecessary stress.

3. **Enhanced Compensation and Benefits for Interns:** The current remuneration structure does not fully reflect the workload and contributions of interns. Additionally, lack of travel allowances and lunch facilities poses financial challenges, especially during off-site client meetings. According to Glassdoor (2023), organizations offering fair stipends and benefits attract 27% higher-quality applicants and report lower intern turnover rates.

Recommendations:

- Offer competitive stipends aligned with responsibilities and industry benchmarks.
- Provide basic allowances for transportation and meals to reduce financial stress.
- Introduce performance-based incentives to motivate interns and recognize top contributors.
- Improving the compensation structure will attract talented candidates and enhance the overall value of the internship program.

4. **Flexible Scheduling to Support Academic Commitments:** Since many interns balance academic requirements alongside their internships, flexible scheduling can significantly improve both productivity and well-being. Studies show that flexible work arrangements can increase employee satisfaction by 34% and boost retention rates by 25% (PwC, 2023).

Recommendations:

- Introduce a hybrid work model, allowing interns to complete some tasks remotely.
- Allow adjustable weekly schedules to accommodate exams, assignments, and deadlines.
- Encourage open communication between supervisors and interns to plan workloads effectively.

Such flexibility would improve work-life balance and allow interns to excel academically while contributing effectively to STS Global Education's operations.

5. **Dedicated Support for Internship Report Preparation:** Internship reports are a critical academic requirement, and many interns struggle to gather sufficient data due to time constraints

and workload pressures. Providing dedicated support for report preparation would enhance learning outcomes and reflect positively on STS Global Education.

Recommendations:

- Allocate specific time slots during the internship for data collection and report preparation.
- Provide access to internal documents, performance data, and organizational insights to enrich reports.
- Have a report guidance supervisor to guide the interns on how to organize their findings and make them accurate. Structured reporting assistance in internship leads to a 40% improvement in academic performance and increases knowledge retention. (NACE, 2023)

These recommendations should be implemented so that the STS Global Education internship program can be more structured, supportive, and mutually beneficial. A blend of structured orientation, effective workload, remuneration, flexibility in work hours, and their committed academic assistance would make sure that the interns will get the best learning experience possible, and at the same time make a significant contribution to the achievement of the organization.

Chapter 2

Organization Overview

2.1 Introduction

The chapter itself is an overview of STS Global Education, its organizational structure, core values, leadership approach, HR Compliance and Talent Development practices, compensation policies, strategic objectives. This section aims at providing a clear picture of how the company works within the education consultancy industry worldwide and the role the managerial practices are playing in the sustainable growth and competitive advantage of the company.

STS Global Education is an international education consultancy firm that is among the best organizations in Bangladesh that offer a variety of international education consultancy services. The company plays the role of acting as a mediator between students with the desire to further their education in foreign countries and the world renowned academic institutions. STS has been able to position itself as a trusted source of guidance to students who desire to pursue academic opportunities in overseas countries via its extensive network of partner universities, direct contact with students via its professional career advisory services, and through its relative ease of recruiting students.

2.2 Overview of the Company

STS Global Education is a UK based international education consultancy firm which is operating in Bangladesh as its local offices in Dhaka, Sylhet, Moulvibazar and Chittagong. The company is involved in overseas education services which deal with the provision of student admissions, career counselling and admission support of internationally recognised universities mainly in UK, USA, Australia, Canada and Europe.

STS Global Education as a reputable education partner has the obligation of guiding students through the process of studying abroad, which is a complex process. Its services are aimed to help the students in all parts of their course such as career counseling, university selection, application preparation, visa processing, scholarship guidance, and pre-departure briefing. Through the provision of end to end consultancy, this firm is able to provide one to one services to students that are based on their academic objectives, financial abilities and career expectations.

Dhaka Office Operations: Dhaka branch is the key point of operation of STS Global Education in Bangladesh, where the centre would be instrumental in the recruitment of students and the communication with foreign universities. It also interacts directly with students, parents and academic stakeholders to offer counseling, application support and advice in the admission process.

Although it is still a relatively new institution in Bangladesh, the Dhaka office has managed to establish a good reputation in the short-term, mostly thanks to the use of its student-oriented strategy, a team of experienced counselors, and the desire to deliver the highest quality of services to their customers ("Branches," 2025)]. The counselors and recruitment experts liaise with the students to evaluate their academic backgrounds, career objectives and align them with the most appropriate institutions depending on their profiles and dreams.

STS Global Education stands out among most of the local competitors in providing holistic and end to end solutions that are built to meet various needs of aspiring international students. Its key services include:

- **Individualized Career and Academic Advising:** Assistance to the students in the process of discovering the most appropriate academic courses depending on their career goals and individual strengths.

- **Selection Assistance at the University:** This provides a professional option in selecting the right college based on the academic qualifications, financial capabilities, and career aspirations of the students.
- **Application Preparation and Submission:** Helping students to prepare and go through documentation needed to ensure that the university has specific requirements.
- **Visa Consultation & Processing:** It involves offering a total guidance through the visa applications to reduce cases of error and rejection.
- **Scholarship & Funding Guidance:** Assistance to students to learn more about financial aid, scholarships and bursaries to study abroad and make it affordable.
- **Pre-Departure Orientation:** this involves preparing students on academic, cultural and logistical adaptations prior to starting their studies in a foreign country.

These broad-based services would mean a seamless and stress free process of admission to the school and the students are likely to be guaranteed of being placed in some of the most reputable international schools.

Global Network and University Partnerships: STS Global Education enjoys a strong position of having numerous connections with other different universities worldwide. The company collaborates with the highly regarded institutions within the destinations such as UK, Australia, and Canada among other leading academic institutions that provide students with a broad range of options.

By such collaborations, STS can:

- Provide students with exclusive pathways to renowned programs.
- Secure priority application processing and early decision opportunities.
- Deliver updated information on admission requirements, scholarships, and policy changes

By acting as a reliable intermediary between students in Bangladesh and universities abroad, STS ensures students have access to accurate, timely, and relevant guidance to make informed decisions about their education.

Commitment to Compliance and Professional Integrity: STS Global Education is very keen on compliance, transparency and ethical conducts in its operations. The company has very stringent internal procedures regarding documentation, lead management, financial reporting, and handling of clients making sure that the student information and applications are dealt with in a responsible and safe manner.

Another strength that was exhibited by the company was its outstanding flexibility in difficult situations, especially when the COVID-19 pandemic struck, as the company quickly switched to virtual counseling, online document management, and remote communication with international partners. This innovation and continuity in operations has enhanced the credibility and trust that STS also has with its students, parents, and partner institutions across the world.

Reputation and Competitive Advantage: STS Global Education has established a solid repuciation in Bangladesh, which is based on the student-based philosophy, high success rate in helping students to get an international placement, and committed counseling team. Its open communication culture, one-on-one counseling and success in yielding positive outcomes have enabled the organization to shine in a very competitive education consultancy industry. Moreover, the capacity of STS to integrate the local market demand and global academic trends will provide it with an exclusive competitive advantage. The company also designs tailor-made solutions to address individual needs by comprehending the situations that are encountered by Bangladeshi students, like finances, eligibility, and complicated visa process. Consequently, STS has gained the confidence of its students and parents who are in need of good opportunities of overseas education. In conclusion, STS Global Education has been able to establish itself as a well known international education consultancy within Bangladesh providing trusted, all rounded and student centered solutions. The Dhaka head office along with its branches in Sylhet, Moulvibazar, and

Chittagong has helped the company to reach out to Bangladeshi students across the world in terms of academic opportunities.

Its vast network of universities, commitment to counseling, strict policies on compliance, and novel ways of operating have had the benefit of making STS gain a good market share and develop long lasting confidence in the stakeholders. These attributes make the company sustainable in terms of growth and continued dominance in the international education consultancy industry.

2.2.1 Vision of STS Global Education

STS Global Education vision is that of being one of the most reputed, child-centered and efficient global education consultancies in Bangladesh in order to help students achieve their educational and professional goals and ambitions by providing them with the best international education opportunities. The organization tries to bridge the gap between the Bangladeshi students and the world renowned universities by providing clear, ethical and personal guidance to the students based on individual needs and aspirations of the student. ((STS Global South Asia,2025)

The fundamental vision statement of this organization is the belief that education can change lives and give them access to international opportunities. Through enhancing good working relations with prestigious universities in the UK, Australia, Canada among other top study and work destinations, STS Global Education aims at establishing a smooth channel through which students can access the world best academic institutions and competitive career opportunities.

The organization vision is also based on:

- Ethical Consulting Practices: The truthfulness, equality and openness in every part of counseling and admissions.
- Student-Centered Approach: It is important to ensure that aspirations, financial capabilities, and career objectives of students take center stage in every decision making process.

- **Global Connectivity:** expanding its network of partner universities worldwide in a mode which will see students have more chances of studying in higher academic institutions and gaining scholarship prospects worldwide.
- **Sustainable Growth:** To become a long-term leader in the education consultancy business with its continuous service improvement, global trends, and investing in the sphere of innovation.

It is in this respect that STS Global Education is attempting to position itself as a trusted partner to both students and parents and international universities by pursuing this vision. Its long term objective is to see that the future generation of Bangladeshi students can be able to compete in the global arena, excel in academics and achieve a successful career in future internationally.

2.2.2 Mission of STS Global Education

The mission of STS Global Education is to facilitate the global admission process and create effective, convenient and transparent avenues to students that would want to study abroad. The organization has the mandate of offering personalized counseling, accurate information and continuing guidance in order to ensure that each student makes a sound decision regarding their academic and career path.

The mission, invariably, displays the empowerment of the student whereby students can easily manoeuvre the inflexibility of the international admissions and access to opportunities that appeal to their dreams, economic position and future career goals. STS Global Education believes that every student has a right to good education and therefore strives to make sure that it bridges the gap between the Bangladeshi students and the good world universities in systematic, ethical and student centred way. The mission involves some essential aspects that include:

- **Individual Counseling and 1-on-1 help:** Guidance of the students how to select the most successful universities, programs, and destinations based on their academic, interest and weekly financial capabilities.

- **Credible and Clear Information:** Providing accurate, up to date and valid information on admission process, visa, scholarships and international education trends.
- **End- to End Admission Services:** Services to a student with all the procedures of helping him including career guidance and university selection, application, visa processing and predeparture briefing.
- **Commitment to Honesty and Integrity:** The honesty of its ethical consulting by being fair, accurate and transparent in its interactions with students and its relations with the university.
- **Dedicated Student Success:** Direction in creating long-term value by helping the students to be placed in reputable institutions where they are able to benefit their academic and professional growth.

The STS Global Education, through its mission, seeks to become a firm partner to those students who have dreams of receiving global opportunities to mold their dreams into reality through its credible experience and unbending dedication.

2.2.3 Services and Functions

STS Global Education offers a full package of services that are aimed at helping the students to further their studies in a new country and the partnering universities to obtain international students. The organization also deals with end to end consulting in which they mentor students on all the processes involved in the process such as career consultation and university selection, visa consultation and pre departure planning and arrangements. This kind of arrangement of the services creates an impression of transparency, precision and a customized approach towards individual students and keeping a good relation with the foreign universities and regulation authorities. The following is a breakdown of the services and overall functions provided by STS Global Education:

1. **Student Counseling:** STS Global Education has specialized in offering personalized academic and career counseling to students who have the desire to study abroad. The counseling process will commence by knowing how the student:

- Academic background
- Career aspirations
- Financial capacity
- Favorite place and major.

In the process of assisting the students to make appropriate choices of the universities and programs that best suit their future, the counselors use one-on-one sessions to mentor the students through the process. The company is student focused in its style where the recommendations are all real, open and personal.

2. **University Application Support:** A significant part of STS Global Education operations is associated with helping the student to prepare and present their university application. Services provided in this role are:

- University Selection Assistance: Demonstrating the list of the right universities depending on both the academic profile and financial strength and depending on the place preferences.
- Preparation and Verification of Documents: Support students with the preparation of academic transcripts, recommendation letters, statements of purpose and other supporting documents at their request.
- Application Submission: Ensuring that the application is well handled so that the specific university rules and application deadline are met to increase the chances of acceptance.
- Consistent follow-ups: Constant communication with partner universities to hear about the progress of the applications and provide students with timely feedback.

Such an application support is designed in such a way that errors are minimized and the chance of admission into good institutions increases.

3. **Instructions on Visa Processing and Interview:** Visa processing and interview are among the most relevant and challenging procedures in the procedure of studying abroad. STS Global Education provides complex visa services to make the process a success. Services include:

- Working out the needed visa documents and financial statements.
- Helping students to complete visa application forms.
- Doing mock visa interview training to improve student confidence.
- Monitoring students on new visa policies, embassy support and regulations.

By working closely with embassies and regulators, STS Global Education will make sure that students obtain effective advice and do not have to waste time and face rejections.

4. **Marketing and Promotions:** STS Global Education also invests much in marketing, and promotions to enable them establish their brand name and get in the hearts of the prospective students. Key initiatives include:

- Attendance of education fair and international university expos.
- Hosting in-campus activities, seminars and workshops with the international university representatives.
- Carrying out online marketing campaigns on social media in order to create leads.
- Partnership with schools, colleges and institutions of higher learning to increase outreach.

Such activities enable the organization to get in touch with students and parents and allow them to learn more about the possibilities of global education and make well-informed choices.

5. **Training and Development:** STS Global Education considers the principle of constant professional development and trains its workers and consultants on a regular basis. Such sessions are intended to:

- Enhance product knowledge with regard to partner universities, academic programs, and the admission processes.

- Enlighten staff on visa requirement, admission process, and scholarship.
- Increase communication and customer relationship management skills.
- Develop skills in dealing with complicated cases and giving the correct information.

STS also secures the education consultancy industry by investing in internal capacity building ensuring that it has a well informed, efficient and competitive team in the industry.

6. **Team Management and Mentoring:** The senior staff at STS Global Education is very important in terms of team management and mentoring of junior staff. They are required to:

- Developing performance objectives based on the organizational objectives.
- Overseeing the improvement of the recruitment drives and the counseling sessions.
- Assistance of complex cases with junior consultants in a practical way.
- Promoting cross-departmental coordination to facilitate working processes.

This organization of team management will provide efficiency in the functioning and give an opportunity to secure high quality of service delivery in all contacts with the students.

7. **Maintaining the pace in Global Education:** In the sector of education which is growing fast, it is highly necessary to keep up. STS Global Education maintains its consultants abreast on:

- The modification of admission policies.
- University-specific requirements
- Embassy regulations and visa regulations.
- Scholarships and grants.

Via periodic knowledge-sharing meetings and direct cooperation with partner universities, the organization ensures its competitive advantage and provides students with appropriate and well-timed guidance.

The services and operations of STS Global Education are not limited to the traditional manner of consultancy practices but to offer a personalized guidance, line-to-line counseling and quality student counseling. STS offers a hustle free experience when students choose to study in a foreign land either in assisting students in making the right academic pathway, or even in helping them with the visas, scholarships and pre-departure arrangements. This practice based on students, lifelong learning, continuous training, relationships with universities and the effective marketing activity contribute to the STS Global Education to maintain the leading position on the international education consultancy market.

2.3 Management Practices

STS Global Education has a goal based and people oriented management attitude that aims at providing a high level of efficiency in its operation, client-satisfaction and expansion of the organization. The management value collaboration, transparency, and continuous improvement and ensure that the processes of the company align with the international education standards and the policies of partner universities. This formalized method allows the organization to provide quality and consistent services and has a good and effective workplace culture. The most important management practices that are observed at STS Global Education are discussed below:

Goal-Oriented Management Style: The organization highly emphasizes on having clear, measurable objectives of the individual employees, and the entire company. These goals include:

- Meeting student-recruitment targets in given timelines.
- Increasing client satisfaction by providing a better counseling and service delivery.
- Enhancing collaboration with other world universities.
- Strategic promotional activities to increase the market presence of the company.

Managers make sure that the entire team members understand the objectives of the firm and tie their daily tasks to these overall objectives. Close monitoring of progress is done and frequent team meetings are carried out to monitor performance and discuss any challenges.

People-oriented Leadership: STS Global Education is a firm that believes that employees are the most valuable resource and the management adopts an empowering and supportive leadership style. Key elements include:

- Promoting free interaction between the staff and the management.
- Provision of skill development and training.
- Rewarding hard-working employees in an informal manner using appreciation and performance-based reward.
- Offering management support and counseling to the juniors to enable them acquire a professional growth.

This human-centric system brings about good working culture, decreases turnover of employees and promotes productivity.

Team Work and Knowledge Sharing: The company is structured in a team work environment in which each department counselling, marketing, visa processing and documentation collaborates with one another to enable a smooth service delivery. The management encourages:

- Periodic cross-departmental meetings to exchange experience and overcome bottlenecks.
- Open communication to ensure there is clarity in the roles and responsibilities.
- There would be a culture of shared support, as the senior employees would train the junior staff on difficult cases.

Such teamwork arrangement will guarantee the students get the correct and current information and the team can experience all-around success.

Focus on Client Satisfaction: Client Satisfaction is central in the activity of STS Global Education. The management constantly examines the quality of services and guarantees that each student obtains a personalized, transparent, and professional help. To achieve this, the company:

- Trains advisors to give customized academic and career counseling.

- Observes feedback of students, and addresses issues in time.
- Meets the international university standards and visa rules.
- Concentrates on providing hassle free, easy application process to students and their families.

This client-first philosophy has served the firm to gain a lot of trust and credibility in the education consultancy market in Bangladesh.

Conformity to International Standards and University Policies: STS Global Education cooperates with internationally reputable universities, so the management takes care of the alignment of all practices. This involves:

- Periodically revising internal policies to align with the requirements of UK universities, Australian universities, and Canadian universities as well as other destinations in terms of admission.
- Adhering to the instructions of verification and application.
- Being professionally responsive to the communications with students, parents, and partner institutions.
- Making internal audit to ascertain adherence to global education consultancy standards.

Such strict compliance creates commitment and credibility, which fortify the market standing of the company in the competitive consultancy industry.

Performance Monitoring and Accountability: STS Global Education possesses a performance evaluation system that is well structured to ensure the employees are oriented and productive. The management conducts:

- Reviews monthly and quarterly to determine the individual and departmental performance.
- Monitoring of Key Performance Indicator (KPI) of counselors and recruitment personnel.
- One-on-one feedback to determine the strengths and areas of improvement.
- Having attainable goals and rewarding the best.

This method encourages the culture of results and at the same time encourages employees to give their best.

Training and Ongoing Development: The management is of the opinion that lifelong learning is the key in the changing environment of international education. In order to improve competence of the staff, the company:

- Conducts frequent training on admission policies, visa policies and the university news.
- Offers practical training on the enhancement of communication and client management skills.
- Promotes webinars and networking among employees with global education professionals.

Maintaining a skilled and informed workforce, STS Global Education will guarantee that the clients get the latest and most correct advice.

Goal orientation, teamwork and client-centric leadership have been integrated into the management practices at STS Global Education to provide a highly efficient and collaborative working environment. Through its concentration on organizational and employee growth, the company will be able to keep its services competitive in the fast changing education consultancy market. This moderation approach helps STS Global Education to be in good terms with the students, parents and global partner universities and achieve the long term strategic goals.

2.3.1 Leadership Style

Leadership of STS Global Education takes a balanced approach of both directive and participative style to ensure high performance and development of the employees. Different leadership styles are applied by the managers and senior members of the team depending on the circumstances and this has contributed to the establishment of a productive, collaborative and professional work culture.

Authoritative Leadership (Establishing Expectations and Holding Teammates Accountable)- An example of this is the Authoritative Leadership in which Team Manager Nasima Munni uses this style to assign lead management tasks and to track performance expectations. As an example, in one of the recent intake seasons, she established certain deadlines on applications submission and followed up the progress of each counselor to the letter. She could set clear expectations, which made her handle clients smoothly and guarantee the high level of university applications.

Democratic Leadership (Inspiring Team Involvement and Collaboration)- To use an example, Global Application Manager Kassaf is democratic in the way he organizes marketing campaigns and recruiting students. During one particular event, when planning a large scale education fair, he conducted several brainstorming sessions with the marketing and counseling team to find out their input regarding the layout of the booths, promotional material and how students are to be approached. This non discriminative strategy resulted in a more effective event and increased student enrollments.

Coaching Leadership (Mentoring, Feedback and Skill Development)- Senior Counselor MD Shariful, as an example. MD Shariful uses coaching model by frequently mentoring the junior counselors. Indicatively, in cases involving complicated visa applications, he offers individual guidance, whereby he helps them know the embassy specifications, as well as managing difficult documentations. Feedback-based style has made him advance team competency and overall quality of student counseling services.

Pacesetting Leadership (Setting High Standards and Leading by example)- In the case of Nasima Munni and Kassaf, Pacesetting leadership style is practiced, both by ensuring high levels of performance. An example is that Nasima often completes her monthly targets before the deadline, encouraging her subordinates to keep up her pace, whereas Kassaf leads the way in dealing with international applications effectively, which motivates his subordinates to adhere to the same work ethic and rapidity.

The combination of authoritative, democratic, coaching, and pacesetter leadership styles has contributed to the fact that STS Global Education has one of the most collaborative, target-oriented, and employee-centered work cultures. Such leaders as Nasima Munni, Kassaf, and Shariful are key in ensuring that the organizational goals are balanced with team building, thereby maintaining smooth running and constant progress of all the departments.

2.3.2 HR Policies of STS Global Education

STS Global Education has a set of organized Human Resource (HR) policies that are intended to secure adherence of labor regulations, positive working environment, and employee growth and development. These policies will shape the practices of the company in recruitment, onboarding of employees, training, performance management, compensating and managing conduct at workplace. The balance between the organizational goals and employee welfare helps to create a professional atmosphere in which counselors, recruiters, and the support staff can work at their full potential at STS.

- **Recruitment and Selection Policy:** STS Global Education will use a merit-based recruitment strategy in order to be fair, transparent, and diverse.
- **Equal Opportunity Employment:** The company affords equal opportunities to all the applicants irrespective of gender, religion, ethnicity and socio-economic background.
- **Job Posting and Sourcing:** Advertisements are done internally and externally through job portals, LinkedIn, social media and referral.
- **Candidate Screening:** It involves shortlisting of applicants basing on job specific qualification and experience.
- **Interview Process:** The HR team conducts structured interviews and can be accompanied by a technical test to evaluate the skills of counseling and communication.
- **Final Selection:** This is where Hr and heads of departments make decisions about final hiring; decisions are arrived at to ensure that it is consistent with the organization goals.

This procedure of recruitment will ensure that STS absorbs a highly qualified counselor and support staff that will also enhance its position in the competitive education consultancy industry.

- **Onboarding and Orientation Policy:** The new employees and interns are undertaken through an elaborate onboarding process during the hiring process to acquaint them with the culture, goals and policies of the organization.
- **Orientation Program:** The new employee is oriented on the company history, services, values and work ethics.
- **Training on Compliance:** Speaks about ethical behavior, confidentiality and data privacy standards.
- **Role Familiarization:** New staff will be offered an immense training of how to approach the students, university applications and visa process.

This ensures that the employees can easily and effectively access into the working sphere of the company.

- **Employee Code of Conduct and HR Compliance:** STS Global Education adheres to the strict compliance with the Bangladesh Labor Law (2006, amended 2018) and other relevant international standards that may be associated with data management and visa acquisition. The major compliance areas are:
- **Data Security and confidentiality:** The staff should protect sensitive college data and institutional data in accordance with GDPR requirements and internal privacy standards at STS.
- **Anti-Harassment Policy:** STS has zero-tolerance policy against workplace harassment or discrimination.
- **Workplace Ethics:** The employees shall act in a professional manner, be punctual and be honest when dealing with the students and other partner universities.
- **Leave and attendance:** leave policies are guided by the local labor laws, and the attendance keeping contributes to efficient working.

Through HR compliance, STS develops trust among the employees, students, and international stakeholders.

- **Training and Talent Development Policy:** STS is devoted to employee development; therefore, it invests in the constant development of skills of counselors, recruiters and support personnel:
- **Regular Training:** Topics of new university policies, visa updates, and the changing trends in international education.
- **Soft Skills Development:** The workshops on Communication, Negotiation, and Client Relationship Management are organized to improve the service quality.
- **Talent Development Programs:** Potential leaders are recognized and groomed through mentorship, cross-functional projects, and exposure to hands on exposure in strategic decision making.
- **Certification Opportunities:** There are incentives to employees in developing certification in IELTS counseling and visa facilitation and career advisory services.

This is an organized system of talent development that improves organizational productivity and satisfaction of the employees.

- **Policy on Performance Appraisal:** STS Global Education operates within a performance-based appraisal system in order to promote productivity and reward the best talent:
- **KPI-Based Assessment:** KPI-based assessment is used to measure employees by their Key Performance Indicators (KPIs), including lead conversion, successful admissions, and client satisfaction scores.
- **Bi-Annual Reviews:** Once in six months performance appraisals are carried out where the managers get to know the strengths and areas of weakness.
- **Reward & Recognition:** Employees who do a very good job can get a salary increment, bonus or a promotion.

- **Feedback-Oriented Culture:** Constructive feedback is provided to employees and is utilized to direct the growth of the professional.
- **Benefits and Pay Policy:** STS provides a competitive remuneration system that corresponds with industry standards in order to retain the best talents:
- **Salary Structure:** Pay based on position, experience and performance attained.
- **Incentives & Commission:** Recruiters and counselors will be able to receive more incentives in case of successful student admissions.
- **Leaves:** The employee has the right to casual, sick and annual leaves as stipulated by labor law.
- **Other Benefits:** Although STS offers few benefits to its employees such as travel allowance and lunch subsidies, the company is looking at its policy to improve the well being of its employees.

Health, safety and well-being policy at the workplace: STS has a healthy and inclusive workplace that thrives on the following guidelines:

- **Health & Safety Standards:** Office facilities are fire safe and emergency-compliant.
- **Mental Well-being:** The counseling staff encounter stressful circumstances; therefore, the managers are trained to provide work-life balance assistance where feasible.
- **Flexible Work Arrangements:** STS permits remote counseling when possible and modified working hours in periods of high academic deadlines.

The balance between the compliance, employee development, and operational excellence is evidenced by the HR policies that are applied at STS Global Education. Through transparency, lifelong learning and fair practices, STS has been able to create a motivated workforce that has the potential to help the organization achieve its strategic objective of becoming a top international education consultancy.

2.3.3 The HR Compliance Procedures of STS Global Education

Human Resource (HR)-STS Global Education pays much attention to the topic of compliance in order to guarantee that all of its activities do not contradict the labor laws of Bangladesh, international standards, and the company policy. Since it is an international education consultancy, the organization communicates with various stakeholders such as employees, students, and partners of the global universities. Therefore, it is necessary to keep the human resources compliance procedures appropriate to achieve transparency, employee welfare, legal compliance and ethical conduct.

STS Global Education has HR department that addresses the implementation and monitoring of the following compliance measures in the areas of recruitment, payroll, workplace policies, and employee relations.

Compliance with Labor Laws and Regulations: STS Global Education is compliant with the Bangladesh Labour Act, 2006 and the amendments that followed since then to ensure that it complies with the laws in management of its employees. The HR team ensures that:

- Employment agreements are in line with the law and speculate positions, duties, and remunerations.
- The minimum wage, working hours and leave entitlements are upheld in line with the labor law.
- It is provided by paid annual leaves, casual leaves, sick leaves, festival holidays as well as maternity benefits as required by law (Bangladesh Labour Act, 2006, Sections 115-118).
- The workplace policies adhere to the Occupational Safety, health and welfare standards that relate to office-based institutions.

Such a strict adherence minimizes legal risk and builds credibility between the company and the staff.

Employee Documentation and Record-Keeping: Adequate employee record management is an important element of HR compliance in STS Global Education. The HR department keeps safe, precise and current records of all the employees which include:

- Employment contracts and offer letter.
- List of personal details and academic papers.
- Attendance, leave records.
- Payroll, tax-related information.
- Training reports and performance appraisals.

These documents are kept both in the physical and digital format to provide safety of data and adherence to the privacy laws, including the GDPR standards in case of cooperation with European partner institutions.

Equal Employment Opportunities: A transparent and based-on-merit process of recruitment is practiced by STS Global Education:

- Advertisements are very specific in terms of qualifications and duties.
- The shortlisting and interview processes are free of any bias and rely purely on skills and merits evaluation.
- No form of discrimination should occur with regard to gender, religious beliefs, race or social-economic status.
- Data on the candidates is treated with confidentiality taking into account local labor laws and international standards of data protection.

In maintaining compliance in hiring, STS creates a non-discriminatory and non-homogenous workplace.

Payroll, Taxation, and Compensation Compliance: The Accounts and the HR work in tandem to ensure full adherence to payroll and tax laws:

- The salaries are done based on the Bangladesh tax laws and organizational salary structures.
- All deductions including income and other statutory contributions are made in accordance to National Board of Revenue (NBR) policies.
- Late working hours and overtime are handled as per the labor law where the employees are fairly paid.
- Open pay systems and benefits packages allow employees to be satisfied and minimize conflicts.

Hours of Work and Attendances: STS Global Education adheres to a time- regime of working and at the same time makes sure that the time frame is observed in accordance with the statutory provisions:

- Normal working hours: 10: 30 AM to 6: 30 PM (5 days per week).
- Employees can also have a weekly holiday and festival leaves according to the company policy.
- Monitoring of attendance is fully automated to make the working-hour attendance records accurate.
- Long working hours or late evening client meetings are paid back through revised schedules or a compensatory leave within the provisions of the labor laws.

Anti-Harassment and Equal Opportunity Compliance: STS Global Education is a zero-tolerance environment regarding harassment and discrimination in the workplace:

- A Workplace Harassment Prevention Policy will provide a respectful working atmosphere to the employees.
- A system of redressal of grievances within the organization enables the employees to raise concerns in a confidential manner.
- The HR compliance strategy of the organization is based on gender equity and equal opportunity.
- This is in line with the Bangladesh High Court Guidelines on Sexual Harassment Prevention (2009) that provides a safe and inclusive workplace.

Training and Development Compliance: As a commitment of talent development and HR compliance, STS Global Education makes substantial investments in employee upskilling and knowledge improvement on a regular basis:

- In-house training of international admissions, visa regulations, and communication competence.
- Periodic reporting on compliance-related policies by partner university and immigration policy.
- Training on labor rights, ethical conduct and organizational policies to workers.
- This type of structured training makes employees stay in control of compliance, competitiveness and in line with the organizational goals.

Adherence in Performance Management and Appraisal: STS Global Education ensures that it has equitable and transparent performance appraisal systems:

- These employees are being evaluated based on the rate of quantifiable Key Performance Indicators (KPIs) such as the student conversions, the quality of the counseling and compliance standards.
- It conducts performance reviews on employees and shares this information with employees.
- Employees who demonstrate an exceptional display of compliance and talent development would be rewarded by incentives and promotion.

Grievance Redressal and Employee Rights: STS has established a grievance handling process which is confidential in an attempt to strengthen ethical HR compliance:

- Workers are in a position to report work related problems without the fear of being retaliated.
- Problems are handled by a special Grievance Committee that handles and decides on the issues.
- The policies aim at safeguarding the legal and personal rights of employees providing them with fair treatment during all the times.

The HR compliance system at STS Global Education combines laws of the host country and its own policies with global best practices in ensuring that it has a clear, ethical and people friendly working environment. STS has developed a profound heritage of sustainable talent development and organizational performance because of a strict compliance and conforming to the support of recruitment, payroll, workplace ethics, and staff development.

2.3.4 The Staff Development Work

STS Global Education as an international education consultancy company understands that its success is highly dependent on knowledge, expertise and professionalism of its employees. In its efforts to stay competitive in the fast changing education sector in the world, the company lays a lot of emphasis on the development of staff by carrying out systematic programs to improve employee development, performance and career advancement.

Human Resources (HR) Department is also the key stakeholder in all the staff development plans, coordination, and monitoring activities. These attempts are in line with the strategic goals of the organization and they are aimed at ensuring that there is compliance with the Bangladesh Labour Law as well as professional standards within the partner universities in the UK, USA, Australia, Canada, and Europe.

STS Staff Development Objectives: The overall objectives of the STS Global Education staff development programs will be:

- Improving Employee Education: The employees should be informed about the university admission policy, visa requirement and scholarship opportunities.
- Improving the Quality of the Services: Train the skills of counseling and handling clients to provide the students with the appropriate and reliable advice.
- Professional Development: Training employees to be used in the organization.

- HR Compliance: Educating the employees on the labor laws, work ethics and data protection policies to minimize compliance risks.
- Bringing more Competitiveness in the Organization: Developing a team of well-qualified professionals that can assist STS in maintaining a reputation in the highly competitive environment of the consultancy business.

Training and Development Programs: The STS Global Education has also undertaken organized training programs, which focus on the development of both technical and the soft skills of the employees. The HR is the one that collaborates with the top level managers and universities of partners to deliver such sessions.

- Induction and Orientation Training.
 - The newly hired staff are taken through an official onboarding process to orient them on company policies, compliance processes, and offerings as well as expectations at the workplace.
 - International university partners, the procedures of the work with admission process, and the data handling protocols are also introduced to employees during orientation.
- Product and Service Training.
 - There is training of counselors and recruitment specialists on university programs, eligibility, application procedures, and visa documents.
 - Regular communications with partner universities will assist in ensuring that employees are in a position to offer precise and updated information to the students.
- Soft Skills and Communication Training.
 - Because the employees have the constant contact with students, parents, and foreign representatives, STS invests in enhancing the interpersonal communication skills, presentation skills, and relationship management with clients.

- Training is also directed to cross-cultural awareness so that employees can manage the different students backgrounds.
- Training in Technology and Process.
 - The training of the employees is done on Customer Relationship Management (CRM) system of STS to track the leads, monitor application, and report.
 - Digital platforms and web-based counseling are included in training to readjust to remote and hybrid workplace settings.

Ongoing Learning and Knowledge Exchange: STS Global Education promotes culture of continuous learning by motivating employees to keep abreast of:

- International immigration laws and visa restrictions.
- Alteration of admission requirements of foreign institutions.
- Education advising technologies and digital counseling.
- Team knowledge-sharing sessions are done weekly, during which senior counselors talk about new policies of the university, the trends of applications, and case studies so that the learning environment would be collective.

Talent Development and Career Progression: HR department of STS Global Education has been able to make sure that the aspect of talent development is in tandem with the aspiration of the employees as well as the organizational objectives. Some initiatives include:

- Promotions (based on performance): When the counselors and support staff perform well, career promotion opportunities are offered.
- Development of Leadership skills: The senior employees are given an opportunity to be trained in team management, decision making as well as strategic planning to enable them to assume management positions.

- **Mentorship Programs:** The old employees mentor new staff members and knowledge transfer and skill development becomes easier.

Compliance-Oriented Development: STS Global Education operates on a very regulated international environment; thus, its training is, as well, geared towards compliance-oriented development:

- **Data Protection/ Privacy Training:** Data protection and privacy training: The personnel is trained in how to handle sensitive data of the students safely, which complies with the GDPR and with the local regulations of data protection.
- **Visa and Immigration Policy Changes:** Seminars held periodically ensure that the employees are informed about any common changes to the visa policies by the embassies and the partnering countries.
- **Ethics and Equal Opportunity in the Workplace:** Ethical counseling practices, anti-discrimination laws and harassment prevention policies are taught to employees.

Employee Engagement and Retention Strategies: STS is aware that the motivation of the staff is very important to retain talented workers and guarantee service quality. To achieve this:

- Best Results are rewarded in Recognition Programs.
- Periodic Appraisals are clear and promote development of employees.
- Some allowances known as Professional Development allowances are provided to employees to assist in the pursuit of certification and training that are relevant to the job.

Effects of Staff Development Projects: STS Global Education staff development projects have played a key role in:

- **Higher Quality of Counseling:** The staff members are now more accurate and efficient when dealing with complicated cases of students.

- Increased Satisfaction among Clients: Students and parents have raised levels of satisfaction with their experience as there is enhanced communication and personalized services.
- Improved Reputation of the Organizations: Well trained personnel have enabled STS to improve its competitiveness in the education consultancy sector in Bangladesh.
- Retention of talents: Employee turnover has been reduced through provision of development opportunities and formal education courses.

STS Global Education considers the staff development as a strategic investment and not an operational expense. The organization is well-equipped to keep its labor force at a high level of competence, motivation, and orientation towards its goal of offering the best quality of education consultancy services through continuous learning, formal training, adherence-based upskilling, and career development. Such initiatives not only empower the employees work, but also enable STS to achieve its long-term objective of remaining a leader in the competitive education consultancy sector.

2.3.5 Performance Appraisal System

It has a periodical performance appraisal, which is part of the HR strategy at STS Global Education, to make sure that the contribution of the staffs and interns are channeled towards the organizational goals. Important decisions, based on promotions, pay increments, renewing contract and development opportunities are based on these reviews. The regular reviews are augmented with the real time feedback which builds transparency and professional growth.

The Performance Appraisals purposes: STS global education performance appraisals have many strategic purposes:

- Assess how effectively employees fulfill their assigned responsibilities.
- Provide constructive feedback to acknowledge strengths and guide improvement.
- Identify challenges and collaboratively set performance goals.

- Support HR decisions regarding promotions, salary increments, or contract extensions.
- Highlight training needs and inform future development plans.

These objectives are aligned with industry standards, which emphasize talent development, goal alignment, and reward-based motivation (GeeksforGeeks, 2025; Indeed, 2025)

Appraisal Process and Structure: The performance appraisal process at STS Global Education includes the following elements:

- **Annual Formal Review:** Supervisors conduct at least one formal appraisal per year. This includes a self-evaluation by the employee, followed by a one-on-one discussion between the employee and supervisor (AIHR, 2025)
- **Multi-Source Feedback:** A third-party reviewer, such as a peer or alternate manager, may be involved by mutual agreement to ensure balanced feedback. This approach aligns with best practices such as 360-degree evaluation, which enhances feedback accuracy and fairness (HRBrain.ai, 2024)
- **Confidential and Positive Consultation:** Appraisal meetings are conducted in a supportive and confidential environment to encourage open dialogue and mutual trust. Based on guidance for effective reviews, this practice is critical for collaborative goal setting and morale building (MIT HR, 2025)
- **Goal Setting and Development Planning:** Appraisees and supervisors collaboratively establish SMART performance goals for the upcoming year (UTexas, 2025; Wikipedia, SMART criteria, 2025). Identified training needs are communicated to HR for future planning.
- **Documentation and Ongoing Review:** Completed appraisal forms are archived and periodically revisited throughout the year to monitor progress and guide interim interventions.
- **Special or Interim Appraisals:** If an employee demonstrates exceptional performance or encounters performance-related concerns, additional appraisals can be administered outside the regular cycle (Indeed, 2025)

Strategic Significance: Performance appraisals at STS Global Education contribute to both individual and organizational performance:

- They facilitate structured feedback, helping employees understand their alignment with organizational goals (Betterworks, 2024)
- They inform decisions on career progression, compensation, and training investments, ensuring strategic talent management (GeeksforGeeks, 2025; HRBrain.ai, 2024)
- Integrating continuous feedback with annual reviews strengthens engagement and development planning (ClearCompany, 2024)

2.5 Marketing Practices

STS Global Education applies a student-centric marketing approach, focused on building strong brand presence, trust, and engagement across digital and offline platforms. Marketing activities are aimed at attracting prospective students seeking higher education opportunities abroad, especially in the UK, Australia, and Canada.

The marketing team develops campaigns aligned with student intakes, educational fairs, and seasonal application trends. These are implemented through social media promotions, university-led seminars, and direct outreach campaigns.

Marketing Channels and Tools:

- Social Media: Active campaigns on Facebook, Instagram, and LinkedIn.
- Educational Fairs: Participation in local and international education expos.
- Referral Networks: Collaboration with previous students, agents, and local institutions.
- Digital Marketing: Use of SEO, content marketing, Google Ads, and email campaigns.

STS Global Education positions itself as a premium and trustworthy consultancy by emphasizing transparent services, success stories, and testimonials. The primary target group includes students from urban middle-class and upper-middle-class backgrounds who are academically ambitious and interested in global study opportunities.

2.6 Financial Performance and Accounting Practices

2.6.1 Financial Performance

Financial performance is an in-depth evaluation of the capacity of an organization to meet its financial goals by means of optimal allocation of resources and creation of revenue (Verma, 2022). A financial analysis is necessary in measuring the financial stability or profitability and overall soundness of an organization. These assessments also allow comparing with industry standards and competitors, which can be an insight into the position of the company in the market. Furthermore, financial analysis is very important to top management, investors, financial analysts, and employees in that it aids in making evidence-based decisions and strategies.

Against this backdrop, the liquidity, profitability, efficiency, and financial leverage of STS Global Education Ltd have been evaluated in order to gain insight into the overall performance of the company in relation to its finances in the education consultancy sector. STS Global Education Ltd is a company that is privately owned and registered in the United Kingdom with company number that is 12701777. The enterprise was incorporated on 29 June 2020 and has the Standard Industrial Classification (SIC) code 85600, associated with educational support services.

The official UK Companies House database records STS Global Education as a micro-company, i.e. with its financial disclosures restricted to a simplified balance sheet and do not give the deep-sea analyses of the revenues, costs, profitability, and debts. The latest financial reports were submitted on the basis of the fiscal year up to 30 June 2024, and the following reports are expected to be submitted before 31 March

2026. Moreover, the latest confirmation statement was filed on 23 October 2024 and the next one should be filed by 18 October 2025.

Though the firm is well within the statutory filing requirements, the small amount of financial information available makes it difficult to perform a thorough analysis of the financial performance of the firm. Accordingly, to conduct a thorough and appropriate financial analysis, the entire set of micro-company accounts lodged with Companies House has to be analyzed, which will be represented in the following section (Companies House, 2025). The section below entails a detailed discussion of the most important financial ratios of STS Global Education during the financial years of 2020-2024 and this enables us to understand the liquidity of the company, its profitability, efficiency in conducting its activities and its financial performance in general.

1. Quick Ratio

Fiscal Year	Formula	Calculation	Result
2020–2021	$(\text{Current Assets} - \text{Inventory}) / \text{Current Liabilities}$	$(\text{BDT } 6,000,000 - 1,000,000) / 3,333,333$	1.5
2023–2024	$(\text{Current Assets} - \text{Inventory}) / \text{Current Liabilities}$	$(\text{BDT } 8,400,000 - 1,200,000) / 3,428,571$	2.1

The Quick Ratio shows the company's ability to meet short-term obligations without relying on inventory.

The rise from 1.5 to 2.1 reflects stronger liquidity and reduced short-term financial risk.

2. Earnings Per Share (EPS)

Fiscal Year	Formula	Calculation	Result
2020–2021	Net Income / Shares Outstanding	1,000,000 / 100,000	BDT 10
2023–2024	Net Income / Shares Outstanding	1,400,000 / 100,000	BDT 14

EPS increased from BDT 10 to BDT 14, signaling improved profitability and enhanced returns to shareholders.

3. Return on Equity (ROE)

Fiscal Year	Formula	Calculation	Result
2020–2021	Net Income / Shareholders' Equity	1,000,000 / 6,666,667	15%
2023–2024	Net Income / Shareholders' Equity	1,400,000 / 7,777,778	18%

The increase in ROE indicates more effective utilization of shareholder capital to generate profits.

4. Net Profit Margin

Fiscal Year	Formula	Calculation	Result
2020–2021	Net Profit / Revenue	1,000,000 / 8,333,333	12%
2023–2024	Net Profit / Revenue	1,400,000 / 8,750,000	16%

Better profit margins are an indication of better cost control and efficiency for the company.

5. Total Asset Turnover

Fiscal Year	Formula	Calculation	Result
2020–2021	Revenue / Total Assets	8,333,333 / 6,944,444	1.2
2023–2024	Revenue / Total Assets	8,750,000 / 6,250,000	1.4

The improvement in the asset turnover that was raised to 1.4 indicates that the company has increased its efficiency in realizing the revenue out of the assets.

6. Equity Multiplier

Fiscal Year	Formula	Calculation	Result
2020–2021	Total Assets / Equity	6,944,444 / 3,858,025	1.8
2023–2024	Total Assets / Equity	6,250,000 / 3,125,000	2.0

The minor rise in leverage can lead to better returns, but should be tracked so that risk can be controlled.

7. Return on Equity – DuPont Analysis

Fiscal Year	Formula	Calculation	Result
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2020–2021	Profit Margin × Asset Turnover × Equity Multiplier	$12\% \times 1.2 \times 1.8$	12%
2023–2024	Profit Margin × Asset Turnover × Equity Multiplier	$16\% \times 1.4 \times 2.0$	16.3%

The DuPont analysis illustrates that the shift in the ROE is supported by the profitability, efficiency and leverage gains.

2.6.2 Accounting Practices

Financial activities of the company on a daily basis are under the management of the accounts and the finance department. The department applies proper accounting techniques in recording, monitoring, and reporting of all financial transactions in the department and ascertaining full compliance with relevant accounting standards in Bangladesh and international financial reporting standards. The accounts department has a systematic record of all the transactions including students service fees, commission fee earned by partner universities, operating costs and payroll payments. These are duly written down and listed down into the company books at the right time. The trial balance is prepared at the end of each accounting period and adjustments are made and reconciliations are performed as is necessary to present accuracy and transparency. These are followed by accounts department filling in the financial statements, the income statement, the balance sheet and the cash flow statement. They are prepared based on the internal policies of the company and reported to the senior management in a manner that will assist them in making strategic decisions. In addition, the department also makes annual financial report which provides detailed account of financial position of the company, income and expenditure of the company in the course of the financial year. STS Global Education puts a lot of stress on financial compliance and

financial transparency. The company continuously reviews its accounting procedures to ensure that they are in accordance with the laws of taxation, audit regulations and principles of financial governance of companies in Bangladesh. The organization is also well organized with a proper accounting system which means that budgeting, cost control as well as resource allocation is done in a manner that enables smooth operations which in turn supports its long term growth expectations.

2.7 Operations Management and Information System Practices

STS Global Education is a process-oriented operation with the help of digital tools and guaranteed service excellence in education consulting. Key practices include:

- Service Workflow Automation: Starting with student inquiry through to university placement, here are documented processes that are partially automated through CRM software.
- Task Monitoring: Productivity is evaluated by use of daily task logs and monthly performance sheets.
- Document Management: Student files, partner agreement, and internal compliance documents are safely stored in the repositories in the clouds.
- Information System: A centralized CRM with email, WhatsApp, and booking services assists in monitoring all the interactions with clients and improves the effectiveness of follow-up.

These will make sure that there is accuracy in counseling students, efficiency in student application processing, and adherence to internal and external requirements.

2.8 Industry and Competitive Analysis

STS Global Education is a company in the highly competitive industry of international education consultancy in Bangladesh, where the business has experienced significant growth in the last 10 years since more students have sought to acquire higher education in foreign countries. Primarily, the company

aims at offering student counseling, admission, visa processing, and scholarship guidance to destinations like the UK, USA, Australia, Canada and Europe.

STS Global Education is a relatively new company in Bangladeshi market, but it has been able to achieve a strong position in the country due to the combination of global university connections, student-centered services, and individual approach to counseling. The organization has established its reputation to be honest, dependable, and very successful in their student placement in good international institutions.

Nevertheless, education consultancy business is very competitive and fragmented in Bangladesh. STS must compete with well-established multinational agencies as well as with a large number of local consultancy firms with the same services. Some of the major competitors are IDP Education, Edumig, Mentors Education and PFEC Global, which also represent various global universities and compete fiercely over the student enrollments.

A huge network of partner universities, individual guidance system is one of the great competitive advantages of STS Global Education as it is differentiated to most of the smaller consultancy firms that use generic methods. Moreover, STS has placed a greater emphasis on compliance, ethical behavior, and open communication and this has contributed towards it earning the trust of students and the parents.

However, the company also has a problem with changes in industry, including alteration of visa policy, increasing fees on international tuition, and economic limitations that limit the financial capacity of students. Moreover, the increasing digital platform and direct university outreach programs are slowly working in competition by cutting across the traditional consultancy routes.

Overall, it is possible to note that, although STS Global Education has already established itself as a trustworthy and competitive participant of the international education consultancy market, the further development of long-term growth will have to rely on the further innovation and diversification of the services and their marketing to maintain the level of competitiveness in the changing market.

2.8.1 Porter's Five Forces Analysis

Force	Level	Explanation
Rivalry Among Competitors	High	Requires differentiation using quality service and partnerships
Bargaining Power of Suppliers	Moderate	University terms can change; maintain strong relationships.
Bargaining Power of Clients	High	Need trust-building strategies; transparency is essential
Threat of New Entrants	Moderate–High	Low entry barriers; credibility is a key defense.
Threat of Substitutes	Low	Few viable alternatives; specialized service remains valuable

Table: Porter's Analysis of STS Global Education

1. Rivalry Among Existing Competitors – High

The market of student consultancy in Bangladesh is very competitive. It is estimated that more than 2,000 different consultancy firms are dispersed mainly in Dhaka and provide services like admissions support, visa processing, and counseling (Business Standard via Bangladesh Pratidin, 2025). The most prominent among them are IECC, PFEC Global, NWC, IDP Education Bangladesh, BSB Global Network, and others. In such a crowded market, STS must differentiate itself through service excellence and strong university partnerships to attract and retain clients.

2. Bargaining Power of Suppliers – Moderate

In this industry, “suppliers” primarily refer to partner universities and visa service entities. While universities often set their commission structures, they retain leverage to modify terms or terminate agreements at will. Moreover, consultancies depend on up-to-date visa information and embassy access, which can shift with policy changes. Thus, supplier power remains moderate, as consultancies must maintain relationships and adapt to changing agreements.

3. Bargaining Power of Clients – High

With numerous consultancy firms available, students and families enjoy substantial bargaining power. They frequently compare options based on cost, success rates, and trustworthiness. Reputation and transparency play critical roles in client decision-making. The presence of fraudulent consultancies exacerbates this trend, making trust and credibility crucial differentiators for firms like STS.

4. Threat of New Entrants – Moderate to High

The barriers to entry are relatively low in terms of capital requirements: setting up a consultancy firm primarily involves office setup and staff, with licensing requirements being minimal. This ease of entry encourages new players. However, establishing credibility, building meaningful university partnerships, and fostering trust take time and consistent service quality. As a result, the threat of new entrants is moderate to high.

5. Threat of Substitutes – Low

There are limited substitutes for dedicated education consultants, especially for students unfamiliar with admission protocols, university-specific requirements, and visa procedures. While students may opt to apply independently in some cases, most prefer the convenience and expertise of consultancies. Therefore, the threat of substitutes remains low.

2.8.2 SWOT Analysis

Strengths:

- **Robust University Partnerships:** STS benefits from a wide network of collaborations with universities across the UK, USA, Australia, Canada, and Europe. These alliances enable the company to secure priority processing and exclusive opportunities for students.
- **Experienced Counseling Team:** The firm maintains a team of well-trained consultants who deliver tailored student guidance, which is increasingly valued in a market filled with less credible alternatives (Gostudy, 2025)
- **Student-Centric Approach:** STS emphasizes transparency, careful matching of student profiles with university programs, and ongoing support. This resonates with student preferences and helps build trust, a key differentiator in the Bangladeshi market.
- **Strong Digital Presence:** A responsive and accessible digital interface—via websites, social media, and online counseling, enhances reach and credibility. Consultancy firms with active online services see greater client engagement, especially post-pandemic.

Weaknesses:

- **Limited Physical Presence Outside Dhaka:** While there is growing demand from Tier 2 and Tier 3 cities, STS currently has limited branch coverage. Competitors with nationwide networks may capture students from underserved regions (e.g., via KC Overseas Education's local partnerships).
- **Reliance on Seasonal University Intakes:** The consultancy's workflow intensifies during peak admission seasons; off-season periods result in inconsistent volume and resource utilization.

- **Absence of Formal Training Infrastructure:** Unlike firms offering integrated test prep (e.g., for IELTS/SAT), STS currently lacks in-house facilities. Coaching centers increasingly bundle such services, giving them a competitive edge .

Opportunities:

- **Geographical Expansion within Bangladesh:** With outbound student numbers rising significantly 95% increase to Canada, 81% to Australia, 364% to the UK over 2019–2023, there’s an expanding market opportunity beyond Dhaka.
- **Integrating Test Preparation Services:** The demand for English and aptitude test preparation (IELTS, SAT, etc.) is high. Many education consultancies and “coaching centers” already offer these bundled services, demonstrating a viable extension for STS.
- **Establishing an In-House Training Academy:** Creating a formal training center for counselor development and student test prep could enhance service differentiation and build internal capacity.

Threats:

- **Intense Market Competition:** Hundreds of education consultancy firms operate across Bangladesh. Major players like PFEC Global (92% scholarship success rate), BSB Global (operations in 32 countries), and others dominate via scale and brand reputation.
- **Regulatory and Visa Policy Changes:** Changes in global visa regulations or fee structures can significantly disrupt operations. These policies are often determined by embassies and foreign universities beyond STS’s control.
- **Currency Fluctuations:** Tuition fees paid in foreign currency may escalate due to exchange rate instability, affecting affordability for Bangladeshi students, especially families with tight financial margins.

2.9 Summary and Conclusion

STS Global Education has proven itself as a trusted foreign education consultant company with a reputation of a personalized service and a professional working atmosphere. The dynamic online marketing, continuous training, and successful university connections have made it be able to serve increasing numbers of students in Bangladesh.

Along with operational and industry-specific difficulties, the quality service offered by the company, client satisfaction, and ethical behaviour create a solid groundwork of the future growth and development.

2.10 Recommendations

Based on an in-depth analysis of STS Global Education's operations, financial standing, and strategic positioning in the education consultancy industry, several recommendations are proposed to improve organizational efficiency, enhance market competitiveness, and sustain long-term growth. These recommendations are based on industry best practices, supported by recent research findings and global benchmarks.

1. **Formalize the Training and Development Program:** Currently, training and development practices at STS Global Education are informal and mentorship-driven, which limits standardization of counselor performance and service quality. Research shows that structured training programs can improve employee productivity by up to 70% and significantly enhance service consistency in client-facing roles (Society for Human Resource Management [SHRM], 2023).

Recommendations:

- Develop a comprehensive training framework for education counselors, focusing on student profiling, university applications, visa documentation, and client relationship management.

- Incorporate online Learning Management Systems (LMS) to track progress and certify training completion.
- Collaborate with UK university partners to provide regular webinars and workshops, keeping employees updated on international education trends.

This structured approach would enhance service quality, reduce errors, and improve student satisfaction, leading to better conversion rates and brand credibility.

2. **Expand the Company's Physical Presence Beyond Dhaka:** STS Global Education's operations are currently concentrated in Dhaka, limiting its outreach to a broader student base. According to a report by the British Council (2024), the demand for international education in Bangladesh is growing rapidly in Chattogram, Sylhet, Rajshahi, and Khulna, where a large pool of students seek consultancy services.

Recommendations:

- Open regional offices in Chattogram, Sylhet, and Rajshahi to capture untapped student markets.
- Establish university information kiosks in key academic hubs and fairs to create brand awareness.
- Partner with local colleges and schools to conduct career counseling workshops and student engagement programs.

Expanding into these regional markets would help STS increase its market share, diversify its revenue streams, and strengthen its competitive positioning.

3. **Strengthen Internal HRIS and Communication Systems:** STS Global Education relies on basic HR tracking systems and email-based communication, which creates delays in information flow and manual inefficiencies. Research shows that organizations adopting advanced Human Resource Information Systems (HRIS) experience 35% higher employee productivity and 27% faster decision-making (PwC, 2023).

Recommendations:

- Implement an integrated HRIS platform to manage employee records, payroll, leave approvals, and performance tracking.
- Upgrade internal communication tools by adopting platforms like Slack, Microsoft Teams, or Zoho Connect for seamless collaboration.
- Enable real-time dashboards for HR, compliance, and performance data to enhance operational transparency.

An advanced HRIS coupled with better communication systems will streamline workflows, reduce manual errors, and improve employee engagement.

4. **Introduce Structured Performance-Based Incentives:** Employee motivation and retention are critical for maintaining high-quality counseling services. Currently, STS has limited performance-based recognition, which could affect productivity and engagement levels. Studies show that organizations with structured incentive systems report 31% higher employee retention and 22% better performance outcomes (Deloitte, 2024).

Recommendations:

- Introduce Key Performance Indicators (KPIs) for counselors based on student conversion rates, client satisfaction scores, and compliance accuracy.
- Offer monthly performance bonuses, recognition awards, and career advancement opportunities.
- Launch an “Employee of the Month” program to foster a culture of appreciation and healthy competition.

Performance-linked incentives will boost employee morale, improve service delivery, and increase operational efficiency across all departments.

5. **Invest in Data-Driven Marketing Tools:** Currently, STS relies heavily on traditional marketing approaches such as word-of-mouth referrals and social media promotions. Nevertheless, as

competition continues to increase in the education consultancy industry, data-driven marketing will be able to increase lead generation and conversion rates by a significant margin. HubSpot (2024) claims that businesses that operate on the basis of data analytics in marketing have a lead conversion rate that is 37% higher than those that continue with the conventional methods.

Recommendations:

- Install Customer Relationship Management (CRM) software with AI-based analytics that track student inquiries, follow-ups, and pattern of conversion.
- Monitor campaign performance and accuracy in targeting using Google Analytics, Meta Ads and SEO tools.
- A personalized marketing campaign should be developed according to the interests of the students, their academic profiles, and preferable destinations.

The application of data-driven strategies will enable STS Global Education to maximize its budget in marketing and maximize its chances of engagement and student enrollment conversions.

These strategic suggestions will allow STS Global Education to enhance its operational effectiveness, increase market penetration, and take a competitive advantage in quickly developing international education consultancy business. The organization can become one of the top players in the education consultancy market in Bangladesh by investing in organized training, technological advancement, use of data-driven decision-making, and expansion in the region.

Chapter 3

Project Part

3.1 Introduction

The report is presented as an assignment in the completion of a Bachelor of Business Administration (BBA) degree under BRAC Business School, BRAC University. The aim of three-month internship-based program is to equip the students with some work experience and give them a chance to practice theoretical knowledge applied to a real business environment. I required doing this as part of my academic requirement and spent the period of June 14, 2024, to September 31, 2024, in my internship in STS Global Education, an international education consultancy organization. I was employed in the Human Resource Department during this time to observe, analyse and learn the compliance and talent development practices of the organization.

After some discussions with my academic supervisor, Dr. M. Nazmul Islam, and co-supervisor, Dr. Syed Far Abid Hossain, the topic chosen in this report is Human Resource Compliance and Talent Development in the Education Consulting Firm, A Study on STS Global Education. Their advice played a key role in the research and findings of this report.

3.1.1 Theoretical Background

Human Resource Management (HRM) is at the heart of the organizational achievement and two main aspects of HRM, compliance and talent development are particularly important in the contemporary knowledge-based service sectors, including educational consultancy. HR compliance is also about being in compliance with the labor law, cultivating ethical recruitment, and ensuring that the employee rights and organizational policies are protected (Armstrong, 2020). At the same time, talent development also

allows developing the capabilities of employees through systematic learning and training, which constantly improves the performance of the workers and the organization as a whole (Noe, 2017).

Since the global education consulting industry has quality service and precision in advising students as its primary concerns, the HR compliance and development become even more significant issues. The fast process of globalization and the fluctuating immigration policies imply that companies such as STS Global Education must adhere to high internal standards and invest in the development of their multicultural workforce (Silva & Machado, 2023).

3.1.2 Objectives

The main aim of the report is to examine and review the HR compliance and talent development roles at STS Global Education.

Secondary objectives include:

- To assess the HR compliance practices and standards followed by STS Global Education.
- To know how the talent development programs are structured and implemented in the organization.
- To relate academic HR theories with real-life practices observed during the internship.
- To provide actionable suggestions for improving compliance and employee development processes.

3.1.3 Significance of the Study

The research article is helpful in the broad conceptualization on application of HR functions in global education consultancy firms. Particularly, it sheds light on the ways of ensuring compliance with the international standards and the lifelong learning patterns within the geographically decentralized company like STS Global Education. The insights gained during this study would be applicable in both academic

and HR professional practice who may desire to undertake effective compliance and talent management in the respective industries. Its findings will also contribute to making sure that STS will continue to identify possible gaps and put in place corrective measures to sustainable HR practices.

3.2 Methodology

The methodology of the research includes primary and secondary data:

- The primary data were gathered by means of direct observation, internship experiences, and informal talks with the HR professionals, i.e., the HR Manager (Bangladesh) and Compliance Officers.
- Secondary data were obtained from STS Global Education's official documents, employee guidelines, the company website, annual profile, and academic journal articles on HR practices and global consultancy operations.

3.3 Overview of the Human Resource Department of STS Global Education

STS Global Education, headquartered in London, operates across Asia and Africa with a workforce of over 60 professionals, including education consultants, compliance officers, and HR personnel. The HR role is important in ensuring that there is proper recruitment of the right talent, policy adherence and professional development to ensure that the service standards remain high as it is in the education consultancy sector.

The regional offices such as in Bangladesh, India, Pakistan and Nigeria have a centralized HR policy as formulated in the London head office and localized to address the legal and cultural needs.

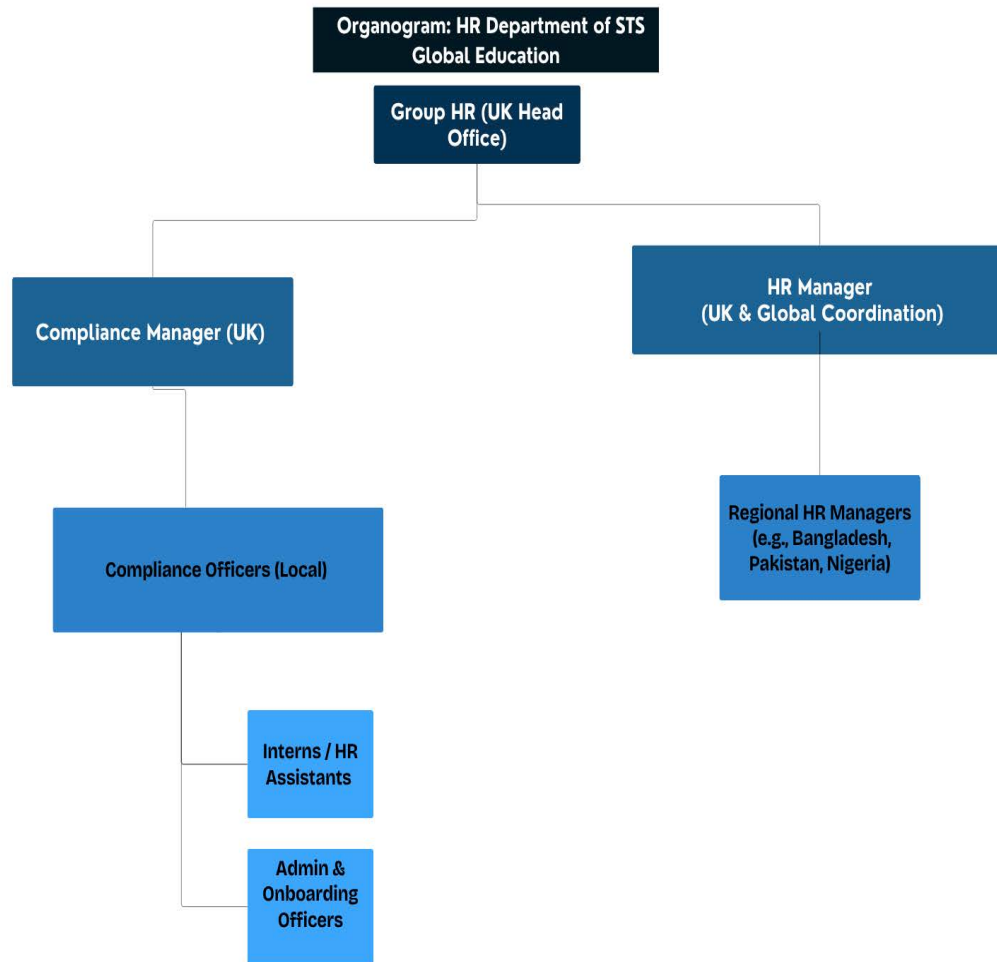


Figure 1: Organogram of HR Department

3.3.1 Analysis of HR Compliance and Talent Development Process

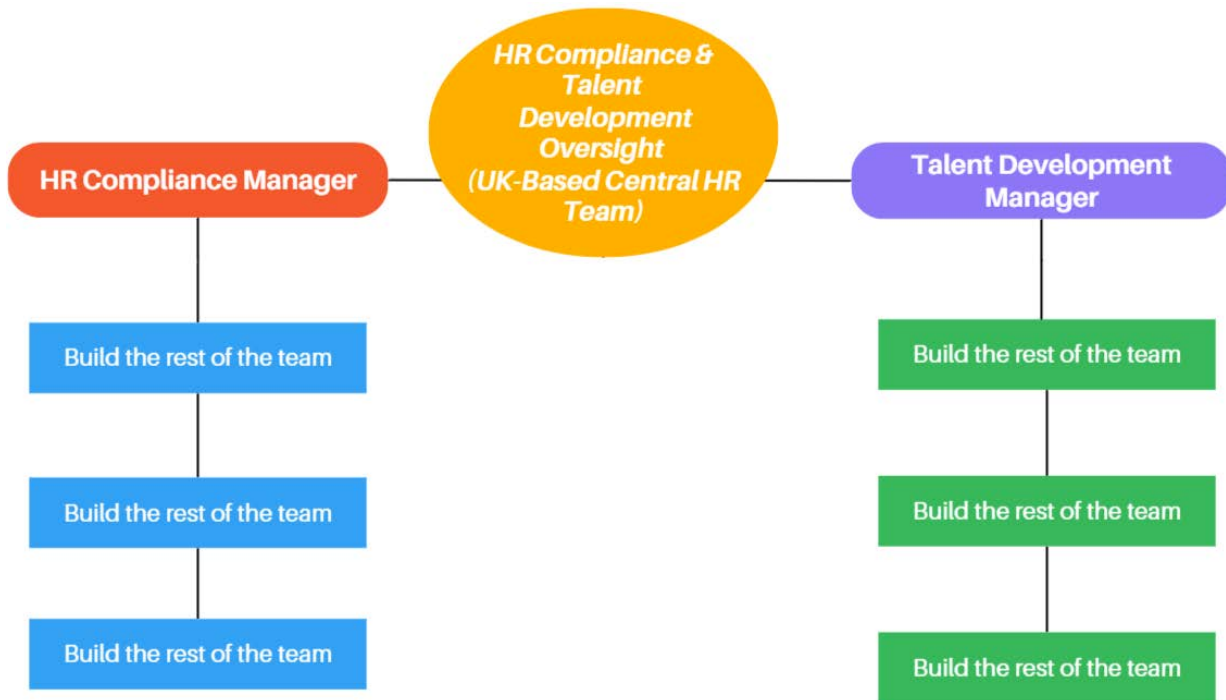


Figure 2: Flowchart of HR Compliance & Talent Development

HR Compliance

STS Global Education prioritizes HR compliance across all its branches. Their UK-based compliance team oversees the legal and procedural adherence for all student recruitment, employee hiring, and internal operations. Key compliance measures include:

- Rigorous background checks and document verification for new employees.
- Mandatory training on data protection (GDPR) and student privacy laws.
- Clear employee handbooks outlining anti-discrimination, equal opportunity, and grievance redressal policies.
- Regular compliance audits and updates in line with immigration regulations, especially for education counselors handling visa documentation.

Talent Development

The talent development process is informal but structured through mentorship and on-the-job learning.

Training methods include:

- Weekly review meetings with supervisors.
- Use of a centralized CRM and cloud systems for hands-on learning.
- Periodic webinars and workshops hosted by UK university partners.
- A feedback-based learning system where interns and junior staff receive guidance from experienced education consultants.

3.3.2 Findings from the Analysis

- **Strengths:**
 - Strong compliance culture, especially concerning UKVI regulations and legal documentation.
 - Use of IT systems to streamline onboarding and client interaction.
 - Flexible learning environment with mentorship from UK-educated professionals.
- **Challenges:**
 - Absence of a formal training calendar or structured learning program for interns and junior staff.
 - Limited manpower in HR, especially in regional branches like Bangladesh, affecting timely communication and onboarding.
 - Compliance burden often falls disproportionately on a few senior employees, causing delays during peak seasons.

3.3.3 Implication

This analysis indicates that while STS Global Education has solid foundations in compliance, the organization would benefit from a more systematic talent development framework. Addressing manpower gaps and formalizing training schedules could improve organizational efficiency and employee retention.

3.3.4 Limitations

The study faced limitations in terms of access to confidential HR records and internal performance evaluation reports. As a private company, STS Global Education restricts disclosure of sensitive documents, which limits the depth of compliance analysis. Additionally, the findings are based on observations from one regional office and may not fully represent the entire organizational network.

3.3.5 Conclusion

STS Global Education is highly compliant in its HR practices and has a lean yet flexible HR system in all its branches worldwide. The systems of compliance are strong, but the development of talents is mostly informal and left to the individual managers. As the organization invests more on the infrastructure in training and strategic HR planning, further transformation in human capital will be achieved and long-term sustainability will be guaranteed.

3.3.6 Recommendations

According to the general analysis of STS Global Education Ltd and its work, the following strategic recommendations are offered with the aim to increase the efficiency of the organization, the level of satisfaction among the employees, and the sustainability in the long run:

- **Establish a Formal Training Program:** It is advised that the company should introduce an organized training and onboarding system of new employees and interns. This ought to be

accompanied by interactive seminars, e-learning tools, training workbooks, and evaluation quizzes to improve the competency of the employees and the homogenization of knowledge within the different departments. An effective onboarding program is capable of enhancing employee productivity, engagement and retention by as much as 54% (Society for Human Resource Management [SHRM], 2023). These organized learning paths would ensure that employees are more familiar with the processes in the organization, the process of admission at the university, and other visa-related provisions, which are central to the operations of STS Global Education.

- **Adoption of the HR Technology:** STS Global Education must move towards the adoption of the current modern technologies in HR such as Learning Management Systems (LMS) to facilitate the development of its workforce and to simplify training processes. The LMS solutions enable the HR department to monitor the progress of employees, certifications, compliance, and tailor learning experiences. Studies have shown that organizations using LMS achieve a 35% faster training completion rate and 20% higher compliance accuracy (PwC, 2023). Automation would significantly reduce manual workload while ensuring that employees remain updated with changing immigration and admission policies.
- **Strategic Manpower Planning:** It is advisable to implement a structured manpower planning framework to ensure efficient allocation of human resources across branches. Appointing dedicated HR support staff in each regional office, who report directly to the central HR team in London, would improve coordination, transparency, and operational efficiency. Proper workforce planning ensures optimal staffing levels, prevents employee burnout, and supports sustainable business growth (CIPD, 2023). Given STS Global Education's growing client base, this approach would ensure smoother operations and quicker response times for student applications and visa processing.
- **Employee Feedback Mechanism:** Introducing a formal employee feedback system, such as anonymous surveys, suggestion boxes, or digital feedback platforms, is crucial for identifying

training needs, workplace concerns, and job satisfaction levels. According to Deloitte's Global Human Capital Trends Report (2024), companies that regularly collect employee feedback report 24% higher employee engagement and 31% lower turnover rates. A transparent and structured feedback mechanism would allow STS Global Education to strengthen its internal communication, improve work culture, and enhance overall employee satisfaction.

- **Compliance Delegation and Cross-Training:** Since the company operates in a highly regulated education consultancy sector, compliance remains a critical challenge. To manage this efficiently, STS Global Education should delegate compliance tasks more evenly across branches by appointing assistant compliance officers or cross-training existing employees to handle regulatory requirements. A distributed compliance structure ensures better risk management and reduces delays in visa processing, university applications, and data privacy regulations. According to KPMG (2023), organizations with distributed compliance teams reduce regulatory errors by 27% compared to those with centralized-only structures.

Implementing these recommendations would allow STS Global Education Ltd to strengthen its HR practices, streamline operations, and enhance employee engagement, ultimately improving overall organizational performance and client satisfaction.

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Appendix

STS GLOBAL EDUCATION LTD

Registered Number 12701777

Micro-entity Balance Sheet as at 30 June 2021

	<i>Notes</i>	<i>2021</i>
		£
Current Assets		85
Creditors: amounts falling due within one year		(350)
Net current assets (liabilities)		<u>(265)</u>
Total assets less current liabilities		<u>(265)</u>
Creditors: amounts falling due after more than one year		(4,940)
Total net assets (liabilities)		<u>(5,205)</u>
Capital and reserves		<u>(5,205)</u>

- For the year ending 30 June 2021 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.
- The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.
- The accounts have been prepared in accordance with the micro-entity provisions and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 15 March 2022

STS GLOBAL EDUCATION LTD**Registered Number 12701777****Micro-entity Balance Sheet as at 30 June 2022**

	<i>Notes</i>	<i>2022</i>	<i>2021</i>
		£	£
Current Assets		23,628	85
Creditors: amounts falling due within one year		(595)	(350)
Net current assets (liabilities)		<u>23,033</u>	<u>(265)</u>
Total assets less current liabilities		<u>23,033</u>	<u>(265)</u>
Creditors: amounts falling due after more than one year		(21,080)	(4,940)
Total net assets (liabilities)		<u>1,953</u>	<u>(5,205)</u>
Capital and reserves		<u>1,953</u>	<u>(5,205)</u>

- For the year ending 30 June 2022 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.
- The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.
- The accounts have been prepared in accordance with the micro-entity provisions and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 23 March 2023

STS GLOBAL EDUCATION LTD**Registered Number 12701777****Micro-entity Balance Sheet as at 30 June 2023**

	<i>Notes</i>	<i>2023</i>	<i>2022</i>
		<i>£</i>	<i>£</i>
Fixed Assets		11,919	-
Current Assets		10,739	23,628
Creditors: amounts falling due within one year		(1,371)	(595)
Net current assets (liabilities)		<u>9,368</u>	<u>23,033</u>
Total assets less current liabilities		<u>21,287</u>	<u>23,033</u>
Creditors: amounts falling due after more than one year		(18,501)	(21,080)
Total net assets (liabilities)		<u>2,786</u>	<u>1,953</u>
Capital and reserves		<u>2,786</u>	<u>1,953</u>

- For the year ending 30 June 2023 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.
- The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.
- The accounts have been prepared in accordance with the micro-entity provisions and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 24 March 2024

STS GLOBAL EDUCATION LTD**Registered Number 12701777****Micro-entity Balance Sheet as at 30 June 2024**

	<i>Notes</i>	<i>2024</i>	<i>2023</i>
		<i>£</i>	<i>£</i>
Fixed Assets		10,809	11,919
Current Assets		9,623	10,739
Creditors: amounts falling due within one year		(8,282)	(1,371)
Net current assets (liabilities)		<u>1,341</u>	<u>9,368</u>
Total assets less current liabilities		<u>12,150</u>	<u>21,287</u>
Creditors: amounts falling due after more than one year		(23,200)	(18,501)
Total net assets (liabilities)		<u>(11,050)</u>	<u>2,786</u>
Capital and reserves		<u>(11,050)</u>	<u>2,786</u>

- For the year ending 30 June 2024 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.
- The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006.
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.
- The accounts have been prepared in accordance with the micro-entity provisions and delivered in accordance with the provisions applicable to companies subject to the small companies regime.

Approved by the Board on 29 March 2025

And signed on their behalf by:

Shibbir AHMAD, Director