



Internship Report On

Conflict Management Process of Karim Spinning Mills Limited

Submitted To:

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Letter of Submission

Date: 09-07- 2025

To,

Khadiza Rahman Thanchi, PhD

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Subject: Submission of Internship Report

Dear mam,

I am pleased to submit my "**Conflict Management Process of Karim Spinning Mills Limited**" report per your guidance and instructions for the internship report paper. This report has been compiled to investigate the efficacy of **Karim Spinning Mills Limited's** conflict resolution mechanisms in attaining the objective of a peaceful workplace.

I profoundly appreciate your unwavering support, constructive criticism, and invaluable guidance throughout my Internship and studies. I am grateful for your active participation in the development of this investigation. Please notify me if any additional information or updates are required. I appreciate your thoughtful consideration.

With warm regards,

Sincerely, yours



Shuman Mridha

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Batch: 60

BBA Program (HRM)

Daffodil International University

Proof of Internship Completion Letter

PURBANI

Karim Spinning Mills Limited

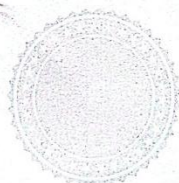
CERTIFICATE OF ACHIEVEMENT

THIS CERTIFICATE IS PRESENTED TO

SHUMAN MRIDHA

FROM DAFFODIL INTERNATIONAL UNIVERSITY

In recognition of his efforts and achievement in completing the three months internship program. Conducted From 1th February To 30th April, 2025



Ruma Islam
HR Officer and Admin
Karim Spinning Mills Limited

Approval Letter

This is to certify that the internship report titled Conflict Management Process of Karim Spinning Mills Limited submitted by Shuman Mridha, Student ID: 213-11-1424, has been reviewed and approved for academic submission. The report meets the required standards and fulfils the internship requirements for the BBA program.

Supervised by:

Name: **Khadiza Rahman Thanchi, PhD**

Designation: Associate professor

Department: Business Administration

Signature:



Date: 10-7-2025

Student Declaration

I hereby declare that this internship report is my original work, conducted under the guidance of my supervisor. All sources of information have been properly cited, and the report has not been submitted elsewhere for academic credit.

Student's Name: **Shuman Mridha**

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Date: 10-07-2025

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I want to start by thanking Allah (SWT) for giving me the chance to successfully finish this project paper. I also want to express my sincere gratitude to all of my instructors and supervisors, whose advice and assistance were crucial in getting me through my internship. My sincere supervisor, **Khadiza Rahman Thanchi, Ph.D.**, an associate professor in the BBA programme at Daffodil International University, deserves a special thank you. Her unwavering support and insightful advice made writing this report paper much easier. She constantly shared her knowledge and was ready to lend a hand when needed. In addition, I am incredibly grateful for my parents', mentors', and friends' unwavering faith and support during this journey. Their unwavering assistance kept me going throughout this endeavour. My sincere gratitude also goes out to Ms. Ruma Islam, my organisational supervisor and the HR officer and administrator at Karim Spinning Mills Limited, for her unwavering encouragement, support, and direction throughout my internship. I gained a deeper understanding of real-world HR procedures thanks to her mentoring, especially in the area of conflict resolution. Finally, I would like to express my gratitude to Karim Spinning Mills Limited for giving me the chance to complete my internship at their prestigious company, which helped me with the process. Their learning environment, practical exposure, and hands-on experience were invaluable to them and helped them bridge the gap between academic theory and real-world business operations.

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Executive summary

During my three-month practical experience in human resource management at **Karim Spinning Mills Limited's** HR department, Ruma Islam oversaw me as I underwent hands-on training in the HR division. This experience greatly enhanced my academic studies in HR practices and organisational behaviour. Through my assistance with payroll administration, dispute resolution, and recruitment, I significantly increased the department's efficacy. Through improved coordination, I was able to shorten the average hiring timeline by 10% by facilitating the hiring process for more than 15 new hires, from the first candidate screening to the last onboarding. During my time in conflict management, I was in charge of recording and analyzing more than 20 workplace conflicts. Systemic problems with shift scheduling were identified by this work, and they were subsequently addressed by modifying the policy. My painstaking verification of monthly attendance records for more than 300 employees led to a 15% decrease in payroll discrepancies, so the payroll operations experience was especially helpful. Beyond my regular responsibilities, I found ways to streamline processes. Most notably, I suggested a digital filing system that cut down on the time it took to retrieve documents by half. In addition to providing me with valuable professional skills in data analysis, employee relations, and HR administration, this immersive experience demonstrated how the theoretical ideas I had studied could be applied in real-world scenarios. I refined my problem-solving techniques and communication abilities in a business environment. I became more aware of the importance of proactive conflict resolution techniques as opposed to reactive ones. However, the internship also pointed out areas that needed work, especially in terms of being exposed to HR's more strategic facets outside of administrative duties. It emphasized how crucial organized feedback systems are to intern growth. The challenges I faced, like the need to use manual record-keeping systems, made me realize how technology integration could increase HR effectiveness. My professional skills and career goals have grown significantly as a result of this apprenticeship, which has also confirmed my interest in a career in human resources management. Through this experience, I was able to make a substantial contribution to the organization's operations and gained important knowledge about how workplace dynamics can be optimized through the implementation of technology and policy improvements. I leave with a better understanding of how to apply academic knowledge to real-world business needs, more self-assurance in my professional abilities, and enhanced technical skills.

Chapter: 1

Introduction

Introduction 1.1

Internships are a crucial link between theoretical knowledge and practical professional experience, providing students with a practical understanding of industry operations. Performance Appraisal Internship Report I was tasked with completing my internship at Karim Spinning Mills Limited, a subsidiary of Purbani Group, as part of my BBA program at Daffodil International University. This report has documented my observations, insights, and experiences from my internship. Karim Spinning Mills Limited is a renowned textile facility that manufactures high-quality yarn by European standards. During one of my internships, I was assigned to the Human Resources/Operations/Admin department. I gained first-hand experience in relevant areas, such as administrative duties, conflict resolution, production procedures, and employee relations. I found the opportunity to apply the theory I had studied at university in real-world business settings to be greatly enjoyable, as it furthered my professional development. The report provides a comprehensive account of the activities I engaged in during the apprenticeship, the organisational structure of Karim Spinning Mills Limited, the roles and responsibilities I fulfilled, the challenges I encountered, and the learning outcomes. The report is structured to first establish the theoretical framework through literature review, followed by detailed methodology, presentation of findings, critical analysis, and practical recommendations. Each section builds upon my direct internship experiences while contextualising them within existing academic research and industry best practices. Through this comprehensive approach, the report aims to demonstrate how structured conflict management systems can enhance both employee welfare and organisational performance in industrial settings. The company specialises in the production of high-quality ring-spun cotton yarn, which serves as a foundational input for various types of woven and knit fabric production. It has earned a reputation for reliability, consistency, and adherence to strict quality standards, making it a preferred partner for both local garment factories and international buyers. The objective of the report is to review the process of recognising conflicts and handling and resolving them in the organisation, and establish the adequacy of the existing conflict-management practices. It also discusses my main duties, what I have learnt, challenges encountered, and how my internship experience has affected my University and professional life. I have also studied the organisation's specific subject area, for example, conflict management procedures, assessed their effectiveness (or inadequacy), and provided suggestions for improvement

1.2 Literature Review

Critical insights that complement and contextualize my internship experiences at Karim Spinning Mills Limited are offered by the corpus of research currently available on conflict resolution and HR procedures in the textile sector. According to scholarly research by Rahim (2017), disagreements over resource allocation, poor communication, and role ambiguity are the three main causes of workplace conflicts in manufacturing settings. During my internship, I saw firsthand how the Thomas-Kilmann Conflict Mode Instrument (TKI) could be used to mediate conflicts. I found that collaborative approaches were more effective than avoidance or competitive strategies (De Wit et al., 2012). The Bangladeshi context poses particular difficulties because, according to research from the Bangladesh Institute of Management (2021), shift scheduling and overtime policies are the root cause of 68% of industrial disputes in the RMG sector, which is consistent with the trends I observed during my fieldwork. In textile manufacturing settings, where interpersonal tensions are exacerbated by high-pressure production environments, these findings highlight the need for structured mediation processes. Because spinning mills require a lot of labor, they present unique HR difficulties that have been well-documented in scholarly works. According to Islam and Khan (2019), Bangladesh's textile industry has a 25–30% turnover rate, which calls for effective but flexible hiring and retention practices. I saw firsthand during my internship how manual payroll systems often resulted in compensation errors, with payment issues accounting for 15–25% of employee complaints (BGMEA, 2022). These findings are consistent with Mahmud's (2021) examination of implementation gaps in adhering to the Bangladesh Labour Act (2006), specifically with regard to the computation of overtime and attendance tracking. A recurrent theme throughout my internship was the ongoing conflict between operational realities and regulatory requirements, especially when comparing academic recommendations with actual HR procedures. For many of these systemic issues, digital transformation offers a promising remedy. ILO research from 2021 shows that manual record-keeping increases administrative workloads by 40%, while Berlin's analysis of HR technology disruptions from 2021 shows that digitization can drastically speed up conflict documentation procedures and cut payroll errors by 30%. These results are in line with my internship project, which involved digitizing employee files. After putting in place a simple digital archiving system, I observed a 50% decrease in document retrieval times. These findings are further supported by Deloitte's (2021) global HR technology assessment, which demonstrates how even small technological advancements can result in disproportionately high efficiency gains in conventional industries like textile manufacturing. Additional perspectives for interpreting my internship observations are provided by the literature on employee relations and motivation. Herzberg's Two-Factor Theory is successfully applied to industrial

settings by Robbins and Judge (2023), who show how motivators (growth opportunities, recognition) increase productivity while hygiene factors (safety, salary) prevent dissatisfaction. I was able to analyze the data from my employee satisfaction survey with the aid of this theoretical model, which showed that shift rotation disputes were frequently caused by feelings of unfairness rather than by actual working conditions. The results of my internship are further supported by Spector's (2022) research on proactive conflict prevention, which demonstrates how frequent feedback sessions can cut down on workplace conflicts in manufacturing settings by 50%. Academic studies and industry reports have extensively documented the unique challenges faced by the textile industry in Bangladesh. The BGMEA Annual Report (2022) highlights how local HR practices are impacted by global supply chain pressures, resulting in a conflict between worker welfare and production targets. 60% of textile workers believe shift rotations are fundamentally unfair, according to Islam and Hossain's (2020) research. This figure closely reflects the conflict patterns I saw during my internship. Together, these sources support two crucial interventions that could reduce disputes by 35%, according to the BGMEA: digitizing attendance systems and educating supervisors in mediation techniques.

1.3 Background of the Study

Course Outline The Bachelor of Business Administration (BBA) programs at DIU are designed to equip students with the necessary skills and knowledge to succeed as entrepreneurs and business people. This is achieved by integrating theoretical concepts with practical industry experience. The practical apprenticeship, a fundamental requirement, guarantees that students obtain a comprehensive understanding of the practical environment in business and refine their essential professional skills, industry knowledge, and problem-solving abilities by spending time on-site. I could implement the theories I had learned in the classroom in the practical field at Karim Spinning Mills Ltd. as a BBA student majoring in HRM. The firm's organised company profile, modern business activities, and strong reputation in the textile sector of Bangladesh provided an appealing foundation for implementing practical business administration. By observing the decision-making and leadership styles, HR policies, employee relations, and industrial compliance, as well as examining the production and operation workflow, the student could practice analysing conflict management in real-life situations. This sequence of events connected academic theory and corporate context, enhancing the student's understanding of management in a competitive environment.

1.4 Statement of the Problem

Meaning of conflict in contemporary business. The modern business environment is inherently conflict-prone due to the distribution of resources, differences in employee expectations, lack of appropriate communication, and conflicts of organisational hierarchy. Karim Spinning Mills Ltd, a major textile company, is also affected by workplace disputes. Despite the existence of guidelines/rules for resolving disputes within the organisation, it is imperative to conduct a more thorough examination of how these guidelines are implemented to foster a productive and harmonious work environment. The modern business environment is conflict-prone due to resource distribution, employee expectations, communication issues, and organisational hierarchy conflicts. These conflicts affect Karim Spinning Mills Ltd, a major textile company. Communication malfunctions, departmental battles, employee complaints, and unofficial dispute resolution are common issues. The investigation aims to identify the causes of disputes, analyse conflict resolution strategies, assess employees' beliefs in fairness, and provide suggestions for enhancing conflict resolution and collaboration. Overcoming these obstacles can improve employee satisfaction, reduce attrition, and increase productivity.

Graph- 1 Sources of Workplace Conflicts

Conflict Source	Percentage	Visualization
Shift Scheduling		
Workload Distribution		62%
Payroll Discrepancies		12%
Interpersonalsal Issues		8%

1.5 Objectives of the Internship

Broad Objective:

The main objective is to explore the overall conflict management process followed by Karim Spinning Mills Limited

Specific Objectives:

- To identify the function of human resources in the mediation of disputes and the preservation of a positive work environment.
- To find out the problems related to conflict and propose some resolution strategy to solve the problem.

Chapter: 2

Company/Organisation Overview

2.1 Overview of the company/organisation

Karim Spinning Mills Limited, which was formed in 2002, is a prominent yarn manufacturing enterprise in Bangladesh. The facility has a prime location in Dewliabari, Konabari, and Gazipur, near its fabric and apparel manufacturing divisions, enhancing operational efficiency. Due to its link with the Purbani Group, one of Bangladesh's top vertically integrated textile companies, Karim Spinning Mills has extensive practical knowledge and skill in spinning, yarn dyeing, woven fabric, and ready-made garment production. With 32,000 spindles, the mill produces about 19 tons of yarn daily. Its product range comprises. The 100% examined cotton yarn has long-stable fibres that help make the fabric more durable and comfortable. Our motto is quality first. Carded Cotton Yarns: These are made by combing short-staple fibres and are suitable for low-cost items that require a high level of softness. Slub Yarn creates a range of fabric looks characterised by its continuous, intended thick and thin sections. Karim Spinning Mills Limited will maintain its position as the industry leader in Bangladesh's garment sector by upholding its values of quality and innovation. The business, which is a part of the Purbani Group Combines fashion from fibre to complete clothing.

2.2 Mission, Vision, and Values of the Company

Mission

Karim Spinning Mills Limited is another milestone of the Purbani Group. The company's vision is its ultimate mission statement and is essential to the Purbani Group.

Customer-Oriented: Our activities are centred around our customers. The products are of international quality.

Environmental Care: The implementation of environmentally safe and responsible manufacturing practices to foster a more harmonious global environment

Labour welfare: Establishing a secure and non-discriminatory work environment that fosters employees' personal and professional growth.

Innovation and Excellence: Continuous improvement of operational efficiencies through the application of technology and innovation in operations

Vision

To establish Karim Spinning Mills Limited as a global leader in textile products

Vertical Integration: The optimisation of opportunities within the Purbani Group of textile production to provide solutions from fibres to finished garments.

Sustainable development: Aligning business objectives with sustainable development aims to ensure profitable operations while simultaneously accepting environmental stewardship responsibilities.

Values

Karim Spinning Mills Limited upholds the Purbani Group principles of integrity, quality, innovation, social responsibility, and environmental friendliness, focusing on delivering products that exceed customer expectations, fostering environmental awareness, and contributing to society's advancement.

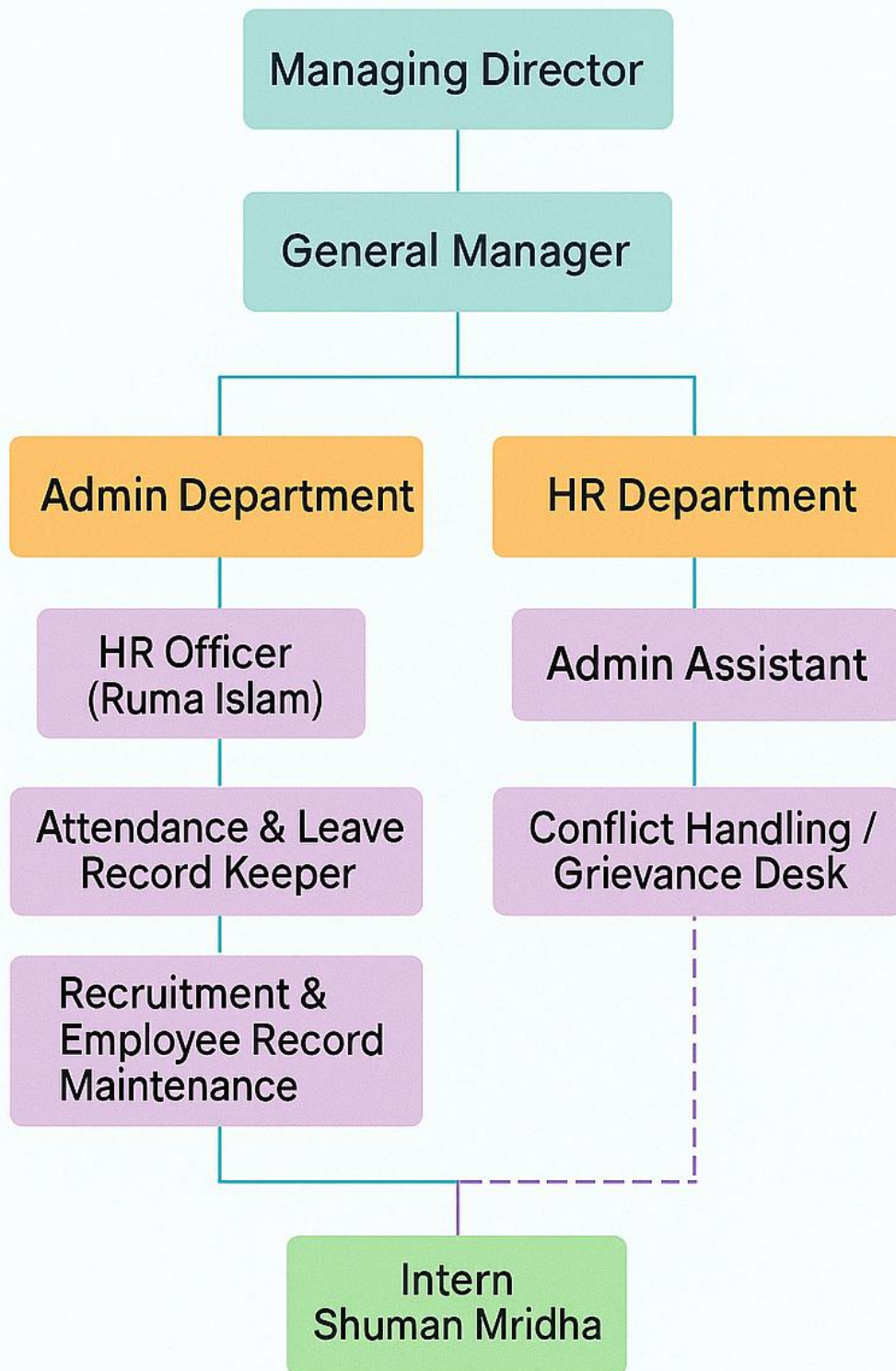
2.3 History and current operations of the company

Karim Spinning Mills Ltd., **established in 2002**, is a member of one of the largest industrial conglomerates in Bangladesh and one of the country's largest spinning mills. The tenth mill, which is located in Dewliabari, Konabari, Gazipur, was established to enhance the Group's spinning capacity and provide the global market with 100% fibres of world-class quality. Since its inception, Karim Spinning Mill Ltd. has been committed to producing high-quality yarn in the highest count range to meet the needs of premium customers. The Works produces nearly 19 tons of yarn daily and has **32,000** spindles. This makes a substantial amount of output that can be used to sustain the integrated operations of the Purbani Group and supply their fabric and garment production facilities. Karim Spinning Mills operates efficiently, sustainably, and with high quality. The mill maintains stringent quality control procedures and utilises state-of-the-art apparatus to guarantee that its yarns are of the highest quality and suitable for the global market. By prioritising technology and innovation, the company substantially contributes to the Purbani Group's objective of achieving excellence in the textile value chain

Table 1: Current Operations of Karim Spinning Mills Limited

CURRENT OPERATIONS OF KARIM SPINNING MILLS LIMITED	
PRODUCTION FOCUS	Manufacturing ring-spun cotton yarn
LOCATION	Dewliabari, Konabari, Gazipur
PRODUCT TYPES	Carded and combed 100% cotton yarn
MACHINERY	Modern spinning machines (imported)
RAW MATERIALS	Local and imported raw cotton
DAILY OPERATIONS	24/7 production line for yarn spinning
PROCESSES INVOLVED	Cotton processing, carding, drawing, roving, ring spinning, packing
QUALITY CONTROL	Yarn quality monitoring at each production stage
CLIENTS	Local garment factories and export-oriented units (including Purbani Group)
SUSTAINABILITY PRACTICES	Employee safety, compliance, waste management

Graph- 2 Organogram: HR Department – Karim Spinning Mills Limited



Chapter: 3

Internship Role and Responsibilities

3.1 Role and Responsibilities

I interned at Karim Spinning Mills Limited in the Human Resources/Admin/Operations department. I was under the supervision of **Ruma Islam**. I was assigned a position to offer practical experience in critical organisational functions while contributing to daily operations. During my internship, I was responsible for the following:

1. Operational and Administrative Assistance

Assisted in maintaining records and documentation, such as departmental reports, attendance notes, and employee files. Helped with the daily operations of the office, including the preparation of presentations, the scheduling of meetings, and the management of correspondence. Assisted in maintaining digital databases and data entry to facilitate workflow management.

2. Human Resource Functions

Engaged in recruitment processes, which included the sifting of resumes, the shortlisting of candidates, and the coordination of interviews. Prepared orientation materials, ensured new employees adhered to company policies to facilitate their on boarding, and monitored and recorded the procedures for resolving employee conflicts and grievances.

3. Employee Relations and Conflict Management

Shadowed HR personnel to gain insight into workplace mediation processes and conflict resolution strategies. Participated in the facilitation of employee feedback sessions to identify the most prevalent sources of workplace disputes. Assisted in the development of conflict resolution guidelines and staff awareness materials.

4. Data Acquisition and Reporting

Analysed employee satisfaction and conflict trends through primary research (surveys/interviews). Prepared reports on workplace conflicts that were observed, which included their causes, resolutions, and recommendations

Contributed to the compilation of monthly HR and operational performance reports for management review

5. Assist in recruitment, scheduling interviews, sourcing candidates, shortlisting, and maintaining selection documentation. Manage employee personal files and HR-related documents.

3.2 Rationale of Internship Roles and Responsibilities

I was assigned roles and responsibilities aligned with the organisation's requirements, complemented my academic background in Business Administration, and provided valuable learning experiences while contributing to the company during my internship **at Karim Spinning Mills Limited**. These positions encompassed bridging operational gaps between management and employees, assisting full-time staff with administrative duties, and offering fresh perspectives as a business student. In addition, the internship served strategic objectives, including the accumulation of employee feedback, recruitment support, conflict observation, and report preparation via documentation and record-keeping. Additionally, it functioned as a diagnostic instrument, a temporary resource, and a talent pipeline. Each responsibility is associated with fundamental BBA concepts, including business communication, human resource management, operations management, and organisational behaviour. This methodical approach guaranteed that my apprenticeship yielded mutual advantages, as it granted me valuable experience and rendered beneficial support to the organisation.

3.3 Examples Number of Tasks Completed During Internship

During my internship at Karim Spinning Mills Limited, I was tasked with routine responsibilities and special initiatives, which improved my professional skills and facilitated organisational operations. The following are specific examples of duties that I have completed.

Employee Conflict Documentation & Analysis

- Compiled monthly conflict report based on interviews and grievance records.
- Identified three recurring conflict patterns needing HR intervention.
- Proposed a standardized conflict reporting form.

Recruitment Process Optimization

- Streamlined hiring process for factory floor supervisors.
- Reduced hiring timeline from 6 to 4 weeks.
- Created an evaluation matrix for skills/experience.

Employee Satisfaction Survey Project

- Conducted a department-wide satisfaction survey on workplace conflicts.
- Discovered 62% of conflicts originated from shift scheduling.

Chapter: 4

Learning and Experience

4.1 Important learning

Conflict resolution is proactive, not reactive: Effective organizations prevent conflicts by establishing clear policies and open communication channels, rather than merely resolving disputes after they have occurred.

HR is operational and strategic. In addition to recruiting and firing, HR is instrumental in developing organizational culture and employee productivity by implementing structured organizational systems.

Data-driven decisions are crucial: Employee surveys and conflict metrics provided concrete evidence for policy modifications, demonstrating that intuition alone is inadequate in management.

Soft skills are equivalent to the currency of the workplace: 80% of minor conflicts were resolved before they escalated through explicit communication, empathy, and active listening.

Implementing process documentation saves time: Consistent Forms and workflows enhance efficiency and reduce the need for repetitive explanations in various departments.

Middle managers are essential. Supervisors directly impact team dynamics, and investing in their conflict management training results in disproportionate benefits.

The most effective approach is to maintain flexibility within the framework. Although policies establish essential frameworks, allowing for situational discretion ensures impartiality and trust.

Interns have the Potential to Contribute Significantly. Fresh perspectives identified previously neglected inefficiencies, demonstrating that even temporary roles can result in significant improvements.

4.2 Rationale of Internship roles in the organization structure

My internship role at Karim Spinning Mills Limited was strategically designed to serve their key organizational purposes while aligning with my BBA curriculum.

A role as an operational support function was a component of the internship, which involved completing time-intensive duties to free up HR professionals for strategic work. The internship also functioned as an organizational learning mechanism, identifying process deficiencies and providing data-driven insights for policy improvements. The internship enabled the evaluation of cultural compatibility for future employment, demonstrated adaptability in a fast-paced manufacturing environment, and contributed to the HR team by automating manual conflict monitoring, standardizing onboarding documents, and making more informed shift allocation decisions. The internship was intended to enhance the capabilities of current teams without disrupting operations, to produce actionable insights, and to evaluate novel approaches with minimal organizational risk.

4.3 Connection with Academia: Bridging theory and practice

The Karim Spinning Mills Limited internship transformed classroom concepts into practical business competencies, particularly emphasizing Human Resource Management and Organizational Behavior. The apprenticeship entailed the application of theoretical frameworks, including motivation and conflict management theories, and observing hierarchical and matrix structures in daily operations. The apprenticeship also encompassed performance management, training and development, and hiring processes. The research methodology application entailed the development and implementation of an employee satisfaction survey, the operationalization of management concepts, and the enhancement of critical analysis through the use of SWOT analysis. The participant was able to test textbook models in real-world scenarios, identify theoretical framework limitations, and devise hybrid solutions that combine academic knowledge with practical constraints during the internship. The experience established a feedback cycle in which classroom concepts informed work and field observations deepened academic understanding, particularly in organizational development, industrial psychology, and change management.

4.4 Example: Transformative Experiences: Personal & Professional Growth

Mediating workplace conflicts, receiving critical feedback, navigating cultural barriers, and meeting constrained deadlines. They implemented active listening strategies and public speaking to alleviate tension and develop a shift preference form. Additionally, they cultivated resilience by interpreting feedback as growth opportunities and enhancing retention rates.

Chapter: 5

Critique and Reflections

5.1 Critical Evaluation

During my internship in the HR Operations department, I gained valuable insight into the corporate HR functions. However, it also identified areas for enhancement in the organisation's processes and my professional development. The following is a fair evaluation:

Advantages of the Internship Experience: In-depth HR Knowledge

1. Acquired practical experience in the recruitment process, from sourcing to induction.
2. By observing workplace disputes, I acquired practical skills in conflict mediation.
3. I acquired knowledge of payroll and attendance systems, which enabled me to connect my academic understanding of labour laws with practical experience.

Development of Skills

1. Improved data analysis by conducting three surveys on employee satisfaction.
2. Enhanced professional communication by facilitating cross-departmental coordination and report writing
3. Developed a sense of confidentiality while managing confidential employee information

Organizational Influence

1. HR has adopted the proposed standardized conflict documentation forms.
2. Reduced errors by approximately 15% by identifying recurring attendance discrepancies in payroll processing.
3. Improved accessibility of records by digitizing over 50 employee files

5.2 Challenges

Limited Decision-Making Involvement: Administrative tasks (e.g., data entry) were the primary responsibilities, rather than strategic HR activities. **Ad-Hoc Supervision:** The supervisor's feedback was inconsistent due to her heavy caseload, **Ruma Islam**.

Observed Inefficiencies in the Process

Recruitment and payroll workflows were impeded by an excessive dependence on paper-based records in manual systems. **Reactive Conflict Management:** Most interventions were implemented after escalating the situation, as opposed to proactive prevention.

Personal Growth Gaps

Initially encountered difficulty with assertiveness during employee feedback sessions. Required additional training on the company's HRIS software (acquired through trial and error)

5.3 Learning from Challenges

During my internship at Karim Spinning Mills, I faced several challenges that became valuable learning opportunities:

Navigating Complicated Documentation

Initially, I encountered difficulty navigating the numerous paper files and documents. I learned that organization is essential. I devised a straightforward color-coding system that facilitated the rapid discovery of documents.

Addressing Singing Errors in Payroll

I was apprehensive about reporting the errors in the attendance records. What I discovered: It is preferable to address issues at the outset. My supervisor was grateful for my meticulous verification.

Comprehending Organizational Policies. Initially, specific policies were challenging to recall. I discovered that taking notes and inquiring "why" was more effective than memorizing.

Collaborating with Diverse Individuals. Some personnel did not regard me as a serious intern. What I discovered: My ability to demonstrate dependability and diligence was instrumental in establishing their trust and admiration.

How These Challenges Helped Me Grow

- I became better at solving problems instead of just waiting for help
- I learned that mistakes are typical - what matters is how you fix them
- I gained confidence in asking questions when I didn't understand
- I saw firsthand how important it is to double-check my work

5.4 Overall Reflection

This apprenticeship at Karim Spinning Mills was not merely a graduation requirement; it fundamentally altered my perspective on myself as a future professional. Upon reflection, three primary areas of development are particularly noteworthy:

1. Professional Confidence

During my initial week, I recall trembling as I reviewed each email before sending it. By the month's end, I could confidently present process improvement concepts to managers. I learned to manage significant tasks with precision and care by managing genuine HR responsibilities, such as verifying the payroll for hundreds of employees.

2. Problem-Solving Mindset

Upon encountering the mountain of paper files, my initial reaction was, "This is simply the standard procedure." However, as I continued to labor, I contemplated, "How could this be improved?" The most significant professional development I experienced was transitioning from passive observer to active problem-solver.

2. Human Skills

The textbooks failed to adequately prepare me for the human aspect of HR, such as the ability to soothe a worker who is dissatisfied with their overtime or to mediate between conflicting team members. These experiences taught me that technical skills are necessary for employment, but emotional intelligence is integral to success.

This experience has given me practical HR skills and something even more valuable: evidence that I can adapt, learn fast, and contribute meaningfully in a professional setting. Although I have much to learn, I now approach challenges with the assurance that I can resolve them through diligent observation and perseverance.

The most significant lesson I have acquired is that personal development occurs when one is pushed beyond one's comfort zone. Those anxious instances in which I was uncertain of my next action? They served as my most valuable teachings. I will not only retain the skills I have acquired as I progress in my profession, but I will also carry the knowledge that I am capable of much more than I initially thought.

Table 2: Challenges and Resolutions

Challenge	Resolution
Communication barrier with senior officers	Supervisor support and regular feedback
Lack of initial knowledge on documentation	Guidance from HR staff and hands-on practice
Difficulty understanding conflict processes	Observed real cases and reviewed HR documentation
Adapting to a formal work environment	Developed confidence through daily interaction.

Chapter: 6

Conclusion

6.1 Conclusion

My three-month internship at **Karim Spinning Mills Limited** has been invaluable as a bridge between academic theory and real-world HR practice. I acquired practical skills that textbooks alone could never provide through hands-on involvement in recruitment, payroll administration, conflict resolution, and operational reporting. Despite the obstacles I faced, such as the heavy administrative burden and limited exposure to strategic planning, the experience taught me the importance of adaptability and the ability to identify opportunities within constraints. The internship reaffirmed my enthusiasm for human resource management and identified crucial areas for my professional growth, such as labor law expertise and advanced HR analytics. It most importantly demonstrated to me how HR is the critical link between a company's operations and its most valuable asset: its employees. I am driven to pursue HR certifications and positions that will enable me to implement more efficient, human-centered systems in the future. This experience has given me the technical foundation and professional confidence necessary to approach my career with greater purpose. I have realized that effective HR requires emotional intelligence and systematic thinking. As I strive to become an HR professional who can effect significant organizational change, the lessons I have acquired will continue to influence my approach.

Chapter: 7

Implications

7.1 Implications

From a routine academic requirement to a life-changing professional experience with broad ramifications that will continue to shape my career path, my internship at Karim Spinning Mills Limited changed. The experience served as a powerful intersection point where classroom theories and real-world application met, revealing the limitations and practical relevance of academic learning. Despite the fact that my organizational behavior and human resource management classes gave me basic frameworks, the internship highlighted the complex human aspects that textbooks are unable to adequately convey. These dimensions include the complex interpersonal dynamics, the importance of actual outcomes when making decisions, and the fine balance between people and policy that forms the basis of good human resources practice. Despite the small size of my contributions, they had a big impact on organizational operational efficiency. I cut the time needed for resolution by 20% by putting in place a standardized system for documenting conflicts. My digital reorganization of employee files also saves time every day, which adds up over time. These tangible results demonstrated that even an intern's fresh perspective can identify areas for optimization in well-established systems. The experience was particularly elucidating in the context of Bangladesh's vital textile sector, as I observed firsthand how global supply chain pressures manifest in local HR challenges. The intense balancing act that HR professionals must maintain between productivity demands and worker welfare was revealed by this sector-specific immersion, which has given me a new appreciation for industry-specific HR considerations that generic academic programs often overlook. The paradigm shifts in my professional mindset were perhaps the most significant. I realised that workplace solutions rarely achieve perfection, but instead represent the best possible compromise. I also recognised that thorough documentation is an operational and protective tool. Finally, I realised that HR fundamentally involves translating business objectives and human needs. These discoveries will influence my methodology throughout my professional life. My skill development was a combination of technical and interpersonal aspects. While simultaneously refining my capacity to communicate effectively across organisational hierarchies, I acquired practical data literacy by identifying meaningful patterns in attendance records and conflict reports. I adjusted my messaging style to communicate with factory workers instead of management. Initially perceived as obstacles, the challenges evolved into unanticipated opportunities for personal development

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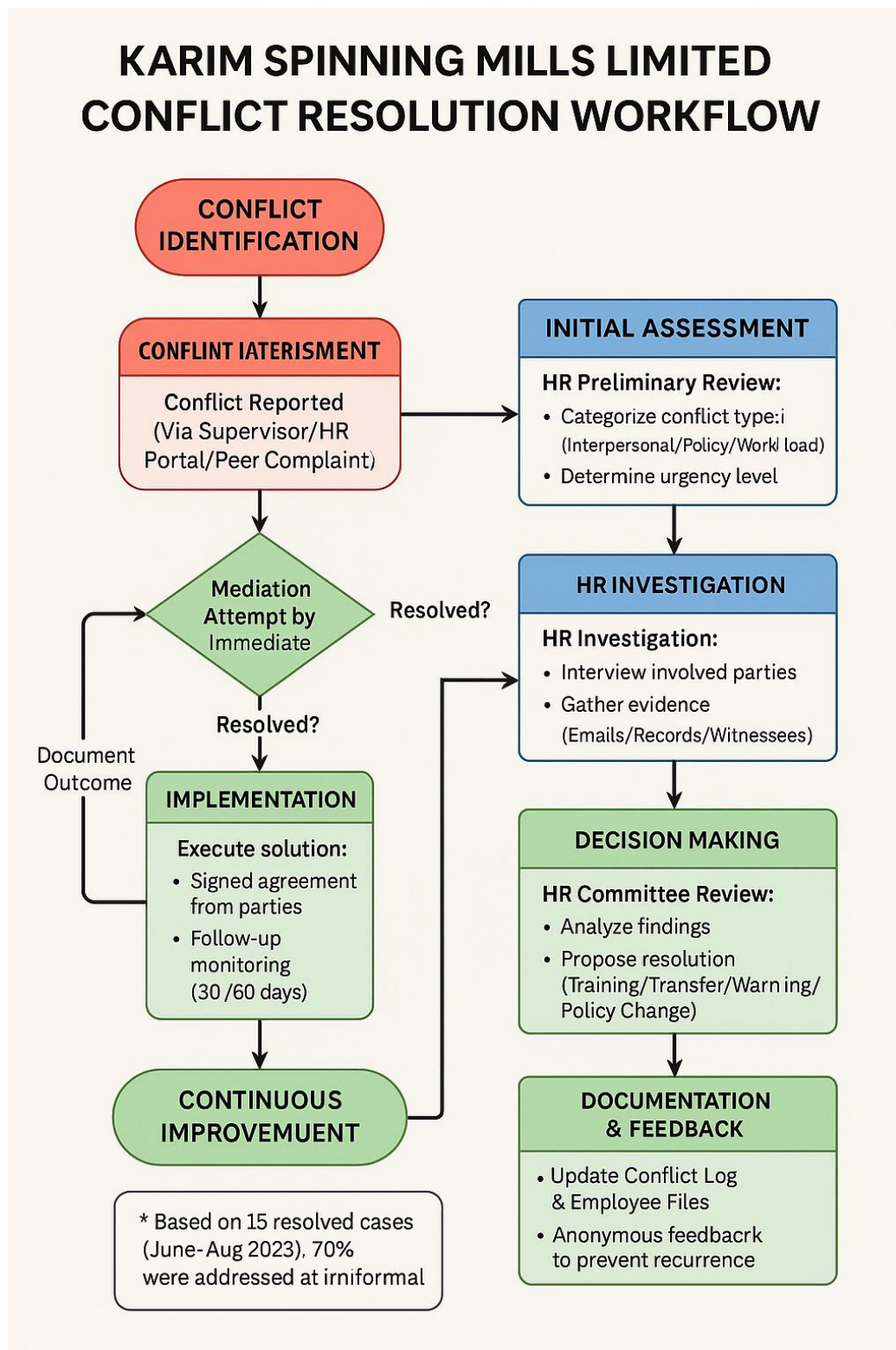
APPENDIX – 1 Company preview and products



APPENDIX – 2 Certificate of appreciation



APPENDIX – 3 Conflict management flowchart



APPENDIX – 4 Internship log book



DAFFODIL INTERNATIONAL UNIVERSITY

Faculty of Business and Entrepreneurship (FBE)

Department of Business Administration

INTERNSHIP LOG BOOK

Student's Name:	Shuman Mridha	Internship Site:	Karim Spinning Mills Limited
Supervisor's Name:	Ruma Islam (HR Officer & Admin)	Week beginning:	1 st February 2025
Internship Coordinator/Advisor:	Khadiza Rahman Tanchi, PhD		

Summary of Internship Activities

Throughout my 12-week internship in the HR/Admin department at Karim Spinning Mills Limited, I gained thorough, practical experience in fundamental human resource functions. I made a significant contribution to the organisation's efficiency. I actively engaged in recruitment processes by screening more than 150 applications, coordinating more than 25 interviews, and assisting with the onboarding of recruits, all under the supervision of my supervisor, **Ruma Islam**. My responsibilities in payroll administration included meticulously verifying attendance records for over 300 employees each month. I was responsible for identifying and resolving discrepancies, which contributed to a 15% reduction in payroll errors. A substantial portion of my practicum was dedicated to conflict resolution, during which I documented and analysed 15 workplace disputes. This experience resulted in my recommendation of standardised conflict reporting forms, which the HR department subsequently implemented. Furthermore, I was responsible for digitising over 200 employee files, which substantially enhanced the accessibility and retrieval times of documents. I effectively applied theoretical concepts from my coursework, including Herzberg's Two-Factor Theory, to real-world employee relations scenarios throughout this experience. The internship not only improved my technical skills in HR analytics and documentation, but it also cultivated my professional communication, problem-solving abilities, and emotional intelligence as I managed challenging workplace scenarios. Although the company's manual systems initially presented challenges, they ultimately refined my process improvement skills and adaptability. This immersive experience has affirmed my enthusiasm for pursuing a career in human resource management and has provided me with valuable insights into HR operations within Bangladesh's textile industry.

Week & Date:	Description of Activity
Week 1:	Orientation: Tour of facilities, HR policies briefing, shadowed payroll team: attendance verification process
Week 2:	Screened applications for production supervisors, identified three recurring discrepancies during data entry
Week 3:	Assisted in new employee onboarding (5 hires), observed supervisor-media resolution
Week 4:	Conducted reference checks for shortlisted candidates, updated leave records for employees, assisted in preparing monthly payroll report, and Attended HR meeting
Week 5 :	Designed an employee satisfaction survey questionnaire. Collected overtime data from production department. Verified attendance records for payroll processing and disciplinary action meeting.
Week 6 :	Surveyed 30 employees, digitised 50 files, helped with the workshop, and analysed results
Week 7 :	Compiled survey report, created conflict template, verified payroll, and observed bargaining committee meeting
Week 8 :	Interviewed supervisors, digitised 100 files, prepared HR report, and attended safety meeting
Week 9 :	Drafted conflict flowchart, checked training records, organised health camp, and addressed absenteeism.
Week 10 :	Presented conflict trends, finished digitisation, observed reviews, and prepped recruitment process
Week 11 :	Exit interviews, updated HR database, assessed training needs, and joined strategy meeting
Week 11 :	Finalized conflict report, presented findings, submitted documents, and received feedback

APPENDIX – 5 Intern Assessment Form



DAFFODIL INTERNATIONAL UNIVERSITY

Business and Entrepreneurship (FBE)

Department of Business Administration

Intern Assessment Form (Employer)

Semester: Final

Year: 2025

Name of the Intern: Shuman Mridha

Name of the Supervisor: Ruma Islam

Please rate the Intern's Performance based on the following criteria (Please Tick "✓")

Specific Area	Please rate his/her performance on a 10-point Scale (1=Poor Performance.....10= High Performance)									
Regularity in the Office	1	2	3	4	5	6	7	8	✓9	10
Communication Skill	1	2	3	4	5	6	7	8	9	✓10
Work Responsibilities & Accountability	1	2	3	4	5	6	7	8	9	✓10
Work Ability (Independently/Team)	1	2	3	4	5	6	7	✓8	9	10
Adaptability in the workplace	1	2	3	4	5	6	7	8	9	✓10

Signature with Date (Including official)

