



Cooperative Education Report

Exploring HR Practices in one of the Largest IT Services Provider : My Tata Consultancy Services Internship Journey

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Title : Exploring HR Practices in one of the Largest IT Service Provider: My Tata Consultancy Services Internship Journey

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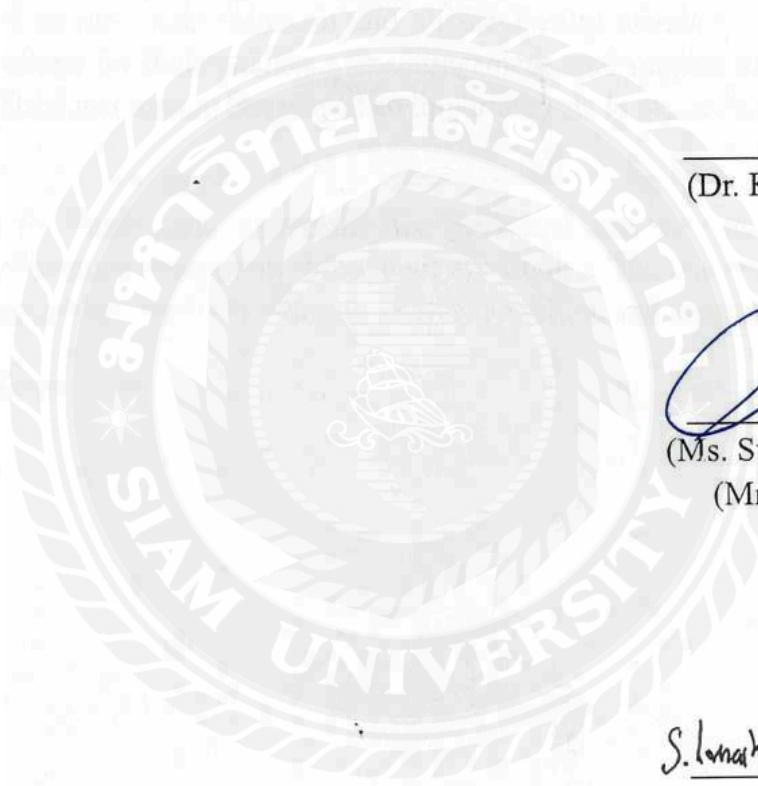
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Department : International Bachelors of Business Management in International Business Management

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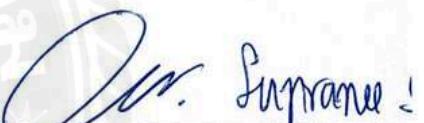
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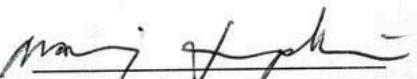
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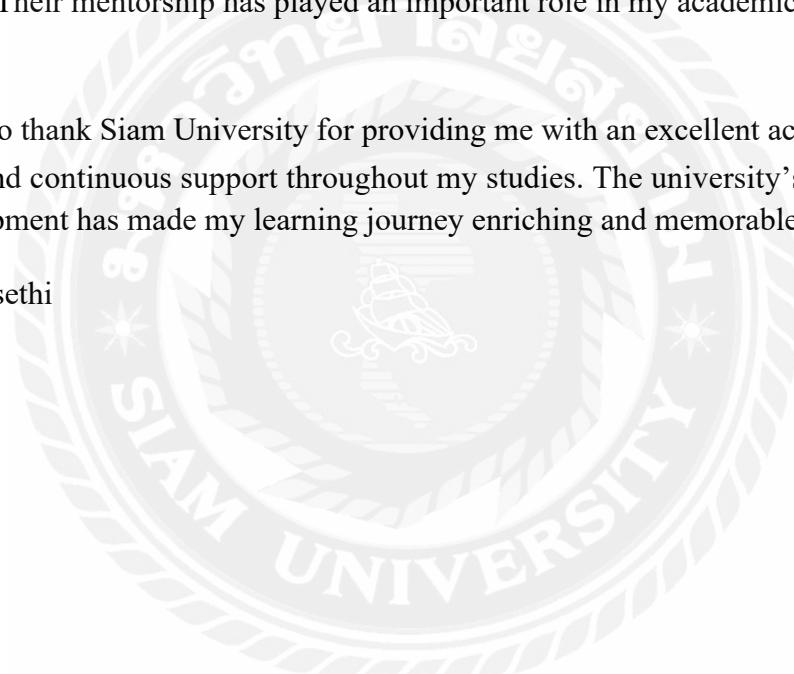
Acknowledgement

First and foremost, I would like to express my sincere gratitude to Tata Consultancy Services (TCS) for giving me the opportunity to complete my cooperative education with such a globalized and respected organization. The knowledge, skills, and hands-on experience I have gained during this period have been truly invaluable and will serve as a strong foundation for my future career.

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Project Title : Exploring HR Practices in one of the Largest IT Service Provider :
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Author : SuphittaSathitsethi

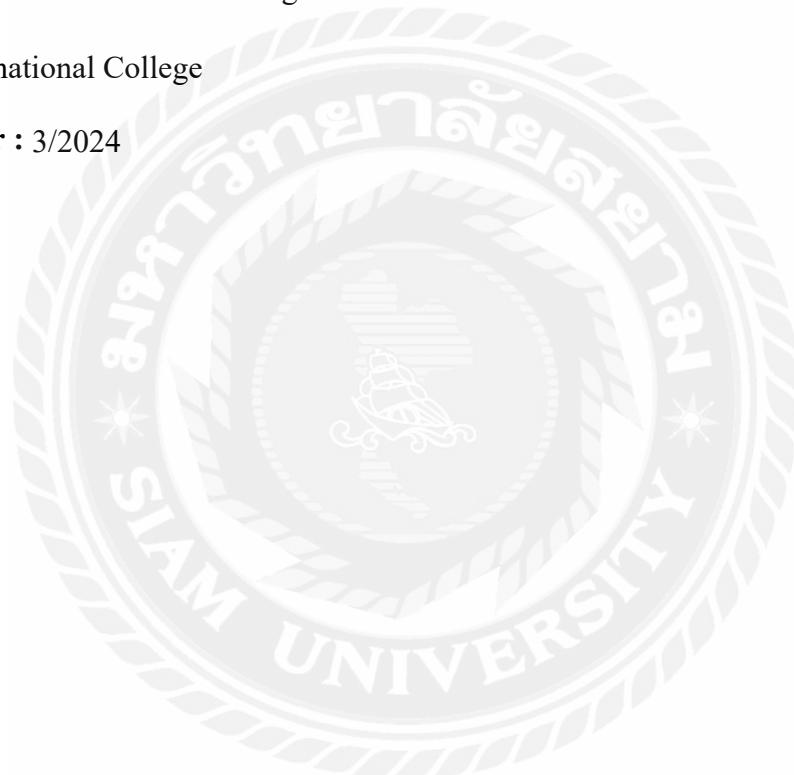
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Abstract

This cooperative education report details a five-month internship as an HR TALENT AQUISITION Intern at Tata Consultancy Services (TCS) Thailand, a leading global provider of IT services and consulting. The internship, conducted from August to December 2025, aimed to bridge academic theory from International Business Management coursework with practical corporate operations. Working within the Talent Acquisition Group (TAG), key responsibilities included managing end-to-end recruitment workflows, sourcing candidate profiles, coordinating with internal teams like HRBPs and RMG, and facilitating the onboarding and offboarding of associates.

Beyond administrative support, the internship involved active participation in high-impact initiatives, such as organizing "Academic Integration Programs" (AIP) and participating in major recruitment events. The study identifies critical operational challenges in the current onboarding process, specifically regarding heavy reliance on manual paperwork, information overload during orientation, and delays in system activation caused by cross-border coordination.

By analyzing these gaps through mixed-method research including surveys and direct observation this report proposes actionable solutions such as full digitalization of documentation and restructured modular orientation sessions. Ultimately, this experience has significantly enhanced professional skills in data management, cross-cultural communication, and problem-solving, providing a robust foundation for a future career in global human resource management.

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Chapter 1 – Internship Overview

1. Company Profile

1.1 Overview of Tata Group



The Tata Group is one of the oldest and biggest business groups in India. It was founded in 1868 by Jamsetji Tata and is based in Mumbai. Today, Tata Group has more than 30 companies working in many different industries such as steel, cars, energy, hotels, consumer products, and information technology. Some of its well-known companies are Tata Steel, Tata Motors, Jaguar Land Rover, Tata Power, Titan, Tata Consumer Products, Indian Hotels, and Tata Consultancy Services (TCS).

The Tata Group operates in over 100 countries and employs more than 900,000 associates worldwide. It is also well known for its focus on community service and social responsibility. A large part of their profits is given back to society through charitable trusts that support education, healthcare, and social programs.

Among all Tata companies, Tata Consultancy Services (TCS) is one of the fastest growing and most successful businesses. Since its start in 1968, TCS has expanded quickly to become one of the world's leading IT service providers. It is also the largest company in the Tata Group by revenue and market value, and it plays a key role in representing the group in the global market.

1.2 About Tata Consultancy Services



Tata Consultancy Services (TCS) is a leading global provider of information technology (IT) services, consulting, and business solutions. Headquartered in Mumbai, India, TCS is part of the Tata Group, one of India's largest and most respected multinational conglomerates. Established in 1968, the company has grown into one of the most influential IT service providers in the world.

Today, TCS operates in over 46 countries with delivery centres and innovation hubs across North America, Europe, Asia-Pacific, and emerging markets. The company employs more than 607,000 professionals, representing over 150 nationalities.

TCS has built a strong reputation for innovation, sustainability, and corporate social responsibility. The company actively sponsors global events, such as the New York City Marathon and the London Marathon, and conducts community engagement programs like TCS IT Wiz, one of India's largest IT quizzes for students, OR GoIt, Go innovates together where IT professionals share their knowledge with the younger generations.

1.2.1 Services provided by TCS

•6 IT Services and Technology Consulting

TCS offers comprehensive IT consulting services to help organizations design, implement, and optimize their technology frameworks. This includes IT strategy development, enterprise architecture planning, system integration, technology modernization, and digital road mapping. TCS consultants work closely with clients to understand their business objectives and recommend technology solutions that align with long-term goals.

- **Application Development and Maintenance (ADM)** One of the core services of TCS is developing customized applications that meet specific business requirements. The company handles the full lifecycle of application development, including requirement analysis, design, coding, testing, deployment, and ongoing maintenance. TCS ensures that applications remain secure, scalable, and up-to-date with changing business needs. Maintenance services include bug fixing, enhancements, performance optimization, and technology upgrades.
- **Business Process Services (BPS)** TCS provides end-to-end business process outsourcing solutions that help organizations improve operational efficiency and reduce costs. These include processes such as finance and accounting, human resource management, procurement, supply chain management, and customer service operations or even IT services. By leveraging automation and analytics, TCS enhances accuracy, reduces processing time, and ensures consistent service quality for clients worldwide.
- **Cloud Computing Services** TCS offers consulting and implementation services for cloud adoption, helping enterprises migrate their applications, data, and infrastructure to cloud platforms such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud. Services include cloud strategy development, migration planning, continuous monitoring, optimization, and cloud-native application development. TCS focuses on building secure, scalable, and cost-efficient cloud environments that meet the needs of modern businesses.
- **Cybersecurity and Risk Management** With the increasing importance of digital security, TCS provides a robust suite of cybersecurity services. These include threat detection and response, identity and access management, vulnerability assessments, compliance management, and

security consulting. TCS operates advanced Security Operations Centres (SOCs) that provide 24/7 monitoring and incident response to protect client data and IT infrastructure from cyber threats.

- **Data Analytics, AI, and Machine Learning**

TCS helps organizations unlock the power of data through advanced analytics and artificial intelligence solutions. The company offers services such as data warehousing, big data processing, predictive analytics, machine learning model development, and business intelligence reporting. These services enable companies to make data-driven decisions, improve customer experiences, detect patterns, optimize operations, and forecast future trends.

- **IT Infrastructure Services**

TCS manages and supports IT infrastructure for clients, ensuring reliability, security, and high performance. These services include data centre management, network administration, desktop and workplace support, server management, and helpdesk services. TCS uses modern tools to monitor systems, prevent downtime, and deliver a seamless technology experience to end-users.

- **Enterprise Application Services**

TCS implements and manages enterprise-wide systems such as Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), and Supply Chain Management (SCM) solutions. The company works with globally recognized platforms, including SAP, Oracle, Microsoft Dynamics, and Salesforce. These enterprise solutions help organizations integrate business processes, improve operational visibility, and enhance decision-making capabilities.

- **Digital Transformation and Emerging Technologies**

TCS plays a key role in driving digital transformation for organizations worldwide. This includes adopting new technologies such as Artificial Intelligence, Internet of Things (IoT), blockchain, robotic process automation (RPA), and augmented reality (AR). These solutions help businesses innovate, automate routine tasks, enhance customer experience,

and gain competitive advantage in the digital world.

- **Quality Engineering and Assurance**

Ensuring software quality is a critical service provided by TCS. Their Quality Engineering and Assurance services involve thorough testing of applications to detect issues before deployment. This includes functional testing, performance testing, security testing, automation testing, and regression testing. TCS ensures that software systems are reliable, user-friendly, secure, and aligned with business requirements.

- **Industry-Specific Solutions**

TCS develops specialized solutions tailored to the needs of specific industries. Examples include:

- **Banking & Financial Services:** Core banking systems, fraud detection, payment solutions
- **Healthcare:** Hospital management systems, digital health platforms, patient data solutions
- **Retail:** Inventory management, e-commerce platforms, supply chain optimization
- **Telecommunications:** Network management, billing systems, customer service platforms

These industry-focused services allow TCS to address unique challenges and deliver targeted outcomes.

- **Engineering & Industrial Services**

TCS provides engineering design, product lifecycle management, and industrial automation services. These include designing automotive components, creating digital twins, improving manufacturing processes, and assisting with product innovation. The company uses advanced digital tools to help industries improve quality, reduce costs, and accelerate time-to-market.

1.3 TCS local profile

Tata Consultancy Services (Thailand) Limited was established in 2008 and is based in Bangkok. It is part of TCS Asia Pacific and provides IT consulting, software development, SAP implementation, and system support services. The company works with major industries in Thailand, including banking, financial services, telecommunications, airlines, and manufacturing. Some of its key customers include

leading Thai banks, telecommunications companies, and regional airlines, where TCS supports digital banking platforms, customer service systems, and enterprise IT solutions. In manufacturing and industrial sectors, TCS provides consulting and system upgrades to improve efficiency and competitiveness.

By bringing global expertise and combining it with local market understanding, TCS Thailand has played an important role in supporting digital transformation in the country. The company employs around 100 professionals and has been recognized for its social responsibility, receiving the Best Country Excellence Award at the Global CSR & ESG Summit 2024.

Company office: Bangkok, Thailand

Business type: IT Consulting and Services

Number of employees: ~700+ in Thailand

Main market: Thailand and APAC region

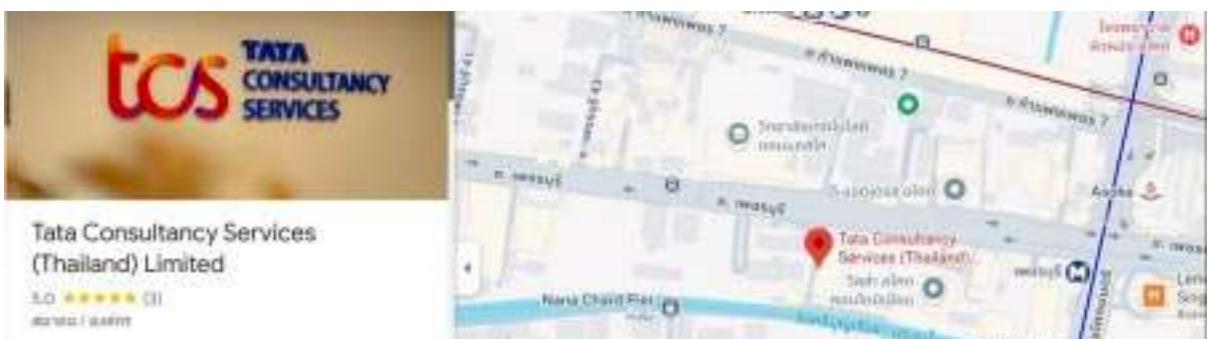
Established: 2008

Recognition: Best Country Excellence Award, CSR & ESG Summit 2024

1.4 TCS location in Thailand

Tata Consultancy Services (Thailand) Limited has its head office in Bangkok. The current office is located at:

1818 RASA Two Tower, 17th Floor, Unit 1707, Phetchaburi Road, Makkasan, Ratchathewi, Bangkok 10400, Thailand



From its Bangkok office, TCS manages head operations like Sales, Management & Human Resources operations for organizations in Thailand and the wider ASEAN region. Employees are often assigned to projects and work directly at customer sites, especially with banks, telecom companies, airlines, and manufacturing firms. This

project-based approach allows TCS staff to collaborate closely with clients and deliver customized solutions.

1.5 Board of director

Mr. Natarajan Chandrasekaran	Chairman, TCS
Mr. K. Krithivasan	Chief executive officer & Managing Director
Ms. Aarthi Subramanian	Executive Director – President & Chief operating officer
Dr. Pradeep Kumar Khosla	Director
Ms. Hanne Birgitte Breinbjerg Sorensen	Director
Mr. Keki M. Mistry	Director
Mr. Al-Noor Ramji	Director
Mr. Sanjay V. Bhandarkar	Director



1.6 Vision & Mission

1.6.1 Tata Group

Vision: To be the most admired and responsible integrated company with leadership across the businesses in which it operates.

Mission: To improve the quality of life of the communities it serves globally, through long-term stakeholder value creation based on trust, innovation, and responsibility.

1.6.2 Tata Consultancy Services

Vision : To build greater futures through innovation, collective knowledge and technology

This vision emphasizes TCS's commitment to driving progress for clients, employees, and communities by leveraging advanced technology and continuous innovation.

Mission : To help customers achieve their business objectives by providing innovative, best-in-class consulting, IT solutions, and services, and to foster culture of continuous learning and social responsibility.”

This mission reflects TCS's dedication to Delivering high-quality services and solutions tailored to client needs, driving digital transformation across industries, promoting employee growth and skill development and acting responsibly towards society and the environment.

1.7 Strategies used by TCS

• Global Delivery Model (GDM)

TCS's global delivery model is one of the most defining strategic pillars, this model helps distribute work across multiple global locations, combining onsite and offshore operations. Where TCS distributes operations which can be done through offshore teams without needing to communicate with customers such as IT operations, or HR offer letter generation to save on time & cost.

Additionally, this allows for:

- 6 24 x 7 productivity
- Lower costs
- Faster turnaround time

- **Standardized Processes & Governance**

TCS utilizes its Integrated Quality Management System (iQMSTM) as a single global standard to ensure "One TCS" delivery across 55 countries. By institutionalizing consistent policies, TCS transforms its massive scale into a predictable, high-efficiency engine that minimizes risk and accelerates client trust.

- **Strong focus on talent & learning**

TCS maintains a competitive edge through its "Learnings for Life" ecosystem, a massive internal engine that prioritizes organic talent development over expensive external hiring. By shifting to a competency-led model and utilizing the "T-Factor" framework, TCS ensures its 600,000+ employees are proficient in cross-functional digital skills. This strategy was most evident in their recent push to train over 300,000 associates in Generative AI, allowing the firm to rapidly deploy specialized teams and future-proof its workforce against technology cycles.

- **Ethical & Sustainable business practices**

TCS integrates the Tata Code of Conduct (TCoC) into its core strategy, aiming for Net Zero emissions by 2030 and a 70% reduction in Scope 1 and 2 emissions by 2025. By leveraging its own technology, such as the TCS Zero Carbon Platform and TCS Clever Energy™, the firm optimizes energy use across its global campuses while helping clients track their own ESG (Environmental, Social, and Governance) metrics. This "purpose-led" approach extends to a Sustainable Supply Chain Policy that mandates ethical labor practices and environmental audits for all partners, ensuring that business growth is decoupled from environmental impact and rooted in community well-being.

- **Early adoption of digital technology**

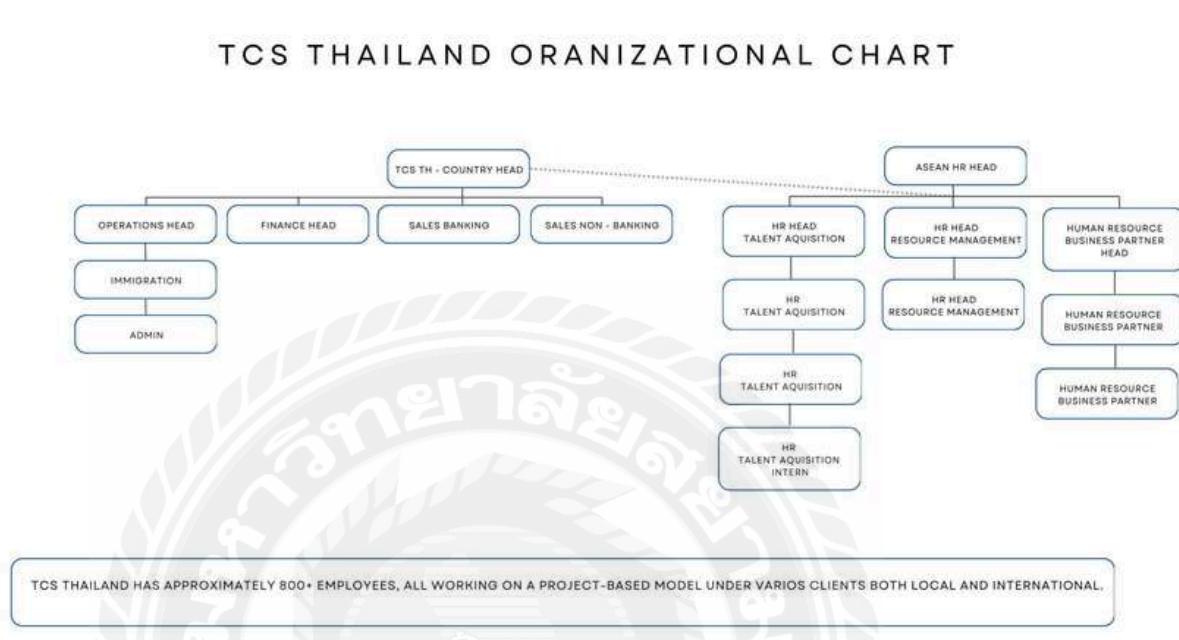
TCS stays ahead by being one of the first to use and master new technologies. Instead of waiting for others to test things out, TCS has moved quickly to become a leader in Artificial Intelligence (AI). By 2026, they have shifted their focus to "AI at scale," which means moving past small experiments to running entire businesses using AI. They have partnered with major tech companies like AMD to build powerful systems and launched platforms like TCS AI WisdomNext™. This allows them to offer "agentic AI" smart tools that can think and act on their own to solve complex problems for customers.

- **Client Centric & Long term partnerships**

TCS focuses on building deep, lasting relationships rather than just making one-time sales. Their business model is organized entirely around the specific goals of each customer, ensuring that services are tailored to solve real business problems. This approach creates "contextual knowledge," where TCS understands a client's operations so well that they become an essential partner. Because of this reliability, the vast majority of their revenue comes from long-standing clients. In 2026, being

named America's Most Reliable IT Services Company and further confirmed that their commitment to consistency and trust is a key part of their global success.

1.8 Organizational structure & Job position in organizational structure



1.9 Intern Job position

During my internship at Tata Consultancy Services (TCS) Thailand, I worked in the Human Resources Department under the role of an HR TAG Intern, where my primary responsibility was to support the Talent Acquisition Group (TAG). I reported directly to Ms. Thaneeporn Atikhunworakarn, Head of HR-TAG, and worked closely with two additional TAG team members, Ms. Supranee Silkoseesak and Mr. Prem Kanchaikam. These three supervisors were the main individuals assigning and guiding my day-to-day tasks throughout the internship. In the TAG function, my work mainly involved supporting various operational activities coordinating candidate interviews, managing candidate documentation, updating recruitment trackers, support employee onboarding and ensuring smooth communication between applicants and the HR team. Through these tasks, I gained practical exposure to the recruitment workflow and the administrative components behind talent management.

In addition to my responsibilities with the TAG team, I was also assigned tasks by the HR Business Partner (HRBP) team, which enabled me to broaden my HR experience beyond recruitment. These assignments included participating in the employee separation process, handling documentation for offboarding, and supporting employee engagement initiatives. I also assisted in preparing for several internal events, which helped me understand the importance of communication and organizational planning within HR operations.

Furthermore, I occasionally supported administrative and office management duties. These tasks involved liaising with external vendors, coordinating office operations, and assisting with financial processes such as arranging vendor payments and preparing tax invoices. Working on these responsibilities strengthened my organizational skills and provided valuable insight into the behind-the-scenes administrative functions that contribute to the smooth running of the HR department.

Overall, my internship provided a comprehensive and hands-on experience in HR operations, talent acquisition, and administrative support. It allowed me to work closely with experienced professionals, develop practical skills, and gain a deeper understanding of how HR functions contribute to the overall success of the organization.

1.10 Intention & motivation to apply to Tata Consultancy Services Thailand

Tata group is a company with a very strong reputation and is highly respected around the world. Although I did not know much about TCS at first, after seeing the job posting on JobsDB, I decided to research more about the company. I soon discovered that TCS is one of the largest IT service providers globally and has established itself in many countries. Learning this made me realize that TCS could offer a great opportunity for my first step into the corporate world, which was one of the main criteria I was looking for when searching for an internship.

The more I learned about TCS, the more confident I became in my decision to apply. I wanted to find a company that had a stable presence in Thailand while also being active internationally, so that I could gain experience working in a truly global environment. TCS matched this perfectly, as they have a diverse workforce and strong global operations, which would give me valuable exposure to different cultures, perspectives, and ways of working.

Another factor that motivated me to choose TCS was the chance to experience working in a large organization with various functions, departments, and projects. I wanted an internship that would challenge me, push me to grow, and help me improve my skills, especially in communication and teamwork. TCS offered exactly that. Even though I did not originally have experience in IT or consulting, I wanted to step outside my comfort zone and learn something new. TCS provided me with the opportunity to gain firsthand experience in the corporate environment and understand the different career paths within the company.

From the moment I understood what TCS stands for and the opportunities it offers, I knew that applying for this internship would be my first real leap into the professional world.

1.10.1 Objective of the internship

- 3 Gain practical experience in a multinational corporate environment.
- 3 Understand the day-to-day operations and processes within TCS.
- 3 Apply academic knowledge to real workplace situations.
- 3 Develop essential professional skills such as communication, teamwork, and problem-solving.
- 3 Learn from experienced professionals and observe how different functions collaborate in a large organization.
- 3 Build a strong foundation for future career opportunities.
- 3 Gain exposure to a diverse and global working environment.

1.11 SWOT Analysis for TCS

Tata ConsultancyServices(TCS) is one of the world's leading IT services, consulting, and business solutions organizations. In Thailand, TCS operates as a trusted technology partner for major enterprises, providing digital transformation, cloud services, system integration, and industry-specific solutions. The following SWOT analysis evaluates the strategic position of TCS Thailand within the Thai and ASEAN IT services market.

1.11.1 Strength

• Strong Global Brand recognition & Credibility TCS is globally recognized as a top-tier IT consulting and digital transformation provider. This strong international reputation supports client trust in Thailand, especially among large organizations in the banking, telecommunications, manufacturing, and public sectors.

TCS is one of the world's largest IT services and consulting firms, giving the Thailand branch strong credibility with enterprises and government agencies.

• Access to Global Expertise and Delivery Centers

TCS Thailand benefits from the company's worldwide network of delivery centers in India, Singapore, Malaysia, and beyond. This global delivery model allows the Thai office to offer high-quality solutions, advanced technical knowledge, and 24/7 support, often at competitive cost.

• Proven Industry Expertise

TCS has extensive experience in key Thai industries, particularly:

Banking and Financial Services : Core banking modernization, digital payment platforms, cybersecurity, and regulatory compliance.

Telecommunications : Network transformation, customer experience solutions, and analytics.

Retail and Manufacturing : Automation, supply chain optimization, and ERP transformation.

This specialisation improves TCS Thailand's ability to deliver tailored, industry-specific solutions.

- **Strong Partnerships with Major Technology Providers**

TCS maintains strong alliances with leading technology companies such as Microsoft Azure, AWS, Google Cloud, SAP, Oracle, and Salesforce. These partnerships enable TCS Thailand to offer end-to end digital and cloud services aligned with the latest global standards.

- **Skilled Workforce and Professional Culture**

The company blends local Thai talent with international specialists, creating a diverse and highly competent workforce. TCS is also known for structured processes, training programs, and its commitment to quality through frameworks like ITIL, Agile, and DevOps.

1.11.2 Weaknesses

- **Limited Local Market Presence Compared to Competitor** Although TCS is globally strong, its physical presence in Thailand is smaller compared to firms like Accenture or IBM, which have more established local consulting teams. This may affect brand visibility among mid-sized Thai companies.

- **Heavy Reliance on Offshore Delivery**

While cost-efficient, reliance on offshore teams can lead to challenges such as communication gaps, time zone differences, or the perception that TCS Thailand is less localized compared to competitors with larger onshore teams.

- **High Competition for Local Tech Talent**

The demand for digital, cloud, and AI professionals in Thailand exceeds supply. This creates hiring challenges and increases operating costs, especially in competitive areas like cloud engineering, cybersecurity, and data science.

- **Perception as a Technology Provider Rather Than Strategic Advisor**

Some Thai clients may still view TCS primarily as an IT outsourcing vendor instead of a business transformation consulting partner, which can limit opportunities in high-value advisory services.

1.11.3 Opportunity

- **Thailand 4.0 and National Digital Transformation Initiatives**

Thailand's national strategy promotes: Digital government services like Smart cities Digital banking Industry 4.0 manufacturing, These initiatives significantly increase demand for IT modernization, cloud migration, cybersecurity, and automation, the areas where TCS has strong expertise and would have an opportunity to play an important role in this transformation.

- **Growth of Digital Banking and FinTech**

Thai banks such as SCB, KBank, and Bangkok Bank are heavily investing in digital platforms, mobile banking, and AI-driven services. TCS's flagship solution, and its experience with global banks position the company to support modernization in the Thai financial sector.

- **Expansion Across the ASEAN Region**

Thailand's strategic location gives TCS the opportunity to expand its services to nearby markets such as Vietnam, Cambodia, Laos, and Myanmar, where digital transformation is accelerating and demand for IT services is increasing.

- **Increasing Cloud Adoption in Thailand**

Major cloud providers, including AWS, Azure, and Google Cloud, are investing in Thai data centres. This trend creates more opportunities for: Cloud consulting Cloud migration Managed cloud services Data governance solutions TCS's strong cloud partnerships support this expansion.

- **Rising Demand for Cybersecurity and Data Compliance**

With Thailand's PDPA (Personal Data Protection Act) and stricter financial regulations, enterprises need secure and compliant systems. TCS's global cybersecurity experience positions it well to support Thai businesses in strengthening data protection.

1.11.4 Threats

- **Intense Market Competition**

TCS faces competition from global consulting firms (Accenture, Deloitte, IBM, Infosys, Wipro) as well as local Thai IT integrators that offer lower-cost and faster localized services. This competitive pressure may influence pricing and market share.

- **Economic and Political Uncertainty**

Economic slowdowns, global recessions, or political instability in Thailand can delay large digital transformation projects, affecting revenue cycles for IT service providers.

- **Regulatory Constraints and Data Sovereignty Issues**

Industries such as banking, insurance, and telecommunications must comply with strict regulations. Requirements around data residency and cross-border data transfer may limit TCS's ability to leverage offshore delivery for certain projects.

- **Rapid Technological Change**

The fast pace of innovation in AI, automation, blockchain, and cloud technologies requires constant investment in training and capability development. Failure to keep pace could reduce competitiveness.

- **Local Talent Shortage**

Thailand's digital workforce is growing but still insufficient to meet rising industry demands. Competition for skilled professionals could challenge TCS's growth and delivery capacity.

Overall, TCS Thailand is well positioned due to its strong global capabilities, industry expertise, and alignment with Thailand's digital transformation goals. The company's main opportunities lie in cloud adoption, digital banking, and national initiatives such as Thailand 4.0. However, competition, local market constraints, and rapid technological change remain significant challenges. With strategic investments in localization, talent development, and industry-specific solutions, TCS Thailand can strengthen its position as a leading technology and consulting partner in the Thai market.

1.12 Objectives of this study

This study was conducted as part of the cooperative education program, at Tata Consultancy Services Thailand, to further explore the company and the corporate environment. The objectives of this study are as follows:

1. Reflect on learning outcomes of the internship
2. Connect classroom learning to real corporate environment
3. identify gaps that occurred during the experience
4. Suggest on how these gaps can be minimized
5. To evaluate the skills utilized during the internship
6. To provide suggestions for improvement.



Chapter 2 : Internship activities

2.1 Job Description

Internship Role : Human Resource Intern – TA functions

Internship Location : TCS Thailand Head Office – RASA TWO tower, Phetchaburi road, Makkasan, Ratchathewi, Bangkok, 10400

Duration of Internship: 5 Months

Internship start date : 4th August, 2025

Internship end date : 26th December, 2025

Department : Human Resource

Industry : Information Technology

2.1.1 Department description

The HumanResource(HR) Department at TCS Thailand is a relatively small but highly efficient team responsible for managing all employee-related processes within the organization. Despite our size, the department plays a crucial role in supporting TCS Thailand's operations and ensuring alignment with the larger global HR framework. The team operates through three core functions: Talent Acquisition (TA), HR Business Partner (HRBP), and the Resource Management Group (RMG). Together, these functions contribute to the overall employee lifecycle, from recruitment and onboarding to development, engagement, and separation.

2.1.1.1 Talent Acquisition

The Talent Acquisition team is responsible for identifying and attracting qualified candidates to meet the organization's workforce needs. At TCS, employees are referred to as Associates, and the TA team ensures that individuals joining the company possess the appropriate skills, values, and mindset.

Key responsibilities of the Talent Acquisition team include:

- Sourcing candidates through job portals, LinkedIn, recruitment agencies, and campus hiring initiatives.
- Screening résumés and conducting preliminary interviews to match candidates with the required technical and behavioral competencies.
- Coordinating with hiring managers to understand project requirements and define job descriptions.
- Managing interview scheduling, communication with candidates, and the final selection process.
- Ensuring a smooth onboarding experience by coordinating documentation, orientation, and initial training.

The TA team at TCS Thailand primarily recruits Thai nationals, as most client engagements require local knowledge, language proficiency, and compliance with regional guidelines. However, in certain specialized roles or client requirements, the team also facilitates the recruitment of expats from other countries.

2.1.1.2 Human Resource Business Partner (HRBP)

The HR Business Partner function is central to building strong relationships between employees and the organization. HRBPs serve as a bridge between the management team and the workforce by ensuring that employee needs, concerns, and feedback are addressed proactively.

Major responsibilities of the HRBP team include:

- Managing employee relations by supporting conflict resolution, addressing grievances, and ensuring a positive work environment.
- Facilitating employee movements, including internal transfers, promotions, and separations.
- Organizing employee engagement activities such as team-building events, cultural celebrations, recognition programs, and wellness initiatives.
- Monitoring employee satisfaction and recommending improvements based on feedback from surveys and interactions.
- Ensuring compliance with labor laws, company policies, and organizational standards.
- Guiding employees through HR processes including performance management, benefits, and workplace policies.

The HRBP function is vital in maintaining TCS Thailand's organizational culture and fostering a sense of belonging among employees. They help ensure that Associates feel supported, motivated, and aligned with company objectives.

2.1.1.3 Resource Management Group (RMG)

The Resource Management Group plays a critical operational role by ensuring that the right people are assigned to the right projects at the right time. Unlike Talent Acquisition, which focuses on hiring new employees, RMG manages the allocation and utilization of both internal associates and external business associates (contract staff).

Key responsibilities of RMG include:

- Tracking the availability of associates and deploying them to client projects based on skill set and demand.

- Coordinating bench management to ensure efficient usage of manpower.
- Managing external associates, including their onboarding, extensions, and clearance.
- Ensuring compliance with client requirements and project staffing guidelines.
- Supporting project managers by providing staffing forecasts and workforce planning insights.

This function is essential for maintaining operational efficiency, minimizing resource gaps, and ensuring timely delivery of client commitments.

2.2 Job responsibilities

As an intern in the Human Resource department, I had the opportunity to work closely with the Talent Acquisition team as well as the HR Business Partner (HRBP) team and the administrative unit, allowing me to gain broad exposure to HR operations. This role enabled me to observe and participate in various HR functions, including employee support, documentation, recruitment coordination, and day-to-day administrative activities. By assisting different teams, I developed a clearer understanding of how HR strategies are implemented at both operational and strategic levels. This experience not only strengthened my organizational and communication skills but also provided valuable insight into how HR contributes to the overall effectiveness of the organization. Mentioned are some of the job responsibilities that I was assigned to do:

- a) Source profiles to fit job description
- b) Record employee data on the master tracker daily
- c) Send emails to university to encourage collaboration
- d) Call universities to inform about activites related to TCS
- e) Maintain employees as well as new joiners' profile for future use
- f) Update new employees' information in tracker
- g) Help resolve employee related issues
- h) Contact candidates to schedule / reschedule interview appointment
- i) Attend job fairs
- j) Contact university to encourage students to take part in activities
- k) Support on onboarding new joiners
- l) Support on employee offboarding
- m) Support in making offer letters
- n) Maintain employee records and upload to TCS database
- o) Occasionally visit customer sites
- p) Help prepare and organize companies' activities
- q) Support in preparing materials such as posters & presentation slides
- r) Support admin functions such as coordinating with vendors for payment
- s) Support in organizing Academic integration program (AIP) at universities

2.3 My contribution as an intern

During my internship, I actively contributed to various Human Resources, recruitment, academic engagement, and administrative functions, gaining practical exposure to corporate operations and professional work culture.

One of my key responsibilities was supporting the recruitment process. I sourced candidate profiles based on job descriptions, contacted candidates to schedule and reschedule interview appointments, and assisted in preparing offer letters. I also supported onboarding and offboarding activities for employees and new joiners, ensuring smooth coordination and proper documentation.

I was responsible for maintaining accurate employee records by updating and managing employee and new joiner information in the master tracker on a daily basis. This included recording employee data, maintaining profiles for future reference, and uploading employee records to the TCS database. I also assisted in resolving employee-related issues by coordinating with relevant teams.

In addition, I played an active role in university engagement and academic collaboration initiatives. I communicated with universities through emails and phone calls to encourage collaboration, informed them about TCS-related activities, and motivated students to participate in company programs. I supported the organization of job fairs and Academic Integration Programs (AIP) at universities, helping strengthen industry-academia relationships.

My responsibilities also included assisting in organizing company activities and events. I supported the preparation of materials such as posters and presentation slides, coordinated with vendors for administrative tasks including payment processing, and occasionally visited customer sites as part of organizational support activities.

Overall, my internship experience allowed me to contribute meaningfully to the organization while developing skills in communication, data management, coordination, and professional teamwork.

2.3.1 Skills learned and improved during internship

During my internship, I developed a wide range of technical, professional, and interpersonal skills that enhanced my understanding of corporate and organizational processes.

1. Recruitment and HR Operations Skills

I gained hands-on experience in recruitment processes such as sourcing candidate profiles based on job descriptions, scheduling and coordinating interviews, supporting onboarding and offboarding activities, and assisting in the preparation of offer letters. This helped me understand end-to-end HR lifecycle management.

2. Data Management and Documentation Skills

I learned how to accurately maintain employee records, update master trackers daily, manage new joiner information, and upload records to organizational databases. This improved my attention to detail, data accuracy, and documentation practices.

3. Communication and Professional Etiquette

The internship enhanced my verbal and written communication skills through regular interaction with candidates, employees, universities, and vendors via emails and phone calls. I also learned professional email drafting, follow-up techniques, and corporate communication etiquette.

4. Coordination and Organizational Skills I developed strong coordination skills by working with multiple stakeholders, including HR teams, universities, vendors, and employees. Supporting job fairs, academic programs, onboarding processes, and company events strengthened my ability to manage multiple tasks efficiently.

5. Event Management and Campus Engagement Skills By attending job fairs and supporting Academic Integration Programs (AIP), I gained exposure to event planning, university engagement, and student outreach activities, enhancing my understanding of employer branding and campus hiring initiatives.

6. Problem-Solving and Employee Support Skills I learned to assist in resolving employee-related issues by understanding concerns, coordinating with appropriate teams, and ensuring timely resolution, which strengthened my problem-solving and people-management abilities.

7. Administrative and Operational Skills

Supporting administrative functions such as vendor coordination, payment follow-ups, and organizing company activities helped me understand internal operational workflows and administrative procedures.

8. Teamwork and Professional Work Culture

Working closely with experienced professionals helped me develop teamwork, adaptability, time management, and a strong sense of responsibility within a corporate environment.

Section 3: Learning Process

3.1 Learning during Co-operative studies

The Cooperative education program has provided me with a valuable opportunity to bridge the gap between academic theory and practical workplace experience. Throughout my internship at Tata Consultancy Services (TCS) Thailand, I was able to apply concepts learned in the classroom to real organizational contexts, while also gaining new insights that could only be acquired through hands-on involvement in a professional environment.

One of the most significant areas of learning was understanding how theoretical management and human resource concepts operate in practice. Subjects such as organizational behaviour, human resource management, and business communication became more tangible as I observed and participated in daily HR operations. Through exposure to Talent Acquisition, HR Business Partner (HRBP), and Resource Management Group (RMG) functions, I gained a clearer understanding of workforce planning, employee lifecycle management, and the strategic role of HR in supporting business objectives within a large multinational organization.

The Cooperative Studies experience also enhanced my professional and interpersonal skills. Working in a corporate environment taught me the importance of professionalism, time management, accountability, and adaptability. I learned how to communicate effectively with colleagues across different levels of the organization, including interns, associates, and managers. Participating in meetings, coordinating tasks, and responding to internal requests helped me improve my written and verbal communication skills, especially in a multicultural and professional setting.

Another key learning outcome was the development of cross-cultural awareness and teamwork skills. TCS Thailand operates within a global framework, requiring collaboration with teams from different countries and cultural backgrounds. This experience strengthened my ability to work respectfully and efficiently in a diverse environment, while also increasing my awareness of cultural differences in communication styles, work expectations, and professional etiquette. These insights are particularly valuable for a student of International Business Management.

In addition, the Cooperative Studies program allowed me to gain exposure to real-world problem-solving and decision-making processes. I observed how HR professionals handle challenges such as recruitment planning, employee engagement, compliance, and resource allocation. Rather than relying solely on textbook solutions, I learned that effective decision making often requires flexibility, collaboration, and consideration of organizational policies and employee well-being.

The experience also encouraged personal growth and self-reflection. Being entrusted with responsibilities increased my confidence and sense of accountability. I learned to take

initiative, seek feedback, and continuously improve my performance. The structured nature of the Cooperative Studies program, combined with real workplace expectations, helped me develop a stronger work ethic and clearer understanding of my strengths and areas for improvement.

Overall, the Cooperative Studies experience at TCS Thailand has been instrumental in shaping my professional outlook. It not only enhanced my technical and soft skills but also clarified my career interests, particularly in human resource management and organizational operations. This learning experience has reinforced the importance of lifelong learning, adaptability, and professionalism, and has prepared me to transition more confidently from academic life into a future professional career.

3.1.1 Applying coursework knowledge

Organization and Management

This course helped me build a strong foundation in understanding how organizations are structured and managed. During my internship at TCS Thailand, this knowledge was especially useful in understanding how the HR department operates within a large multinational organization. I was able to observe how planning, organizing, and coordinating tasks are essential to ensure smooth HR operations across Talent Acquisition, HR Business Partner, and Resource Management Group (RMG) functions. Understanding management structures and team dynamics also helped me see how responsibilities are delegated and how collaboration between teams contributes to efficiency and accountability.

Human Resource Management

The Human Resource Management course was one of the most directly relevant subjects to my role as an HR intern at TCS. It helped me understand recruitment and selection processes, onboarding, employee lifecycle management, and the overall role of HR in supporting employees and business objectives. This knowledge allowed me to better understand the purpose behind daily HR tasks and Talent Acquisition activities, rather than viewing them as purely administrative. As a result, I was able to support HR operations more effectively and with greater awareness.

Organizational Behavior

This course helped me better understand employee behaviour, motivation, leadership styles, and workplace culture. During my internship, I was able to relate these theories to real situations at TCS, such as how teams interact, how managers communicate with associates, and how HR contributes to employee engagement. Understanding these concepts helped me adapt more easily to the corporate environment and improve my professional interactions with colleagues.

Cross-Cultural Business Communication

Working in a multinational organization like TCS required effective communication

across different cultural backgrounds. This course was particularly helpful in understanding how communication styles can vary across cultures and how misunderstandings can be avoided. I applied this knowledge when communicating with colleagues and stakeholders from diverse backgrounds by being more mindful of tone, clarity, and context. This helped me communicate more professionally and respectfully in a multicultural workplace.

Business Communication

The Business Communication course supported my daily responsibilities as an HR intern, especially in writing professional emails and internal communication. The course helped me structure messages clearly and maintain an appropriate professional tone when communicating with associates and managers. This significantly improved my confidence and effectiveness in workplace communication.

Management of International Business

This course helped me understand how global organizations operate across different regions while adapting global policies to local contexts. At TCS Thailand, I observed how global HR frameworks are implemented locally to meet regional requirements. The knowledge gained from this course allowed me to better appreciate how TCS balances global standards with local practices, particularly within HR operations.

Business Ethics

The Business Ethics course helped me understand the importance of confidentiality, integrity, and ethical behavior in the workplace. This was especially relevant in HR, where handling employee information requires a high level of responsibility and professionalism. Observing ethical practices at TCS reinforced the importance of following organizational policies and maintaining trust within the organization.

Business Negotiations

Although I was not directly involved in formal negotiations, this course helped me understand the importance of clear communication, mutual understanding, and professionalism in workplace interactions while working with employees. The skills learned supported my ability to communicate effectively with colleagues, manage expectations, and approach discussions in a structured and respectful manner.

3.1.2 Gap in knowledge from coursework

- Limited exposure to IT courses relevant for HR Operations**

One significant learning gap identified during my internship was the limited exposure to IT-related courses within my academic curriculum. While my coursework provided a strong foundation in management, human resources, and communication, it did not sufficiently cover the use of digital tools and systems that are essential in a technology-driven organization like TCS.

During my daily work as an HR intern, I frequently used employee trackers,

recruitment databases, internal systems, and digital platforms to record employee data, update new joiner information, schedule interviews, and maintain HR records. These tasks required a level of technical familiarity and system navigation skills that were not fully developed through coursework alone. Most IT-related knowledge had to be learned on the job through practice and guidance from team members.

Additionally, tasks such as maintaining accurate databases, uploading employee records, coordinating virtual interviews, and preparing digital materials for job fairs and university engagement activities highlighted the importance of IT proficiency in HR functions. The lack of formal academic training in HR-related information systems and digital tools made the initial learning curve steeper.

This gap emphasized the importance of integrating more practical IT-focused courses into the curriculum, particularly those related to HR systems, data management, and digital workplace tools. Gaining hands-on exposure to such technologies would better prepare students for real-world professional environments, especially in organizations where HR operations are closely supported by technology.

- **Limited exposure to finance-related course**

Another learning gap identified during my internship was the limited exposure to finance-related courses within my academic curriculum. While my studies provided a strong foundation in management and human resources, they offered only a basic understanding of financial concepts, which became more evident during my internship at TCS Thailand.

In the HR department, I was involved in tasks that required coordination with finance-related functions, such as supporting vendor coordination for payments, assisting with administrative processes, and understanding cost-related considerations for recruitment activities, job fairs, and university engagement programs. These responsibilities highlighted the importance of having a basic understanding of budgeting, expense tracking, and financial approval processes.

Due to the limited finance-focused coursework, I initially lacked confidence in interpreting financial information and understanding how HR activities align with budget constraints and cost efficiency. Most of this knowledge was gained through on-the-job learning and guidance from colleagues rather than prior academic preparation.

This gap emphasized the importance of incorporating more practical finance-related courses into the curriculum, particularly those that focus on budgeting, cost management, and financial decision-making within organizational functions such as HR. A stronger foundation in finance would

better equip students to understand the financial implications of operational decisions and collaborate more effectively with finance teams in a corporate environment. Another learning gap identified during my internship was the limited exposure to finance-related courses within my academic curriculum. While my studies provided a strong foundation in management and human resources, they offered only a basic understanding of financial concepts, which became more evident during my internship at TCS Thailand.

- **Business communication Ethics**

During my internship at TCS Thailand, I realized that ethical business communication involves not only how messages are delivered, but also understanding what information should be shared and what should be withheld. While academic coursework introduced general principles of professional communication, the internship highlighted the importance of discretion, sensitivity, and ethical judgment in real workplace interactions especially within the HR function.

In HR-related communication, I learned that certain information must be communicated clearly and professionally, such as interview schedules, onboarding instructions, and general process updates. At the same time, I became aware that some information should not be shared, including confidential employee details, internal decision-making discussions, and sensitive organizational matters. Understanding these boundaries was essential in maintaining trust, confidentiality, and professionalism.

Through daily tasks such as scheduling interviews, responding to candidate inquiries, and coordinating with universities and internal teams, I learned the importance of using appropriate language, maintaining a neutral and respectful tone, and avoiding assumptions or informal expressions that could be misinterpreted. Even small details such as wording in emails, response timing, and choice of phrases played a significant role in ensuring ethical and professional communication.

I also learned that “what not to say” is equally important when handling employee concerns or external communication. Avoiding personal opinions, speculative statements, or unverified information helped prevent misunderstandings and protected both the organization and individuals involved. When unsure, I learned to escalate matters to supervisors rather than providing incomplete or inappropriate responses.

This experience emphasized that ethical business communication goes beyond grammar and presentation skills. It requires awareness, responsibility, and judgment especially in HR, where communication directly affects employees, candidates, and the organization’s reputation. The internship allowed me to develop a stronger sense of professional ethics and reinforced the importance

of thoughtful communication in a corporate environment.

3.2 problem identified during internship period

During my internship at Tata Consultancy Services (TCS) Thailand, I observed several challenges within the orientation and onboarding process for new associates. While the process is comprehensive, certain operational inefficiencies affected both the employee experience and overall productivity.

On the first day, new associates are required to visit the TCS Thailand headquarters to attend an orientation session. The initial information-sharing session conducted in the first half of the day involves very lengthy presentation slides, many of which contain repeated content. This often results in information overload, making it difficult for new associates to retain key details effectively.

After lunch, associates are required to complete multiple paper-based forms, including insurance information, background check declarations, and provident fund documentation. The heavy reliance on physical paperwork increases the risk of human error, misplacement of documents, and delays in data processing. It also contributes to unnecessary paper waste, which could be reduced through digitalization.

Following documentation, associates are guided to log in to the internal system known as Ultimatix. However, this step depends on the activation of the employee ID, which is managed by teams based in India. Due to time zone differences and dependency on overseas teams, the activation process can take up to half a day or longer. In some cases, activation is further delayed due to missing documents or incomplete information.

As a result of delayed employee ID activation, new associates are often unable to receive their laptops on the same day. Laptop issuance is dependent on system access and requires associates to download the necessary company portal application on their mobile devices. In several instances, associates had to wait an extended period, sometimes not receiving their laptops until the following day which limited their ability to begin work immediately.

Additionally, the onboarding process involves coordination with multiple third-party vendors and overseas teams. This dependency increases processing time and often requires new associates to remain at the office while waiting for procedures to be completed. Such delays can negatively impact the first-day experience and create frustration among new joiners.

Overall, while the orientation and onboarding process at TCS Thailand is well-structured in intent, the reliance on manual documentation, multiple external parties, and overseas system activation contributes to delays and inefficiencies. These challenges highlight the need for greater process integration, increased digitalization, and improved coordination across teams to enhance the onboarding experience for new associates.

3.2.1 problem statement

Despite having a structured orientation and onboarding system, the onboarding process at Tata Consultancy Services (TCS) Thailand faces several operational challenges that affect efficiency and the overall experience of new associates. The process relies heavily on paper-based documentation, involves multiple third-party vendors, and depends on overseas teams for system and employee ID activation. These factors contribute to delays in access to essential systems and resources, such as laptops and internal platforms, preventing new associates from becoming productive on their first day.

Additionally, lengthy and repetitive orientation sessions lead to information overload, reducing the effectiveness of knowledge transfer. Time zone differences, missing documentation, and limited process integration further slowdown onboarding activities, requiring new associates to wait at the office for extended periods without being able to commence their assigned tasks.

These inefficiencies highlight the need for process optimization, increased digitalization, and improved cross-functional coordination to enhance onboarding efficiency, reduce administrative delays, and improve the overall employee experience during the initial stage of employment. Despite having a structured orientation and onboarding system, the onboarding process at Tata Consultancy Services (TCS) Thailand faces several operational challenges that affect efficiency and the overall experience of new associates. The process relies heavily on paper based documentation, involves multiple third-party vendors, and depends on overseas teams for system and employee ID activation. These factors contribute to delays in access to essential systems and resources, such as laptops and internal platforms, preventing new associates from becoming productive on their first day.

Additionally, lengthy and repetitive orientation sessions lead to information overload, reducing the effectiveness of knowledge transfer. Time zone differences, missing documentation, and limited process integration further slowdown onboarding activities, requiring new associates to wait at the office for extended periods without being able to commence their assigned tasks.

These inefficiencies highlight the need for process optimization, increased digitalization, and improved cross-functional coordination to enhance onboarding efficiency, reduce administrative delays, and improve the overall employee experience during the initial stage of employment.

3.2.2 proposed solution

Digitalization of the Onboarding Process The onboarding process should be transitioned from paper-based documentation to a fully digital system. New associates should be allowed to complete insurance details, background check forms, and provident fund documentation online before their joining date. This would significantly reduce paperwork, minimize human error, and improve overall efficiency on the first working day.

Pre-Activation of Employee ID and System Access Employee IDs and system access should be initiated prior to the associate's start date. Better coordination between local HR, IT teams, and overseas support teams would help reduce activation delays caused by time zone differences. Pre-activation would ensure that laptops and system access are available on the first day, allowing associates to begin work without unnecessary waiting.

Improved Orientation Structure The orientation program should be redesigned to avoid long and repetitive information-sharing sessions. Content can be divided into shorter modules and delivered through a mix of pre-recorded videos and live sessions. Role-specific orientation materials would help new associates better understand their responsibilities and adapt more quickly to the organization.

Improved Coordination with Third-Party Vendors

Clear timelines and responsibilities should be established with third-party vendors involved in onboarding processes, particularly those based overseas. Setting service level expectations and assigning a process owner to monitor progress would help reduce delays and improve accountability across all parties involved.

Centralized Tracking and Monitoring System

A centralized onboarding tracking system should be implemented to monitor each step of the onboarding process. This would allow HR teams to quickly identify bottlenecks, follow up on pending tasks, and ensure a smoother onboarding experience for new associates.

Continuous Feedback and Process Improvement

Feedback should be collected from new associates after the completion of the onboarding process. Analyzing this feedback would help identify recurring issues and areas for improvement. Continuous evaluation and refinement of the onboarding process would contribute to a more efficient and positive onboarding experience in the long term.

Digitalization of the Onboarding Process, The onboarding process should be transitioned from paper-based documentation to a fully digital system. New associates should be allowed to complete insurance details, background check forms, and provident fund documentation online before their joining date. This would significantly reduce paperwork, minimize human error, and improve overall efficiency on the first working day.

3.3 significance of the study

The significant of this study is to highlight practical challenges observed during the onboarding and orientation process at Tata Consultancy Services (TCS) Thailand and proposes actionable solutions to improve efficiency and employee experience. By analysing real workplace practices through the perspective of an HR intern, the study provides insights grounded in actual operational experience rather than purely theoretical assumptions.

From an organizational perspective, the findings of this study can help TCS Thailand identify process gaps related to onboarding, system activation, and cross-functional coordination. Implementing the proposed improvements may reduce administrative delays, enhance productivity from the first working day, and improve overall employee satisfaction during the initial stage of employment.

From an academic perspective, this study demonstrates how theoretical knowledge from coursework can be applied to real-world organizational problems. It bridges the gap between classroom learning and professional practice by showing how HR concepts, process management, and business communication principles are implemented and challenged in a corporate environment.

For future students and interns, this study provides valuable insights into the realities of HR operations within a multinational organization. It can serve as a reference for understanding common onboarding challenges and the importance of adaptability, digital skills, and ethical communication in professional settings.

Lastly, the study contributes to the continuous improvement of cooperative education programs by identifying learning gaps and areas where academic curricula can be enhanced. By aligning coursework more closely with industry practices, institutions can better prepare students for workplace expectations and professional responsibilities. This study is significant as it highlights practical challenges observed during the onboarding and orientation process at Tata Consultancy Services (TCS) Thailand and proposes actionable solutions to improve efficiency and employee experience. By analyzing real workplace practices through the perspective of an HR intern, the study provides insights grounded in actual operational experience rather than purely theoretical assumptions.

From an organizational perspective, the findings of this study can help TCS Thailand identify process gaps related to onboarding, system activation, and cross-functional coordination. Implementing the proposed improvements may reduce administrative delays, enhance productivity from the first working day, and improve overall employee satisfaction during the initial stage of employment.

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3.4 literature review

Employee onboarding is a critical human resource function designed to help new hires adjust to their social and performance environments while becoming productive contributors (Bauer, 2010). Research indicates that effective onboarding transcends mere paperwork; it is a holistic process that builds employee confidence, clarity, and organizational belonging (Kammeyer-Mueller & Wanberg, 2003).

- **Core Objectives and Organizational Impact**

A well-structured onboarding process is directly linked to higher job satisfaction, reduced early-stage turnover, and increased long-term commitment (Allen, 2006). Conversely, poor onboarding management can lead to employee confusion and decreased motivation, particularly in large multinational corporations where complex departmental structures often complicate the integration process (Bauer & Erdogan, 2011).

- **The Shift to Digital Systems**

The literature increasingly highlights the necessity of digital onboarding systems to replace manual, paper-based methods. Digital platforms reduce human error, eliminate redundant data entry, and allow HR teams to track progress with greater consistency (Stein & Christiansen, 2010). Research by Davila and Pina-Ramirez (2018) suggests that automation not only improves operational efficiency but also enhances the "new hire experience" by providing a seamless transition into the company.

Orientation Design and Information Management

- While orientation is vital for introducing company culture, research warns against "information overload." When employees are presented with excessive data in a short timeframe, retention rates drop significantly (Dai & Hull, 2016). Best practices advocate for "chunking" information delivering shorter, structured sessions focused on practical, role-specific details rather than long, repetitive presentations (Klein et al., 2015).

Cross-Functional Coordination

Successful onboarding requires tight coordination between HR, Information Technology (IT),

- and external vendors. The timely activation of employee IDs, system access, and hardware allocation (such as laptops) is essential for day-one productivity. Delays in these technical

areas often lead to a negative first impression and lost momentum (Watkins, 2013).

3.5 Methodology

The purpose of this study was to evaluate the onboarding and orientation process at TCS Thailand and identify challenges that affect new joiners' experience and early productivity.

To achieve this purpose, a mixed-method research approach was used. This approach combines both quantitative and qualitative methods, allowing the study to collect numerical data as well as detailed opinions and experiences. Using both methods helped provide a more complete understanding of the onboarding process.

The sampling technique used was purposive sampling, meaning participants were selected because they had direct experience with onboarding. The participants included:

- New employees who recently joined TCS Thailand
- HR staff members who were involved in onboarding and orientation activities

The data collection methods used in this study were as follows:

- **Questionnaire Survey**

A Likert-scale questionnaire was given to new joiners after they completed orientation and received their laptops. The survey measured satisfaction levels related to onboarding, clarity of information, and availability of tools and systems. Example - "How satisfied were you with the overall onboarding process", "How satisfied are you with the usefulness of information provided on onboarding day".

- **Open-Ended Feedback Questions**

Open-ended questions were included to allow participants to freely express their opinions about onboarding challenges, delays, and areas that needed improvement.

- Example - "Provide your feedback on the TCS onboarding process"

- **Informal Verbal Discussions**

Informal discussions were conducted with HR colleagues who were directly involved in onboarding. These conversations provided insights into internal processes, coordination challenges, and operational difficulties. Example - "Which parts of the onboarding process do you think consumes the most time", "How would you describe the coordination between departments during the onboarding processes"

- **Direct Observation**

As an HR intern, direct observation of daily onboarding activities was conducted throughout the internship period. This included observing document preparation, coordination with IT teams, communication with new joiners, and system activation procedures.

Using multiple data sources helped increase the accuracy and reliability of the findings, as similar issues were identified through different methods.

3.6 data analysis

The data analysis for this study was based on information collected through questionnaire surveys from new joiners, open-ended feedback, informal discussions with HR staff, and direct observation during daily onboarding activities. The analysis focuses on understanding how effective the onboarding process is in practice and identifying areas where improvements are needed. The findings are discussed in three main areas: onboarding process, tools and system readiness, and internal coordination and communication.

3.6.1 Analysis of the Onboarding Process

The survey results show that approximately 70% of new joiners rated the overall onboarding process as satisfactory. This suggests that TCS Thailand has a structured onboarding framework in place and that most new employees feel generally positive about their initial experience. Orientation sessions successfully introduce company values, policies, and organizational culture, which helps new joiners understand the company at a high level.

However, despite this overall satisfaction, detailed feedback and observation reveal several weaknesses. Many new joiners mentioned that orientation sessions were too long and information-heavy. The presentations often included repeated content and covered many topics in a long period of time. As a result, new joiners found it difficult to concentrate throughout the session and retain important information.

From my observation, new joiners appeared attentive at the beginning of the orientation but gradually became less engaged as the session progressed. This indicates that while the content is useful, the delivery method may not be optimal. In practical terms, information overload can reduce the effectiveness of onboarding, as new employees may forget key procedures, contacts, or expectations once they start work.

In addition, several respondents reported that role expectations were not fully clear after orientation. While general company information was well explained, there was limited focus on role-specific responsibilities, daily tasks, and performance expectations. This may cause new joiners to feel uncertain during their first few days and rely heavily on supervisors or colleagues for clarification.

In my opinion, this issue does not reflect a lack of effort from HR staff, but rather the challenge of balancing standardized orientation content with individual role needs in a large organization.

3.6.2 Analysis of Tools, Resources, and System Readiness

System access and tool availability are critical factors that affect new joiners' ability to begin work effectively. The survey results show that only around 60% of new joiners received full system access and laptops on their first working day. This indicates a significant gap between

onboarding planning and actual execution. Based on feedback and observation, delays were mainly caused by dependencies on multiple teams, particularly overseas IT teams responsible for employee ID and system activation. Time zone differences, approval workflows, and incomplete documentation often slowed down the process. In some cases, new joiners had to wait several hours or even until the next day to receive their laptops and system access.

From a practical perspective, these delays have a strong impact on new joiners' confidence and motivation. New employees often expect to start learning and contributing from their first day. When they are unable to log in to systems or receive basic tools, they may feel unproductive or disconnected from the organization.

The researcher also observed that HR staff spent a considerable amount of time following up with IT teams and vendors to resolve these issues. This not only delays onboarding but also increases the workload and pressure on HR personnel. In the long run, such inefficiencies may affect overall HR productivity and employee satisfaction.

3.6.3 Analysis of Internal Coordination and Communication

Feedback from HR staff and direct observation revealed that internal coordination is one of the biggest challenges in the onboarding process. Onboarding at TCS Thailand involves multiple parties, including HR, IT, overseas teams, external vendors, and new joiners. While each party performs its role, the lack of clear timelines and standardized procedures often leads to delays.

HR staff mentioned that many onboarding tasks rely on manual follow-ups through emails, messages, and phone calls. This manual coordination increases the risk of miscommunication and slows down decision-making. In addition, when responsibilities are not clearly assigned, tasks may be delayed or repeated.

From the researcher's observation, communication gaps sometimes resulted in new joiners waiting without clear explanations. This can create frustration and negatively affect their first impression of the organization. Even though HR staff made strong efforts to assist new joiners, limitations in system control and cross-functional dependency reduced their ability to resolve issues quickly.

these coordination challenges are common in large multinational organizations, especially those operating across different countries and time zones. However, clearer ownership, standardized checklists, and defined timelines could significantly reduce confusion and improve efficiency.

3.6.4 Summary of Key Problems Identified and Interpretation

Based on the data collected from surveys, staff feedback, and direct observation, several key problems were identified in the onboarding and orientation process at TCS Thailand. These problems are summarized below:

Main Problems Identified:

- Lengthy and repetitive orientation sessions leading to information overload
- Lack of clear role-specific information during onboarding
- Delays in system access and employee ID activation
- Late laptop allocation on the first working day
- Heavy reliance on manual and paper-based documentation
- High dependency on overseas IT teams and external vendors
- Lack of standardized onboarding steps and timelines
- Communication gaps between HR, IT, and other supporting teams
- The problems identified above indicate that while the onboarding process at TCS Thailand is well-structured in theory, practical execution issues reduce its effectiveness.
- Lengthy orientation sessions and repeated content make it difficult for new joiners to focus and retain important information. This may result in confusion and uncertainty during the initial working period.

The lack of role-specific information suggests that onboarding is designed mainly at a general organizational level, with limited customization for individual job roles. As a result, new joiners may understand company policies but still feel unsure about their daily responsibilities.

System access delays and late laptop allocation were found to be some of the most impactful issues. These problems directly affect new joiners' ability to start work and contribute effectively. From an operational perspective, such delays also increase the workload of HR staff, who must continuously follow up with IT teams and vendors.

The reliance on manual documentation and cross-border system activation further increases the risk of errors and delays. Communication gaps and unclear ownership of onboarding tasks make it difficult to resolve issues quickly, especially in a multinational environment.

Overall, these findings suggest that onboarding challenges at TCS Thailand are primarily process-related rather than people-related. Addressing these issues through digitalization, better coordination, and clearer onboarding procedures would significantly improve efficiency and the overall new joiner experience.

Based on the key problems identified in Section 3.6, several practical solutions are proposed to improve the onboarding and orientation process at TCS Thailand. These solutions focus on reducing delays, improving coordination, and enhancing the overall experience of new joiners. The proposed solutions and their application are explained below.

The main solutions identified to address the onboarding challenges are as follows:

- Digitalization of onboarding documentation
- Streamlining and restructuring orientation sessions
- Pre-activation of employee ID and system access
- Ensuring laptop and tool readiness on the first working day
- Improving cross-functional coordination and communication
- Establishing standardized onboarding steps and clear ownership
- Application of the Proposed Solutions**
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- **Digitalization of Onboarding Documentation**

One of the main issues identified during the onboarding process was the heavy reliance on paper-based documentation. To address this, TCS Thailand can transition onboarding forms such as insurance details, background check declarations, and provident fund documents to an online system.

In practice, new joiners can be given access to a secure online portal before their joining date. This would allow them to complete required documents in advance, reducing paperwork on the first day. Digital forms would also minimize human errors, improve data accuracy, and make document storage and retrieval more efficient. For HR staff, this would reduce manual data entry and administrative workload.

Streamlining and Restructuring Orientation Sessions

- Orientation sessions should be redesigned to reduce information overload. Instead of long and repetitive presentations, the content can be divided into shorter sessions focusing on essential information. In application, general company information can be delivered through pre-recorded videos or online materials that new joiners can review at their own pace. On the first working day, orientation sessions can focus more on practical topics such as workplace procedures, reporting lines, and role expectations. This approach would improve engagement and help new joiners better understand their responsibilities.

Pre-Activation of Employee ID and System Access

- Delays in system access were one of the most common challenges identified in the data analysis. To address this issue, employee ID creation and system activation should begin before the joining date. In practice, once a candidate accepts an offer and submits all required documents, HR can initiate system activation requests in advance. Clear timelines can be set with overseas IT teams to ensure access is ready on or before the first day. This would allow new joiners to log in to systems, complete mandatory training, and begin work immediately.

Ensuring Laptop and Tool Readiness on the First Working Day

- Laptop delays significantly affect new joiners' first-day productivity. To improve this, laptop allocation should be planned ahead of time. In application, HR and IT teams can prepare laptops in advance based on confirmed joining lists. Devices can be configured and tested before the joining date, ensuring that new joiners receive their laptops on the first day. This would reduce waiting time and create a more positive first impression of the organization.

- **Improving Cross-Functional Coordination and Communication**

Effective onboarding requires close coordination between HR, IT, vendors, and overseas teams. To improve coordination, clear communication channels and timelines should be established. In practice, TCS Thailand can assign a single point of contact for each onboarding batch. Regular coordination meetings or shared tracking systems can be used to monitor progress and address issues early. This would reduce misunderstandings and improve accountability across teams.

- **Establishing Standardized Onboarding Steps and Clear Ownership**

The lack of standardized onboarding steps was identified as a major challenge. To address this, a clear onboarding checklist and process flow should be developed. In application, each onboarding step can be assigned to a specific team or individual, with clear deadlines. This would ensure that tasks are completed on time and reduce dependency on manual follow-ups.

Standardization would also improve consistency and quality across all onboarding batches.

Applying these solutions would significantly improve the efficiency and effectiveness of the onboarding process at TCS Thailand. New joiners would experience smoother onboarding, faster system access, and clearer role understanding. HR staff would benefit from reduced workload, fewer manual tasks, and better coordination.

From the researcher's perspective, these improvements would not only enhance employee satisfaction and productivity but also strengthen TCS Thailand's employer brand and operational excellence.



Chapter 4 : Conclusion

4.1 Discussion and conclusion

This chapter discusses the overall findings of the internship study and concludes the analysis of the onboarding and orientation process at Tata Consultancy Services (TCS) Thailand. The discussion is based on the data analysis conducted in Chapter 3 and reflects both organizational practices and personal observations gained during the internship.

The findings indicate that TCS Thailand has a well-established onboarding framework that aligns with global organizational standards. The onboarding and orientation process successfully introduces new joiners to the company's culture, values, policies, and general working environment. Most new joiners expressed overall satisfaction with the onboarding experience, showing that the foundation of the process is effective.

However, the study also identified several operational challenges that reduce the effectiveness of onboarding in practice. These challenges mainly relate to lengthy orientation sessions, delays in system access and laptop allocation, heavy reliance on manual documentation, and coordination issues between HR, IT, overseas teams, and vendors. These problems do not indicate a lack of commitment or professionalism among staff, but rather reflect process complexity within a large multinational organization.

The discussion highlights that onboarding challenges are primarily process-related rather than people-related. HR staff demonstrated strong effort and responsibility, but limitations in system readiness and cross-functional dependency reduced their ability to deliver a smooth onboarding experience consistently. Delays experienced by new joiners affected their early productivity and confidence, especially during their first working days.

In conclusion, while TCS Thailand's onboarding process is structured and well-intentioned, there is room for improvement in execution. Enhancing digitalization, improving coordination, and redesigning orientation delivery would significantly improve onboarding efficiency. Addressing these issues would help new joiners feel more prepared, confident, and engaged, while also reducing operational pressure on HR staff.

4.2 summary of the internship

This internship at Tata Consultancy Services (TCS) Thailand provided extensive exposure to practical human resource operations within a multinational organization. Throughout the internship period, I was actively involved in supporting daily HR functions, with a primary focus on employee onboarding and orientation processes. The internship allowed me to apply theoretical knowledge gained from academic studies to real workplace situations while gaining a deeper understanding of corporate HR practices.

One of the main responsibilities during the internship was assisting with the onboarding process for new joiners. This included preparing onboarding documents, checking the completeness of employee records, and ensuring that all required forms were properly collected and submitted. I assisted in organizing documents related to employee personal details, insurance enrollment, background verification, and internal HR records. Through this task, I learned the importance of accuracy,

confidentiality, and attention to detail in HR operations. In addition to documentation, I supported the coordination process between HR, IT teams, and external vendors. This involved tracking employee ID creation, system access requests, and laptop allocation for new joiners. I frequently followed up on pending requests, updated onboarding trackers, and communicated progress to relevant stakeholders. This responsibility helped me understand how cross-functional coordination works in a large organization and how delays in one area can impact the entire onboarding process.

I was also involved in assisting orientation sessions for new employees. This included preparing orientation materials, supporting logistical arrangements, and assisting HR staff during the sessions. Observing orientation programs provided insight into how company values, policies, and expectations are communicated to new joiners. It also allowed me to identify areas where sessions could be improved, such as reducing repetition and improving engagement.

Another important task during the internship was handling communication with new joiners. I assisted in responding to inquiries related to onboarding schedules, documentation requirements, system access, and first-day procedures. This experience improved my professional communication skills and taught me how to respond clearly, politely, and professionally to employee concerns.

Throughout the internship, I also participated in tracking and reporting onboarding progress. This included updating spreadsheets or tracking tools, identifying pending tasks, and highlighting issues that required attention. By being involved in these activities, I gained a clear understanding of how HR teams monitor onboarding efficiency and ensure compliance with organizational standards.

In addition to onboarding, I was exposed to other HR-related administrative tasks, such as supporting recruitment documentation, assisting with internal HR coordination, and learning about HR policies and procedures. This broader exposure helped me understand the overall HR function beyond onboarding and how different HR activities are interconnected.

Overall, the internship provided a comprehensive learning experience that combined administrative tasks, coordination responsibilities, communication activities, and process observation. It offered practical insights into how HR departments operate in a multinational company and how structured processes support employee management and organizational efficiency.

4.2.1 Self-assessment of the experience

From a personal perspective, this internship was a significant learning experience that contributed to both professional growth and personal development. One of the key skills developed during the internship was communication. Regular interaction with HR colleagues, IT teams, and new joiners helped improve confidence in professional communication, both written and verbal.

Another important skill gained was organizational and coordination ability. Managing multiple onboarding tasks simultaneously required careful attention to detail and effective time management. The experience improved the ability to prioritize tasks and work under deadlines, especially during peak onboarding periods.

The internship also strengthened problem-solving skills. Many onboarding challenges required quick thinking and adaptability, particularly when dealing with system delays or incomplete documentation. Learning how to remain calm and professional while addressing

issues was an important personal achievement. In addition, the internship increased understanding of professional ethics, workplace responsibility, and confidentiality. Handling employee information required a high level of accuracy and discretion, reinforcing the importance of trust and accountability in HR roles.

Overall, the internship helped build confidence, professionalism, and readiness for future career opportunities, particularly in the field of human resource management and corporate operations.

4.2.2 Limitations of experience

Although the internship at Tata Consultancy Services Thailand provided valuable learning opportunities, there were several limitations that affected the overall experience and the scope of this study. These limitations were mainly related to time, access, role boundaries, and dependency on multiple stakeholders, as highlighted in the presentation.

One major limitation was the **limited internship duration**. The internship period allowed observation and participation only in short-term onboarding activities. Due to time constraints, it was not possible to evaluate the long-term effectiveness of onboarding improvements or observe the full employee lifecycle after onboarding. As a result, the findings are based mainly on initial onboarding stages rather than long-term outcomes.

Another limitation was **restricted system and data access**. As an intern, access to confidential HR systems, employee databases, and decision-making platforms was limited. While this restriction was necessary to maintain data privacy and security, it reduced the opportunity to fully understand strategic HR planning, system configurations, and internal approval processes. This limitation also meant that some onboarding delays could only be observed but not directly resolved.

The internship experience was also limited by the **defined role of an intern**. Most responsibilities involved supporting tasks, coordination, and documentation rather than decision-making. This restricted involvement in higher-level planning or process redesign activities. As a result, the ability to directly implement improvements was limited, and most contributions were advisory or supportive in nature.

Another important limitation was the **high dependency on cross-functional and overseas teams**, particularly IT teams located in different countries. System access, employee ID creation, and laptop allocation depended heavily on external teams and vendors. Time zone differences and approval workflows sometimes caused delays that were beyond the control of the local HR team and the intern.

Additionally, the study focused on **a single organization and location**, which limits the generalizability of the findings. Onboarding practices at TCS Thailand may differ from those in other branches or industries. Feedback collected from new joiners was also based on individual perceptions, which may involve subjective opinions.

Despite these limitations, the internship still provided meaningful insights into real-world HR operations. Understanding these constraints helped develop realistic expectations, adaptability, and problem-solving skills, which are essential for professional growth in a

corporate environment.

4.3 Recommendation

Based on the challenges identified during the internship and the subsequent analysis, the following recommendations are proposed to enhance the efficiency of the onboarding process and improve the overall experience for new associates at TCS Thailand:

Complete Digitalization of Onboarding Documentation : Transition from paper based forms to a fully integrated digital onboarding portal. This would allow new joiners to complete essential documents such as insurance enrollment, background check declarations, and provident fund forms remotely before their start date. This shift will minimize human error, reduce physical paper waste, and allow HR to focus on engagement rather than administrative paperwork on the first day.

Restructured and Modular Orientation Sessions To prevent information overload : to redesign the orientation program into shorter modular sessions. General company history and global policies could be delivered through pre recorded videos that associates review at their own pace. On site sessions should be reserved for interactive, role specific information and practical workplace procedures, ensuring better retention of critical details.

Preemptive System Activation and Hardware Readiness : Local HR should collaborate with overseas IT teams to initiate employee ID creation and system access requests immediately upon a candidate's offer acceptance. Establishing a standardized Service Level Agreement (SLA) with overseas support will help ensure that internal IDs are active and laptops are configured and tested before the associate arrives. This ensures Day One Productivity, allowing new hires to log in and begin work without frustrating delays.

Establishment of a Centralized Onboarding Tracker : Implement a centralized tracking system with clear ownership for each stage of the onboarding process. This tool would allow HR, IT, and administrative teams to monitor the status of background checks, ID activation, and equipment allocation in real time. A single point of contact for each batch would help reduce communication gaps and ensure accountability across different departments and time zones.

Regular Feedback Loops for Continuous Improvement : TCS Thailand should implement a post onboarding survey for all new associates at the end of their first week. Systematically analyzing this feedback will help the HR department identify recurring bottlenecks and adapt processes to meet the evolving needs of the workforce, ensuring that TCS remains an employer of choice in the competitive Thai IT market.

APPENDIX

Daily Diary (Signed by Internship Supervisor) :

Week 1	
Monday 04/08/2025	<ul style="list-style-type: none"> ● Attended employee orientation ● Understand the company's values & culture ● Meet internship supervisors ● Understand company policies and procedures ● Familiarize with organizational structure & reporting lines ● Introduced to everyone in the office
Tuesday 05/08/2025	<ul style="list-style-type: none"> ● set up company provided laptop ● Receive company's mail ID ● 3 Complete mandatory training sessions as per company's policy Began updating excel sheets containing new employee's information
Wednesday 06/08/2025	<ul style="list-style-type: none"> ● Contact candidates to reschedule interview appointments ● Sent emails requesting documents from new candidates ● Assisted in creating a welcome poster for new joiner ● Coordinated with candidate to schedule on-site interview ● 3 Attended a briefing session on HRBP roles and responsibilities & upcoming events/projects
Thursday 06/08/2025	<ul style="list-style-type: none"> ● Drafted emails to university partner for Code Vita competition invitation Studied the employee orientation presentation & materials ● Reviewed internal onboarding documents for new employees ● Familiarize with procedures for employee onboarding and orientation
Friday 07/08/2025	<ul style="list-style-type: none"> ● Created Microsoft form for team-building activity registration ● Updated employee database with recent entries ● Revised employment offer letter and make a few changes ● Prepared onboarding documents for new employees ● Organized and arranged employee's documents for onboarding on 13/08

Week 2

Monday 11/08/2025 Working Hours 9am - 6pm	TOOK ONE DAY LEAVE TO HELP WITH UNIVERSITY'S GRADUATION CEREMONY
Tuesday 12/08/2025 Working Hours 9am - 6pm	PUBLIC HOLIDAY
Wednesday 13/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Printed and prepared documents required for employee onboarding Assisted in onboarding new employees • Supported in creation and preparation of job offer letters • Learned about employee hiring process and company's organizational structure.
Thursday 14/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Uploaded employee documents to the company's cloud storage Scanned documents and added them to the respective employee folders Coordinate with new joiners to process access card • Collected and organized documents for new hires
Friday 15/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Studied and understood the employee deboarding process • Assisted in deboarding an employee • Helped prepare and process provident fund documents to the company's cloud storage Learned about phone interview process & employee position's relevance to the company

Week 3	
Monday 18/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Support RMG Onboarding • Compile employees documents • Track & update candidate's information • Study candidate's position role
Tuesday 19/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Visited telecom customer site • Understand RMG functions • Contacted university for CodeVita competition • Draft poster for CodeVita competition
Wednesday 20/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Printed and prepared documents required for employee onboarding Assisted in onboarding new employees • Supported in creation and preparation of job offer letters • Learned about employee hiring process and company's organizational structure. • Send email requesting documents from new joiners • Recheck new joiners's documents • Continue contacting universities for CodeVita competition • Assist with updating line official data base • Update employess documents
Thursday 21/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Help creating offer letter for candidates • Design & translate poster for hackathon • Translate candidate's documents
Friday 22/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Send emails to new joiners requesting them to complete training and personal tax informatoin • Update documents data base for new joiners • Update salary database

Week 4	
Monday 25/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Onboard candidates ● Recheck documents before uploading them to the cloud ● Assist new candidates in logging in company's intranet
Tuesday 26/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Translate & create poster for company's events ● Create tracker for documents ● Track candidate's documents ● Help employee resignation process ● Request new joiners to complete compliances processes
Wednesday 27/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update information in employee data base ● Find & analyze candidate profiles for new openings ● Call new candidates to schedule interview
Thursday 28/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help find & analyze candidate profiles through job boards for open positions
Friday 29/08/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help find & analyze candidate profiles through job boards for open positions ● Update candidate trackers ● Prepare for new joiners on monday

Week 5

Monday 01/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles
Tuesday 02/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Assist new joiners in completing company policies ● Prepare salary documents and upload them to company cloud Prepare a new presentation for orientation ● Update employee database
Wednesday 03/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Arrange hardcopy documents ● Prepare a new presentation for orientation
Thursday 04/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Find candidates from job boards to fit new requirements ● Update employee database
Friday 05/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update internship student database for company ● Ensure all employee information are correct for monday onboarding Prepare monday onboarding documents

Week 6

Monday 08/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Schedule interview with new candidates ● Update employee database
Tuesday 09/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database
Wednesday 10/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● DAY OFF FOR WAI KRU CEREMONY
Thursday 11/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database
Friday 12/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database

Week 7

Monday 15/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Schedule interview with new candidates ● Update employee database ● Assist office admin operations ● contact vendors and service providers to make payments
Tuesday 16/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Help onboard new joiners
Wednesday 17/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Seek job profiles ● Support admin functions ● Prepare schedule A documents for vendor payments ● Check new employee documents and submit them for BGC
Thursday 18/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Support employee onboarding
Friday 19/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Prepare for monday employee onboarding

Week 8

Monday 22/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Schedule interview with new candidates ● Update employee database ● Assist office admin operations ● contact vendors and service providers to make payments
Tuesday 23/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Help onboard new joiners
Wednesday 24/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Seek job profiles ● Support admin functions ● Prepare schedule A documents for vendor payments ● Check new employee documents and submit them for BGC
Thursday 25/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Support employee onboarding
Friday 26/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Prepare for monday employee onboarding

Week 9

Monday 29/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● 6 Assist office admin operations
Tuesday 30/09/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● 6 Support admin functions like coordinating with vendors and messenger for office ● 6 Update employee database ● 6
Wednesday 01/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● 6 Assist office admin operations
Thursday 02/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● 6 Support admin functions like coordinating with vendors and messenger for office ● 6 Update employee database ● 6 Support employee deboarding
Friday 03/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● 6 Preparation for Job Fair event at Thammasat University

Week 10

Monday 06/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Attend Job Fair at Thammasat University - Rangsit campus as a participating company
Tuesday 07/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions like coordinating with vendors and messenger for office ● Update employee database ● Help rearrange all the information from job fair & keep record of the students who showed interest
Wednesday 08/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● Assist office admin operations
Thursday 09/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions ● Update employee database
Friday 10/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support admin functions ● Update employee database

Week 11

Monday 13/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● Update salary file
Tuesday 14/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Wednesday 15/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Thursday 16/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Friday 17/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position Prepare for monday new joiners

Week 12

Monday 20/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● Update salary file
Tuesday 21/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Wednesday 22/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Thursday 23/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Friday 24/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position Prepare for monday new joiners

Week 13

Monday 27/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update employee database ● Update salary file
Tuesday 28/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Wednesday 29/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position
Thursday 30/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position ● Prepare for Academic interface program at Thai – Nichi institute of technology
Friday 31/10/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in seeking candidate profiles from job boards from open position ● Prepare for monday new joiners ● Prepare for Academic interface program at Thai – Nichi institute of technology

Week 14

Monday 03/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Host Academic Interface program at Thai - Nichi Institute of technology
Tuesday 04/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Host Academic Interface program at Thai - Nichi Institute of technology
Wednesday 05/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Host Academic Interface program at Thai - Nichi Institute of technology
Thursday 06/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Host Academic Interface program at Thai - Nichi Institute of technology Prepare for AIP Pitching day
Friday 07/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Host Academic Interface program at Thai - Nichi Institute of technology

Week 15

Monday 10/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Receive knowledge transfer about candidates tracker that was previously being done by offshore
Tuesday 11/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Receive knowledge transfer about candidates tracker that was previously being done by offshore
Wednesday 12/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Receive knowledge transfer about candidates tracker that was previously being done by offshore ● Support on updating candidates tracker
Thursday 13/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Prepare material for Inclusion Job Fair hosted by UNDP
Friday 14/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Attend inclusion job fair Hosted by UNDP <ul style="list-style-type: none"> ○ Attend workshop to learn about disability ○ Interviewed disabled candidates for job openings

Week 16

Monday 17/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles
Tuesday 18/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update daily candidates trackers by getting information form recruiters about recent updates
Wednesday 19/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update daily candidates trackers by getting information form recruiters about recent updates
Thursday 20/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update daily candidates trackers by getting information form recruiters about recent updates ● get additional training on tracker processes
Friday 21/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update daily candidates trackers by getting information form recruiters about recent updates ● Get additional training on tracker processes ● Prepare for new joiners on monday

Week 17

Monday 24/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Receive training on trackers
Tuesday 25/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update 2 daily candidates trackers by getting information form recruiters with one tracker focused on a specific customer site and other company wide
Wednesday 26/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update 2 daily candidates trackers by getting information form recruiters ● with one tracker focused on a specific customer site and other company wide Assist with other operative task for upcoming company event
Thursday 27/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update 2 daily candidates trackers by getting information form recruiters ● with one tracker focused on a specific customer site and other company wide Assist with other operative task for upcoming company event
Friday 28/11/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Manage to update 2 daily candidates trackers by getting information form recruiters ● with one tracker focused on a specific customer site and other company wide Assist with other operative task for upcoming company event

Week 18

Monday 01/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Help make invitations for guest attending the company event on 9th Dec
Tuesday 02/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support in preparing invitations for Public Sector Event on 9th of Dec
Wednesday 03/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support in preparing invitations for Public Sector Event on 9th of Dec
Thursday 04/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Support in preparing invitations for Public Sector Event on 9th of Dec
Friday 05/12/2025 Working Hours 9am - 6pm	PUBLIC HOLIDAY

Week 19

Monday 08/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • Assist in preparing and overall checking for TCS Public Sector Event tomorrow
Tuesday 09/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> • TCS PUBLIC SECTOR EVENT • work as the 2nd SPOC for tourism sector • assist in receiving guest and helping them register for the event
Wednesday 10/12/2025 Working Hours 9am - 6pm	PUBLIC HOLIDAY
Thursday 11/12/2025 Working Hours 9am - 6pm	SICK LEAVE
Friday 12/12/2025 Working Hours 9am - 6pm	SICK LEAVE

Week 20

Monday 15/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update candidate tracker ● Assist associate in login issues
Tuesday 16/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help onboard new joiners & guide them through documents ● Assist them in logging in company profiles ● Update candidate tracker ● Assist associate in login issues
Wednesday 17/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Assist in helping new associate login to company system
Thursday 18/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Update employee database ● Update salary files ● Assist in helping new associate login to company system ● Prepare employee onboarding documents set for future use
Friday 19/12/2025 Working Hours 9am - 6pm	<ul style="list-style-type: none"> ● Help prepare document for employee onboarding on Monday ● and check for all necessary documents needed for onboarding ● Knowledge transfer to new intern

Feedback from team

Name: Vasudev Ch

Position: Head of HR - Talent Acquisition, ASEAN

Feedback:

We are extremely happy with K. Suphitta's performance during her internship with TCS Thailand. Throughout the internship, she demonstrated strong commitment and a proactive attitude toward learning. She adapted quickly to new tasks and showed excellent collaboration skills when working with the team. Her attention to detail and willingness to take ownership of responsibilities were commendable.

Overall, your performance was very satisfactory, and you have the potential to excel in future professional roles.

Lalinthip Thatsaringkansakun
HR Business Partner

Angie is so good fast learner, she also has a good logic that able to support in both HR operations ad initiative tasks very well. Even it's a short period, great to have her joining TCS HR Thailand team!
AA

Gobind Nandwani
Delivery Manager
Feedback for **Suphitta Sathitsethi**

Suphitta has done an excellent job to help with various functions at TCS Thailand. She has been extremely helpful, supportive, and is a very quick learner. She has completed all her tasks satisfactorily. I am sure she will be an excellent asset to any organization and will do a great job whatever she chooses to do. Good work Suphitta!

Montarat Theerasilp
HR Head, Thailand

Reviews

- **Work Quality:**

Demonstrated ability to learn quickly and apply feedback effectively.

- **Technical Skills:**

Showed proficiency in her English Skill, Project Management and Problem solving

- **Communication & Collaboration:**

Communicated clearly with team members and participated actively in meetings. Maintained a positive attitude and openness to feedback.

- **Initiative & Problem-Solving:**

Took ownership of assigned tasks and occasionally suggested improvements to workflows.

Strengths

- Strong willingness to learn and adapt.
- Positive team player with good interpersonal skills.

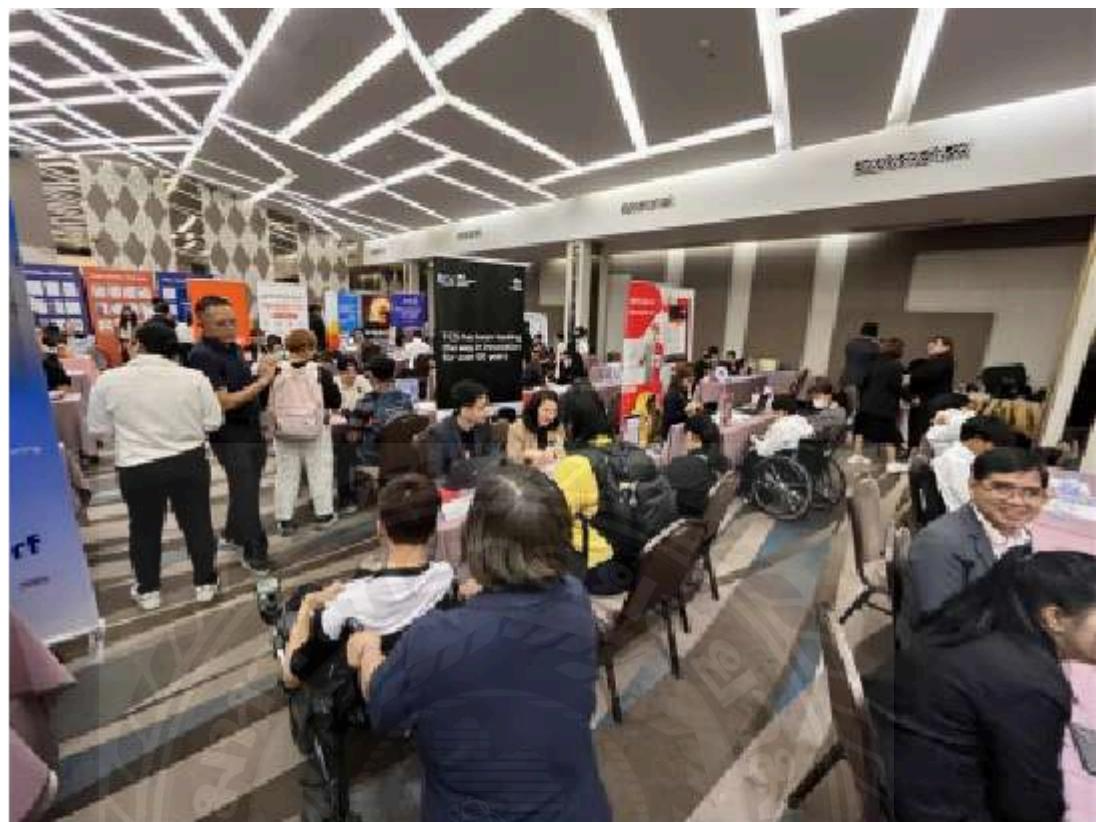
Future skill Development/ Potentials

- Explore HR knowledge in various areas
- Project management

Job Fair Event Pictures (Thammasat University)



Job Fair Event Pictures (Inclusion Job Fair)



Academic Integration Program (Thai – Nichi Institute of technology)



Diwali Event hosting at customer site & at TCS office



TCS Public Sector Event





Siam University visit at TCS



Resume



SUPHITTA SATHITSETHI

INTERNATIONAL BUSINESS MANAGEMENT STUDENT

CONTACT

- (+66) 063-094-1274
- Suphittasathit@gmail.com
- Bangkok, Thailand

SKILLS

- Business & Management:**
Organizing & Planning
Leadership
Project Coordination
Proficient in Microsoft Excel, Google Sheets
Document Management
Data Entry & Filing
Decision making & leadership
- Marketing & Design:**
Canva
Digital Marketing
Event Planning
- Technical:**
Microsoft Office
Google Workspace
- E-commerce & Operations:**
Supplier Sourcing
Inventory Management
Customer relationship management

EDUCATION

Bachelor's of Business Administration
Siam University International College
Aug 2022 - Dec 2025 (75% scholarship)
Current GPA 3.87/4.00

General Educational Development (GED)

2021
Overall Score 668/800

The Mann School, India
2013-2020
CBSC Curriculum

LANGUAGES

Thai - Native
English - Fluent (IELTS 7.5)
Hindi - Fluent

PROFILE

An ambitious & dedicated international business management student with the ability to adapt to any change and face challenges by applying strategic thinking. Detail-oriented with hands-on experience in document handling, event coordination, and digital tools. Seeking an Intern role to apply my skills in Microsoft Excel, and administrative support while contributing to the operational efficiency, with a strong commitment to personal and professional growth.

PROFESSIONAL EXPERIENCE

Human Resource & Administration Intern

Tata Consultancy Services Thailand

(August 2025 - Present)

- Support recruitment functions such as candidate hunting and candidate document processing
- Support HRBP functions such as employee separation and onboarding and employee engagement activities
- Support Administration functions by communicating with vendors and office operations including finances.

Independent Online Shop Owner

(2021 - Present)

- Manage sourcing, marketing, and operations across e-commerce platforms.
- Oversee inventory, finances, and customer service, ensuring business growth.

PR Associate, Siam University International College

(May 2024 - August 2024) (part time)

- Secure internships, sponsorships, and partnerships for university events.
- Promote Siam University through outreach and open house coordination.

President, Siam University International Student Club (SUISC)

(2022 - Present)

- Lead event planning, sponsorships, and student engagement initiatives.
- Coordinate with organizations and design promotional materials for university events.

ACHIEVEMENTS

Leadership & Community Engagement:

- President, Siam University International Student Club
- Vice President, Siam University Student Council
- Primary School Captain, The Mann School

Competitions & Conferences:

- 2nd Runner-up, Impact Start-up Challenge (SUSS)
- Winner, SDG Research-Based Presentation
- Volunteer, CoNgo Conference
- Leadership Training by Barry O'Brian
- Model United Nations