Thesis Report

on

Human Resource Management

Practices on DBL Group

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Letter of Transmittal

13th January, 2022

Amir Husen
Assistant Professor
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Subject: Submission of thesis report on: **"Human Resource Management Practices on DBL Group"**

Dear Sir,

With humble honor and respect, I am submitting my thesis report on "Human Resource Management Practices on DBL Group" As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out under the supervision to me.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight Human Resource Management Practices Sector of Bangladesh especially real scenario of DBL Group hope this report reflects on the contemporary issues on the (Human Resource Management) that are being practiced in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report.

I humbly request you to accept this report for your kind evaluation.

Sincerely,

Jiasmin Akter
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Student Declaration

I, Jiasmin Akter, a student of Master of Business Administration, bearing ID No MBA1803015007 from Sonargaon University would like to solemnly declare here that this report on **: "Human Resource Management Practices on DBL Group"** has been authentically prepared by me. While preparing this report, I didn't breach any copyright act . I further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate

Sincerely Yours

……..

Jiasmin Akter
ID: RMBA1803015007
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Letter of Authorization

Certified that this project report titled "**Human Resource Management Practices on DBL Group"** is the bona fide work of Jiasmin Akter, who carried out the research under my supervision Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or thesis on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Amir Husen

Assistant Professor
Department Of Business Administration
Sonargaon University (SU)

Acknowledgement

I would like to mention my some people with due respect and honor who assisted me, without any hesitation to complete my thesis report within the due time. Therefore, I would like to thank them all from the bottom of my hearts.

In this procedure, at first I would like to thank All Mighty Allah for making it possible for us to complete my work properly within the given time. Most importantly I would like to thank my Thesis Supervisor **Amir Husen ,** who was always ready to guide me and solved all the difficulties that I faced during preparing my thesis of the report.

This acknowledgement will remain incomplete if I don't thank to our AGM, HR Mr. Biplob Barua. Without his support it would have been very difficult for me to complete this report. I also like to thanks my colleges, friends and my family members, who are my pillars of strength and all concerns for helping me in completing this report and MBA. I am grateful for their help and advice.

Your faithfully

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Executive Summary

To the fulfillment of myRMBA program I got to plan a report and I choose the subject Human Resource Management precuts at DBL group Ltd. This can be the most reason for planning this report. Human Asset is the foremost imperative resource for any organization and it is the source of accomplishing competitive advantage. Overseeing legitimate human assets is exceptionally challenging as compared to overseeing innovation or capital. For its successful administration, organization requires viable HRM framework. For a consultancy firm like DBL, viable HRM framework is very much critical towards its victory. In this report it has been attempt to appear that how DBL performs the preparing, enlistment & determination prepare, what sorts of coordinate & indirect benefits and rewards they offer to their staff to hold them, how they have performed their performance examination of the educating staff and admin staff and generally HR capacities. During my thesis period whereas I am planning this report I have confronted a few issues like- too lot of work pressure, multiple tasks etc. but though I have learned so many things that is described in the lessons learning chapter. The finding &Some recommendation has been added at the end of this report. I hope these will be helpful for them.

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Chapter-01

Introduction

1.0 Introduction:

Openings and competitive strain have made the centrality on skillful management of human resources than ever. Presently, in any government-non government, worthwhile on productive companies, human valuable asset is the greatest cherished resource for the enterprise and has been given additional significance than going before on managing with this asset. An corporation's accomplishment in expansive portion depends upon on human sources control since it ensures that an organization has adequate wide assortment of qualified, gifted fellow vitality who can accomplish its objectives in expansion to extend & creative and prescient. RMG showing companies like an Articles of clothing office isn't being avoided from this. In an Articles of clothing organization effective HRM hone is compulsory for their victory. Whether it's an expansive or little company workers ought to be chosen on, prepared and control effectively so that they can be an astounding valuable asset for the organization. At blessing most of the groups are actually seeking out for to higher such somebody, who's a trade graduate majoring from HRM for effective administration in their human asset. Numerous human asset divisions in many companies at the minute are drawn out their exercises from conventional parts as processors and custodian of faculty records to more state-of-the-art and more duplicated key roles. This exercises development the request for human valuable asset control and office. This record looks for to look at the human valuable asset control hone at DBL institution Ltd Specially their preparing, emolument bundle, enlistment prepare, handle evaluate.

1.2 Statement of the problem

The report offers with HRM's function like Human Resource Planning, recruiting and selection process, training and development process, compensation management, employee relationship, performance evaluation, etc. The study will allow new techniques and structure applied to make it more efficient to learn about HRM issues. It would help to get some valuable information of the activities doing by the country's leading footwear manufacturing organizations. The study will additionally assist differentiate between the system and the principles that drive the appreciation of how HRM process have to be elevated by means of the organization.

1.3 Objective of the study:

Broad Objective:
The main objective of this report is to know and understand about the overall HR practices in DBL group ltd.

• Specific Objective:

Specific objective of this report are to know about the DBL's
1. Training process,
2. Recruitment policy
3. Compensation & Benefit management system &
4. Performance evaluation system.

1.4 Methodology of the study

This report has been prepared on the idea of revel in accrued at some stage in the length of thesis. At first the subject and studies objective were decided on I accumulated facts amassed information regarding the report.

Sources of data: Sources of actualities had been amassed through phase:

1. Primary resources of data had been:

• Down to earth table paintings

• Interviews with the officials

• Discussion with the clients

• Fitting record have a see at as offer through the stressed officer.

• Individual encounters gotten by traveling, special table.

2. Secondary sources of data had been:

• Yearly record of DBL group

• Diverse "Procedure Manual" posted by means of the DBL

• Distributions gotten from extraordinary libraries from the net.

1.5 Limitations of the study:

Although, I have worked at a member unit of DBL Group, I obtained whole-hearted co-operation from employees of DBL, HRD in Head Office. All the day, they were so busy, but they gave me much time to make this report properly. But they were not able to give me many documents that I would require, on the way of my study; I have faced the following problems that may be terms as the limitation of the study

Limitation of time

The first obstruct is time itself. Due to the time limit, the scope and dimension of the report has been curtailed. I could not spend sufficient time for my report because the time limit given for submitting the report was very short.

Data insufficiency

Since all the officers were very much busy, they were not always able to provide me much time, I received co-operation from the officials. Since DBL Group is a one of the oldest established organization; there is not enough data to analyze the proper growth according to market economy. Moreover, all strategic information is not possible to collect.

Lack of records

Insufficient books, publications, Facts and figures narrowed the scope of accurate analyses

Fear of disclosure

Another limitation of this report is organization's policy of not disclosing some data and information for obvious reasons, which could be very much useful.

As an employee it was not possible for me to collect all the necessary secret information

I had to complete this report within a very short span of time that was not sufficient for investigation.

Chapter-02

Company Profile

2.1 Company Profile

DBL Group is a diversified and integrated knit garments manufacturing & composite industry with strong backward linkage. It is one of the largest and 100% export oriented composite knit garments and textiles manufacturing industry in Bangladesh. We are supplying quality apparels across the world to the best of the retailers and the biggest brands of the fashion industry. Total export of the group reached USD 252 million in 2011. DBL Group currently employs about 15,700 people.

DBL Group is using energy efficient machinery with less environmental impacts in all of its projects. DBL Group has a biological ETP (Effluent Treatment Plant) which has a capacity of 4000 cubic meters and is the largest ETP in the country. Moreover, the group is in process of installing another ETP with the capacity of 7500 cubic meters soon. DBL Group has a captive power plant of 35MW and is in the process of expanding its infrastructure. Our projected turnover would be USD 550 Million and we will employ over 37,000 people by year 2016**.** DBL Group is committed to conduct their business in such a way that demonstrates highest ethical standards. They believe integrity is our imperative utility to succeed in what they do.

2.2 History of DBL Group

DBL Group started its business in 1991 with a small garments factory named Dulal Brother Limited. It is now grown into a respected and trusted name in Bangladesh for our manufacturing operations with an ever contributing workforce of about 15,700. Currently it has facilities for spinning, fabric knitting, dyeing and finishing, garments, washing, packaging and printing. The Company supplying quality apparels across the world to the best of the retailers.

The company embarked on a growth plan that is expected to truly transform the organization. In the next two years our home textiles, pharmaceuticals, and leather industry will be in operation.

Vision 2020 aims to sustain the confidence which has been endowed on us by the society and grow further as a distinctive DBL Group for its customers, employees, associates and stakeholders.

2.3 Vision Statement

The vision statement of DBL Group is - **"Extend our leadership through World Class Performance".**

2.4 Mission statement

The mission of DBL Group is to develop a progressive, empowered and consumer focused corporate culture to enhance market leadership along with the passion of corporate social responsibility

2.5 Nature of business

Garments, Spinning, Knitting, Dyeing, All Over Printing, Washing, Screen Printing, Packaging, Ceramics, Telecom

2.6 Member Units of DBL Group

1. Matin Spinning Mills Ltd
2. Mawna Fashion Ltd
3. Matin Knit wears Ltd
4. Color City Ltd
5. Jinnat Knit wears Ltd
6. Thanbee Print World Ltd
7. Textile Testing Services Ltd
8. Jinnat Fashions Ltd
9. Parkway Packaging & Printing Ltd
10. Hamza Textiles Ltd
11. Flamingo Fashion Ltd
12. Jinnat Apparels Ltd
13. Mymun Textiles Ltd
14. Fashion Concern Ltd
15. DB Tex Ltd
16. Atelier Sourcing Ltd
17. Dulal Brothers Ltd
18. DBL Telecom Ltd
19. DBL Ceramics Ltd

20. DBL Distribution Ltd.
21. DBL Properties Ltd.

2.7 Organogram of DBL Group

Name of the Company : DBL Group

Date of Establishment : 1991

Group Management : Mr. A. Wahed, Chairman

Mr. M. A. Jabbar, Managing Director

Mr. M. A. Rahim (Feroz), Director Finance

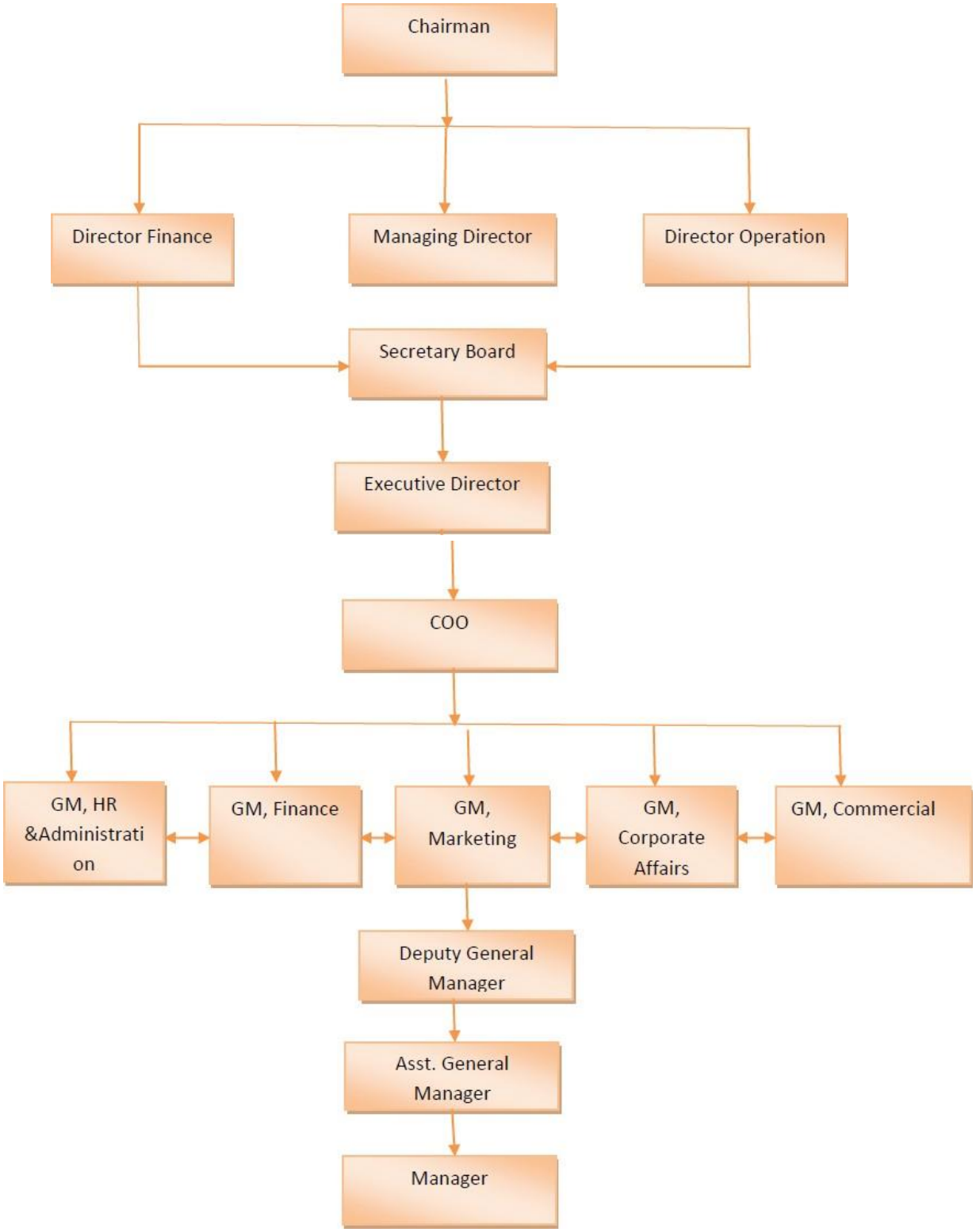
Mr. M. A. QuaderAnu, Director Operation

Number of Group Business: 21

Target Turnover : US $250 million (2013-2014)

Estimated Growth Rate : 15% per annum

Number of Employees : Over 15,000.


Chairman
Director Finance
Managing Director
Director Operation
Secretary Board
Executive Director
COO
GM, HR &Administrati on
GM, Finance
GM, Marketing
GM, Corporate Affairs
GM, Commercial
Deputy General Manager
Asst. General Manager
Manager

Chapter-03

Theoretical Framework

3.1 Definition of Human Resource Management

Human Resource Management is a management function that assists managers to recruit, select, train and develop members of an organization for achieving the goal effectively.

Many authors and specialists define HRM in many ways:

Dale Yoder has defined; Human Resource Management is the provision of leadership and direction of people in their working or employment relationship.

Ricky W. Griffin has defined; Human Resource Management is the set of organizational activities directed at attracting, developing and maintaining an effective work force.

According to Gray Dessler, The policies and practices one needs to carry out the „People" or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.

Prof. Ataur Rahman has defined Human Resource Management as a set of activities which include acquisition, development, motivation maintenance and utilization of manpower for the purpose of effective and timely achievement of organizational goals.

Finally, Human Resource Management is the set of activities reaching to procuring, developing, maintaining and utilizing a group of people for the proper functioning of organization activities and achievement of goals.

3.2 Characteristics of Human Resource Management

There are several features of Human Resources Management. These characteristics pinpoint the nature of human resource management starting from acquisition to utilization of human sources which are briefly discussed below:

 Development of well – conceived policy: The first feature of Human Resources Management is to develop a well-accepted policy for the organization. The purpose is to practice Human Resource Management activities in a better way.

 Development of harmonious or cordial relations: Development of harmonious relation is aim ed to achieve goal, for the fulfillment of the functions. All barriers to cordial relations should be removed.

 Establishing a chain of command: Human Resource Management must establish a chain of command without which discipline cannot be maintained. These include unity of command, unity of direction and scalar chain.

 Awareness of own nature of services: This is the fourth characteristics of Human Resources Management. By creating awareness promotion policy can be established; training policy can be implemented and other policy can be made well understood.

 Must be good communicating and effective leader: Human Resource Management must communicate and give proper guidance to the employees. Thus company policies and decisions can be properly interpreted and practiced.

Finally, with these features and characteristics discussed above can pinpoint about the nature of Human Resource Management.

3.3 Importance of Human Resource Management

There are some points of importance of Human Resource Management in the industrial organization. Importance of Human Resource Management can be explained with these points. If all these things are properly managed, we can say that there is an importance of Human Resource Management. However, these points are briefly discussed below:

 Policy formulation: Importance of Human Resource Management can be understood if it can formulate human resource policies properly. It is the wisdom of Human Resource Managers.

 Policy Execution: Efficient Human Resource Management executes all human resource policies in accordance with goals and objectives for the achievement of which these were formulated.

 Review of employee needs: Human Resources Management reviews employees needs hopes and aspirations time to time an regularly.

 Utilization of human resources: It is a very tough function. Efficient human resource management can successfully utilize efforts and sincerities of employees. And thus, organization objectives can be achieved and all functions can be properly performed.

 Social welfare development: Employees are social beings. There have various needs and demands and deserve to be mitigated. Social welfare can enhance the involvement of employees which had to the satisfaction of top management.

 Effective trade unionism: Trade unionism industrial disputes, conflict and all other hazards can be handled appropriately and peacefully by efficient Human Resource Management.

 Overall development of organization: Ultimate, the overall development of an organization can be contributed by effective Human Resource Management because employees are properly utilized and managed by Human Resource Management.

3.4 Objectives of Human Resource Management

Following of objectives are important which can be discussed in short. With the fulfillment of these objectives Human Resource Management can become successful:

 To help the organization reach its goals
 To develop efficiency and skills of employees
 To ensure effective utilization and maximum development of human resources
 To achieve and maintain high morale among employees
 To ensure respect for human beings
 To identify and satisfy the needs of individuals
 To ensure reconciliation of individual goals with those of the organization
 To provide the organization with well-trained and well-motivated employees
 To increase to the fullest the employee's job satisfaction and self-actualization
 To attract good people
 To enhance employee's capabilities to perform the present job
 To develop overall personality of each employee in its multidimensional aspect
 For proper use of Human Resources
 Co-ordination among different sections of the organization
 To develop working conditions in the organization
 To be ethically and socially responsive to the needs of society
 To inculcate the sense of team spirit, team work and inter-team collaboration

The ways an organization can gain competitive advantages through HRM

1. Selecting the right person
2. Training and Development
3. Motivation
4. Providing bonus and incentives
5. Ensuring of freedom
6. Providing job security
7. Ensuring working environment
8. Career growth and opportunities
9. Profit sharing
10. Worker's participation in management

3.5 Nature of Human Resource Management

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises
- Its focus is on results rather than on rules
- It tries to help employees develop their potential fully
- It encourages employees to give their best to the organization
- It is all about people at work, both as individuals and groups
- It tries to put people on assigned jobs in order to produce good results
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees
- It tries to build and maintain cordial relations between people working at various levels in the organization
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

3.6 Principles of Human Resource Management

A principle is a basic statement of truth explaining cause and effect relationship between two or more variables every subject is guided by its principles.

Complete individual: Deal with people as complete individuals consider employee as a whole person.

Worthwhile: Make people feel worthwhile and related. People are the most valuable asset of the organization.

Social Capital: People ought to be considered as social capital capable of development.

Growth opportunity: Provides opportunities for growth within the organization.

Group interest: Group interest predominance over individual interests

1. Putting the right people on the right place at the right time
2. Treat people with dignity and respect
3. Make people feel that they are important
4. Do not underestimate the potential of individuals
5. Supply people with all relevant information
6. Reward should be earned not be given
7. Provide opportunities for growth and development
8. Ensure worker's participation in management
9. Provide training and development

3.7 Scope of Human Resource Management

The scope of HRM is, indeed, very vast and wide. It includes all activities starting from manpower planning till employee leaves the organization. According, the scope of HRM consists of acquisition, development, maintenance/retention, and control of human resources in the organization.

A human resource information system (HRIS) is a systematic procedure for collecting, storing, maintaining, retrieving, and validating data needed by an organization about its human resources. The HRIS is usually a part of the organization's larger management information system (MIS). The HRIS need not to be complex or even computerized

Steps in Implementing an HRIS

1. Inception of data
2. Feasibility study
3. Selecting a project team
4. Defining the requirements
5. Vendor analysis
6. Package contract negotiation
7. Training
8. Tailoring the system
9. Collecting the data
10. Testing the system
11. Starting up
12. Running in parallel
13. Maintenance
14. Evaluation

3.8 Function of Human Resource Management

The definition of HRM is based on what managers do. The function performed by managers is common to all organizations. The functions performed by the human resource management can broadly be classified into two categories:

- Managerial function
- Operative functions.

3.8.1 Managerial Functions

Planning: Planning is a predetermined course of actions

Organizing: Organizing is a process by which the structure and allocation of jobs are determined

Staffing: This is a process by which managers select, train, promote and retire their subordinates.

Directing/Leading: Directing is the process of activating group efforts to achieve desired goals.

Controlling: It is process of setting standards for performance, checking to see how actual performance compares with these set standards, and taking corrective actions as needed.

3.8.2 Operative Functions

The operative, also called, service functions are those which are relevant to specific department. These functions vary from department to department to department depending on the nature of the department viewed from this standpoint, to ensuring right people to right jobs at right times. These functions include procurement, development, compensation, and maintenance functions of HRM **Procurement:** It involves procuring the right kind of people in appropriate number to be placed in the organization. It consists of activities such as manpower planning, recruitment, selecting, and placement and induction orientation of new employees.

Development: Activities meant to improve the knowledge, skills, aptitudes and values of employees so as to enable them to perform their jobs in a better manner in future. Functions may comprise training to employees, executive training to develop managers, organization development to strike a better fit between organizational climate/culture and employee.

Compensation: Compensation function involves determination of wages and salaries matching with contribution made by employees to organizational goals. It consists of activities such as job evaluation, wage and salary administration bonus, incentives.

Maintenance: It is concerned with protecting and promoting employees while at work. For this purpose, various benefits such as housing, medical, educational, transport facilities, etc to the employees. Several social security measures such as provided fund, pension, gratuity, insurance, etc. are also arranged.

It is important to note that the managerial and operative functions of HRM are performed in conjunction with each other in an organization, be large or small organization.

3.9 Recruitment of Human Resources

Human resources are the most valuable asset of a company. Previously the company owners treat its people as worker or employee. Now it has been changes. Modern management treats its people as resources. The company must acquire qualified and effective persons to ensure the continued operation of the organization. So, the success of any company almost depends on its human resources.

3.9.1 Definition of Recruitment

Recruitment is the process of accumulation of human resources for the vacant positions of the organization. According to David A. DeCenzo and Stephen P. Robbins, “Recruitment is the process of discovering potential candidates for actual and anticipated organizational vacancies.”Edwin B. Flippo has defined, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

From the above definition we can say that, Recruitment is the process of finding and attraction capable applicants for employment. The process begins when new recruit are sought and ends when their application are submitted. The result is a pool of applicants which new employees are selected. The quality of organization's human resources depends on the quality of its recruits.

3.9.2 Sources of Recruitment in Bangladesh

Generally there are five sources of recruitment in Bangladesh. These are as follows:

 Internal Sources: An excellent source of information is the current employee who may know someone who would be qualified and interested in the open position. This source of information is very low cost, yet can yield a number of good prospects.

 External Sources:

o Advertising

o Employment agencies

o Professional organizations

o Educational institutes

o Unsolicited or Casual applicants

 Employee referrals:

o Recommendation from the current employees

o Appropriate for hard to fill positions

 Alternative to recruitment

o Employee leasing

o Temporary help services

o Independent contractors

 Cyberspace recruiting: www.bdjobs.com www.chakri.com www.jobsbangla.com www.prothom-alo.job.com www.jobstreet.com

3.10 Selection & Interview of Human Resources

The second step of Recruitment and Selection Process is Selection. It is the process of choosing the suitable person among the total number of applicants.

3.10.1 Definition of Selection

M.J. Jucious has defined, "The selection procedure is the system of functions and devices adopted in a given company for purpose of ascertaining whether or not candidate process the qualifications called for by a specific job.

Dale Yoder has defined, "Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not.

3.10.2 Inputs and challenges to HR Selection

The selection process relies on three helpful inputs. These are:

- Job Analysis
- Human Resources Plan
- Recruits

The input job analysis yields the description of the jobs, the human specifications and the performance standards each job requires. Another input, HR plans identify likely job openings and allow selection to proceed in a logical & proactive manner. The last input, recruits form a pool of applicants from which employees are selected. Other challenges to the selection process limit the actions of HR specialists and line managers. Thus selection process is influenced by these inputs challenges and HR activities (orientation, training, development, compensation, career planning etc.) are highly dependent on selection process.

3.10.3 Different types of Interview

Individual interview: Individual interview is one-to-one interviews between the applicants and the interviewer.

Group interview: There are two variation of group interview. One variation is to have applicants meet with two or more interviewers, allowing all the interviewers to evaluate the individual on the same questions and answers. Another major variation is to have two or more applicants be interviewed together by one or more interviewers.

Unstructured interviews: An unstructured interview allows employment specialists to develop questions as the interview proceeds. The interviewer goes into topic areas as they arise, trying to simulate friendly conversation. This approach may overlook key areas of the applicants skills or background.

Structured interviews: Structured, or directive, interviews rely on a predetermined set of questions. The questions are developed before the interview begins and are asked of every applicant.

Mixed interviews: Interviewers typically use a blend of structured and unstructured questions. The structured questions provide a base of information that allows comparisons between candidates; the unstructured questions make the interview more conversational and permit greater insights into the unique differences between applicants.

Behavioral interviewing: Behavioral interviewing focuses on a problem or a hypothetical situation that the applicant is asked to solve. Often these are hypothetical situations, and the applicant is asked what should be done. Both the answer and the approach are evaluated.

Stress interviews: Stress interviews attempt to learn how the applicant will respond to job pressures. The interview consists of a series of harsh questions asked in rapid-fire succession and in an unfriendly manner. Since stressful situations are usually only part if the job, this technique should be used in connection with other interview formats. Even then negative reactions are likely among those who are not hired.

3.10.5 Tests Types for selecting candidate in Bangladesh context

In order to select people, following tests are conducted in different organizations both public and private in Bangladesh.

3.10.6 Orientation, Placement and Follow-up

The final step in the selection process is the induction or placement of the accepted applicant on the job. It is the act of introducing a new employee to a job. In" short, induction means introduction of new employee in the company. A good induction program has three parts:

1. Introductory information given informally or in-group sessions in the Human Recourse Department
2. Further information given by the new employees Supervisor in the Department about Departmental facilities and requires and
3. A follow-up interview several weeks after employee has been on the job.

3.10.7 Ten steps in the introduction procedure

- Greet the new employee cordially.
- Display personal interest in him.
- Review his/her terms of employment.
- Explain any additional privileges.
- Show him around.
- Explain the part he will play.
- Explain carefully his/her duties.
- Introduce him to his/her co-workers.
- Introduce him to persons who can assist or instruct.
- Follow up carefully.

3.11 Job Analysis

Job analysis is the process of collecting job related information. Such information helps in the preparation of job description and job specification. The process of fixing up minimum requirements, duties & responsibilities and wages or value of the job is known as job analysis. Job analysis is the combination of three terms:

1. Job Specification

The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgement, skills, communication and the like are a part of job specification. In short, minimum requirement of the job is called job specification.

2. Job Description

Job description involves- tasks and responsibilities tagged on to a job, job tittle, duties, machine, tools and equipment, working conditions and hazards form part of job description. In short, duties and responsibilities of the job is known as job description.

3. Job Evaluation

The job evaluation process starts with defining objectives of evaluation and ends with establishing wage and salary differentials. In short, fixing up the minimum worth or value of the job is called job evaluation.

Importance of Job Analysis

1. Specifying the minimum requirement
2. To know the potential candidates about duties and responsibilities
3. To fix up the compensation
4. To reduce turnover
5. Maintaining the organization's discipline
6. To minimize the cost of training
7. Retaining trained and expert employee
8. Minimizing the wastage of resources
9. Getting optimum productivity
10. Selecting the most suitable candidate

Steps of Job Analysis

1. Planning the job analysis
2. Preparing and communicating
3. Conducting the job analysis
4. Developing job description and specification
5. Maintaining and updating job description and job specification

Methods of Collecting Job Analysis Information

1. Observation (Data are gathered by watching employees' work)
2. Individual interview (Face to face conversation)
3. Questionnaire (A structured form of questions designed to collect information)
4. Diary (Maintaining a diary system to record day to day activities of employees)

Job Design

The arrangement or rearrangement of duties and responsibilities for a specific position is known as job design. It involves conscious effort to organize task, duties and responsibilities into a unit of work to achieve certain objective.

Techniques or Approaches of Job Design

1. Job Rotation (Sequential movement of employees from one job to another job)
2. Job Enlargement (Horizontal expansion of job duties and responsibilities)
3. Job Enrichment (Vertical expansion of job duties and responsibilities)
4. Job Engineering (Radical change in the job)

Process of Job Evaluation

1. Determining evaluation technique
2. Choosing evaluation committee
3. Training employees
4. Documenting evaluation plan
5. Communicating with employees
6. Setting up the appeal process

Chapter-04

(Human Resource Management Practice of DBL)

4.1 HR practices of DBL organization:

- Recruitment
- Preparing & Development
- Execution control
- Labor relation
- Representative relation
- Work evaluation
- Work layout
- Selection
- Development
- Incentives
- Benefits

4.2 Recruitment and Selection:

In enterprise the device that accountable for placing diversifies capabilities at some point of is refers to as recruitment and selection tactics. The technique of recruitment and choice is an ethical Technique by a firm to are seeking for and entice the maximum in a position and suitable applicant for a vacant function. Recruitment strategies may be divided in 3 full-size techniques: Suitability – the most qualified applicant for the location, Recruitment is the technique via which the employees are searching for applicant for the potential employment. Selection refers back to the manner with the aid of which it attempts to pick out applicant with the vital know-how, ability, competencies, and different characteristics with a purpose to assist the corporation achieve its goals, agencies under taking one of a kind strategies need differing types and numbers of personnel. The strategy a corporation is pursuing may have a direct effect on the sorts of employees that it seeks to recruit and selection. Malleability – Molding in the cultural norms, and Flexibility–the maximum reliable and versatility worker. These factors are pretty complicating and may be effortlessly incorrect throughout the technique of hiring personnel. Suitability is a crucial aspect consequently it especially concerned with the procedure of hiring the maximum suitable applicant for the location.

4.2.1 Internal Recruitment:

In DBL inside enlistment hone is most standard. The apex arrange administration alludes a individual and vicinity them in a certain department, in that case legitimate framework of enlistment are nearly ignored.

4.2.2 External Recruitment:

External recruitment and choice manner is as follows:

- Created vacant
- Provide advertisement
- Receiving CVs
- Make Short list
- Arrange written exam
- Arrange interview board
- List the topers
- Select the certified candidate for the process.

E-Recruitment

The buzzword and the latest trends in recruitment is the **"E-Recruitment".** Also known as "Online recruitment", it is the use of technology or the web based tools to assist the recruitment processes. The tool can be either a job website like naukri.com, the organization's corporate web site or its own intranet. Many big and small organizations are using Internet as a source of recruitment. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae (CV) through an e-mail using the Internet. Alternatively job seekers place their CV's in worldwide web, which can be drawn by prospective employees depending upon their requirements.

The internet penetration in India is increasing and has tremendous potential. According to a study by NASSCOM – "Jobs is among the top reasons why new users will come on to the internet, besides e- mail." There are more than 18 million resume's floating online across the world.

Job portals

I.e. posting the position with the job description and the job specification on the job portal and also searching for the suitable resumes posted on the site corresponding to the opening in the organization. Creating a complete online recruitment/application section in the company's own website. Companies have added an application system to its website, where the 'passive' job seekers can submit their resumes into the database of the organization for consideration in future, as and when the roles become available.

Resume Scanners

Resume scanner is one major benefit provided by the job portals to the organizations. It enables the employees to screen and filter the resumes through pre-defined criteria's and requirements (skills, qualifications, experience, payroll etc.) of the job.

Job sites provide a 24*7 access to the database of the resumes to the employees facilitating the just-in- time hiring by the organizations. Also, the jobs can be posted on the site almost immediately and is also cheaper than advertising in the employment newspapers. Sometimes companies can get valuable references through the "passers-by" applicants. Online recruitment helps the organizations to automate the recruitment process, save their time and costs on recruitments.

Online recruitment techniques

Giving a detailed job description and job specifications in the job postings to attract candidates with the right skill sets and qualifications at the first stage.

E-recruitment should be incorporated into the overall recruitment strategy of the organization.

A well defined and structured applicant tracking system should be integrated and the system should have a back-end support.

Along with the back-office support a comprehensive website to receive and process job applications (through direct or online advertising) should be developed.

Therefore, to conclude, it can be said that e-recruitment the "Evolving face of recruitment."

4.3 Training and Development:

In these dais's current agency, personnel 'talents and expertise can make a high quality impact the firm's productivity. Organizations have to counter a few difficulties while education a single or greater employees. Formal education is just one of the opportunities for agencies to beautify the employees performance stage, as critical roles are blanketed additionally through organizational socialization and multitasking. It changed into recommended inside the early Nineties that organizational socialization is a pleasant process for newbie's to supply out information's approximately the agency, learn about the essential responsibilities and the way to carry out their responsibility; clarifying their roles and relate with others inside the organization. In DBL training is a ordinary interest. DBL set up diverse training based on its projects. For a venture, professional team of DBL has to decide through which methodology the task may be completed, in order that they designed their training based totally on that. Especially on survey the data creditors attained numerous educations to recognize how the statistics might be accrued. These trainings are organized either in DBL or inside the host agency. For any type of training DBL follows the four step training method.

Step: 1.Need evaluation: is to pick out the precise know-how and talent the process requires, and examine those with the prospective trainee's knowledge and capabilities.

Step: 2.Instructional Design: is to formulate precise, measurable information and performance education goal, assessment viable schooling application content (workbook, physical games and content) and estimate the price range for the schooling program.

Step: 3.Implement: is to conduct the training to the focused employee group the use of appropriate method.

Step: four. Evaluation: is to evaluate the program's success (or failure).

Management Development Training

Round the year, management development training is organized for managers & executives at our Corporate Headquarters, Dhaka Unit. Our own and renowned resource persons from home & abroad conduct the training sessions. We also send our employees to renowned local training institutes for specialized training.

Overseas Training

We send our employee to abroad for training program depending on availability of appropriate topics. Technical persons of our factories attend the Factory Assessment Test (FAT) in various parts of the world for smooth operation of equipment.

Field Forces Training & Development

Each year, a significant number of Field Forces complete their induction training program and joined to their respective markets and appear at examination in every month for further development.

Field Forces Refresher Course

For updating product knowledge and selling skills of field forces, Refresher Course is organized in four different regions in every month.

Territory Manager Training

Twice in every year, mid-level managers of sales participate in the training program titled “Sales Territory Management” at a regular basis.

Distribution

Every year a number of Distribution Assistants (DA), Data Entry Operators (DEO) go under induction training program immediately after initial recruitment.

Each month, Refresher course for DA, Driver and Packers is organized in two different depots for updating their knowledge.

Other Activities

Students of various universities are placed as Interns in different departments. Significant number of students completed their In-Plant Training in our Plants. Coordinating factory visit for different government and Institutions. All newly joined executives go through a structured Orientation Program. We conduct health, Hygiene & different awareness program for our colleagues.
We conduct training on different compliance parameters for our factory colleagues.

1.Eleven.1 Methods used in Training packages: In DBL training are conducted through various suitable strategies. Some of the frequently used techniques are:

1. Programmed Learning

2. Job Instructional Training(JTI) three. On the process Training

4.4 Programmed Learning:

It is a scientific approach for teaching process capabilities, regarding imparting question and facts, Permitting the man or woman to reply, and giving the learner immediate remarks at the accuracy of his or her solutions This type of education method is implemented on baseline survey initiatives. For a base line survey task, records creditors are conducted an in residence training program to improve their questioner expertise and other troubles related to records collection.

Name of schooling:

1. Code of conduct
2. Ethical Trading projects
3. Fire Training
4. Electric protection & Operation of Boiler
5. Threat Awareness (Security, Loader, Store, Packing Man & all Workers)
6. Risk Assessment
7. Awareness on AIDS
8. Awareness on health and Nutrition to the pregnant ladies
9. Working hours, Overtime, Calculation of wages & OT, Company code of behavior.
10. Workers proper & obligations.
11. Anti-Harassment, Anti Abuse, Non Discrimination, & Grievance, Procedure.
12. Lifting & carrying techniques.
13. PC, OHS, & Environment Committee's function.
14. Workplace Ergonomic & prevention of harm.
15. Compensation & Benefits (Including Leave, centers).
16. Occupational Health & Safety.
17. Machine Safety.
18. Mid degree control training.
19. Mega Orientation.
20. Environment, Health, & Safety, Energy, & water, Saving attention.
21. Organic Cotton.
22. Material Safety Data Sheet (MSDS) & chemical Handing Procedure.
23. Waste Handing Procedure.

4.5 Three Job Instructional Training (JTI):

The JTI is a system of listing each jobs basic challenge, along with key factors, on the way to provide step via step training to the trainee. DBL use this form of technique to educate their instructor who those will put in force training software in subject level.

On the Job Training:

On the process schooling is the technique of education someone to study a task at the same time as operating on it. Like all maximum each enterprise MBDL also exercise this schooling approach to educate their newly orientated employees.

Feedback:

After conduction of every training comment is measured In DBL, peer checking and position playing is the commonplace method to get comments.

4.6 Performance Evaluation System: performance assessment DBL do not forget the subsequent elements:

Quality of work: DBL Consider accuracy, thoroughness, effectiveness.

Flexibility: DBL Consider performance beneath pressure and handling of a couple of assignments on the personnel.

Initiative: DBL Consider the extent to which the employee's sets own optimistic work exercise and recommends and creates personal processes.

Dependability: DBL Consider the quantity to which the employee completes assignments on time and carries out instructions.

Interpersonal relations: DBL Consider the extent to which the employee is cooperative, thoughtful, and tactful in coping with supervisors, subordinates, friends and others.

Safety compliance: The diploma to which the employee complies with or oversees the compliance with the organization safety regulations.

Performance Appraisal Process

Who Appraises

- Supervisors
- Subordinates
- Peers
- Clients/customers
- Self appraisal
- 180/360 degree approach

Approaches to measuring performance in DBL

There are various kind of method for measuring performance appraisal. But we get information that DBL uses only three type of performance method. These are at below:

1. 360- degree feedback
2. Experience based.

We describe those at below

1.**360-degree feedback**

One currently popular methods of performance appraisal is called 360-degree feedback. With this method managers peers, suppliers or colleagues are ask to complete questionnaire. The questionnaires are generally lengthy.

2. **Experience based:** who are more experience to get benefits.

4.7 Compensation & Benefit

Compensation and benefit is the essential for all employer. Healthy compensation package is make the employee more interested to their work, so that dbl offer deferent types of compensation package as like:

Types of Compensation Provided via DBL:

DBL gives both direct and indirect compensation to their employees. They try to fit with the surroundings of the contemporary state of affairs and the needs of the employees.

2 Direct repayments: Direct compensation that DBL normally provide to their personnel is:

• Basic Payment: DBL offer A constant amount of monetary benefits supplied to the worker on the cease of each month in go back for his or her offerings to the employer.
• Over Time Payment: A constant amount of monetary blessings supplied to the employee at the end of each extra one hour after finished the day by day time table hour (eight hour). To calculate Overtime is: (Basic wages/208)*2*Per hour extra time fee.
• Car allowance: Based on undertaking the employees of DBL get automobile both from pool or rent it.

• Housing allowance: If people need to relocate due to paintings, DBL gives housing allowance to all level of personnel to facilitate the method of relocation.

• Medical allowance: DBL offers their employees scientific reimbursements for scientific claims protecting no longer handiest employees themselves, but also their own family individuals. DBL has a Hospital into their manufacturing facility with some specialist doctor.

• Merit pay: DBL gives benefit pay to their employees in terms of brings out critical hurdled job.

Generally those varieties of condition appear in base line survey whilst the personnel visit distant places to execute it.

• Festival Bonus: DBL also offers every year festival bonus that is given times in a 12 months

Eid-ul-Fitr and Eid-ul-Azha. This bonus is given on the premise of primary revenue. Usually the rate of bonus is 100% of the fundamental revenue.

• Special Allowance: DBL additionally gives mobile smartphone and phone invoice to their employees for personal and legitimate use.

Indirect Compensation:

DBL no longer best offers the coordinate reimbursement but moreover compensate their faculty circuitously. Company gives so numerous offices for the representatives to rise as a wonderful connection with the management and the employees.

• Transport facility
• Restorative facility
• Bondhon fairs save
• Childcare middle
• Way better & loose environment inside the depictions location.
• Expansive, chirming & normal environment in add up to complex.

Retirement Benefit:

At the time of retirement to encourage the representatives DBL comprises of provident support office in its repayment bundle. It may be a support into which the undertaking and the laborer each pay the same sum of cash frequently, so that after the worker resigns or clears out the company, he or she receives a sum of money.

4.8 Leave Policy:

DBL offer paid depart to its personnel. The leave entitlement is

• Casual Leave: DBL organization gives Most extreme 10 days with pay as Casual Leave.
• Medical Leave: DBL bunch are offer Greatest 14 days with pay as clinical go away.

• Earned Leave: Every workers of DBL organization are get One day earned go absent for each fifteen working days.
• Maternity Take off (For Women): DBL organization give Maternity take off for all pregnant ladies staff as 16 weeks from to the statement of the employee.
• Hajj Leave: DBL institution offer the Hajj go absent for his or her Workers as Most extreme 45 days with pay.
• Study Leave: DBL awards look at takeoff for its representative. This kind of go absent is especially significant for the transient work force. The period of look at go absent is most 15days with price.

• Special Leave: Extraordinary withdraw may be chosen to the long-lasting or Contract workers without or with pay and stipends at the sole caution of the management. The worker is entitled to working out all sort of Takeoff from the exceptionally another day of his/her affirmation of job.

Pay for time not worked

Holidays

Vacations

Funeral leave

Marriage leave

Sick leave

Stress leave

Blood donation or welfare work

Personal leave

Sabbatical leave/ For Muslims, leave after death

Other religious leaves such as pilgrimage or preaching

Workers' Compensation

Workers' compensation is a legally required benefit is included in the compulsory disability laws of many countries. Mostly, employer is seen liable regardless of the fault.

Objectives of Workers' compensation:
Provide income & medical benefits

Reduce litigation
Eliminate legal fees & time
Encourage employer safety
Promote accident study & avoidance

Workers' compensation claims
Injury
Occupational disease
Death

Workers' compensation benefits
Medical services
Disability income
Death benefits

Chapter-05

Findings

o Findings of Study:

In spite of the fact that DBL has partitioned office for human sources administration they have a solid HR department with ability officer, they are works of art exceptionally carefully & truly. But I consider anymore add for the more prominent progressed as like:

• Require a few of pro in all HR branch…

• Have to be start Retirement office all specialists for their retirement existence.

• Got to distinguished the HR division as a critical portion of fabricating as well as employer.

• Specialist do not have any centers for the go absent of their marriage with pay.

• DBL organization has no centers of circle of relatives weakling, I considers In the event that the faculty are get circle of relatives quitter inner of work environment they're additional interested & propelled to their responsibility, since than they may be motto feel uneasiness for their possess family, so I considers this can be exceptionally vital.

• As well a terrible part work out the reference energy.

Chapter-06

Recommendation and Conclusion

Recommendations:

From my canvases appreciate with DBL I expect I can make a number of proposal for this corporation.

These suggestions are totally from my non-public point of see and I assume they have conceivable outcomes to improve within the recommended regions. My tips to DBL are:

1. As rapidly as DBL have to be need to Embroil HR master in their all HR stage. Who are ordinary thinks about & propose the fine hones of HR in DBL.
2. DBL spends awesome profitable time on recruitment, promotions and other group of worker's topics. To store beneficial assets, Human Assets have to be bear in intellect putting within the automatic and net based completely innovation for enlistment to overhaul the manual preparing for recruitment and enlisting and free group of specialist's time and space for more effective HR activities.
3. Due tirelessness got to take conveyance of to labor making plans and the extravagance of filling positions without response to execution and guidelines must be reconsidered.

4. DBL must set up a few yearly event for his or her staff, to engage them, motivate them, deliver them consolation from their repetitive work conjointly lead them to involvement that the organization also cares roughly each and each employee.

5. DBL ought to open their prepare evaluation gadget to the employee and have to be set some fashionable, in arrange that competitiveness can grow within the faculty intellect to attain the level of standard.
6. The organization ought to take steps to avoid an intemperate sum of working out the reference energy; it will influence the inverse employee's confidents and readiness to the work.

7. DBL offers justify pay handiest for the workers who those are go to range to execute any mission.

"They got to too offer this for their in house worker"

Conclusion

To form beyond any doubt the superior benefit powerful Human Asset Administration Hone might be exceptionally an awful lot important. This can be really the case at the DBL gather LTD. To form certain superior consultancy carrier, the undertaking has to be ought to make certaina fabulous Human Asset Administration hone. The vicinity of Human Asset Administration may

be exceptionally wide. In this report it's been tries to uncover the extent at which DBL hones Human Resource Management at their undertaking. That covers their Training, enrollment and selection technique, add up to reimbursement bundle, overall performance appraisal system.

Human Asset control is the heart of an trade venture which plays an vital function of getting the

right people to do the right errand and at the right places, which encourages to create sure the generally accomplishment of the objectives of the association. Subsequently, the work out of

Human Resource Administration got to be well accomplished.

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