SONARGAON UNIVERSITY

An Internship Report
On
Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd.

Submitted to:

Md. Shahbub Alam
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted by:

Mohammad Arju
ID: BBA1903018077
Program: BBA (Major: HRM)
Department of Business Administration
Sonargaon University (SU)

Submission Date: 9th September, 2024

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Letter of Transmittal

To,
Md. Shahbub Alam
Lecturer
Department of Business Administration
Sonargaon University (SU)
Green Road, Dhaka-1215

Subject: Submission of Internship Report on "Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd."

Dear Sir,

This is a great pleasure to submit the Internship Report on **"Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd."** as a Chapterial requirement for the fulfillment of my Bachelor of Business Administration (BBA) Course under the Department of Business Administration of the Sonargaon University (SU).

I have given due efforts to make this Internship Report as fruitful one and to make it as informative as possible. I hope that this paper will not be the formality of academic course completion rather it will be a source of information for other purpose on this topic.

Yours sincerely

_____

Mohammad Arju
ID: BBA1903018077
Program: BBA (Major: HRM)
Department of Business Administration
Sonargaon University (SU)

Declaration

I do hereby declare that the Internship Report Title **"Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd."** prepared solely by me and which has been submitted to the Department of Business Administration, Sonargaon University (SU) for achieving the Bachelor of Business Administration (BBA) Degree. This is an original work of nine. No Chapter of this research, in any way of or in from, has been submitted to any University or Institution for any Degree, Diploma or for other similar purposes.

Sincerely Yours

Mohammad Arju
BBA1903018077
Program: BBA (Major: HRM)
Department of Business Administration
Sonargaon University

Letter of Acceptance

I am enormously please to certify that Mohammad Arju is a student of the Department of Business Administration, ID No: BBA1903018077, Sonargaon University have been completed his Internship Program under my supervision as a part of partial requirement for obtaining Bachelor of Business Administration (BBA) degree in Human Recourse Management. He has completed his internship report titled on **"Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd.**". He exploded the subject matter reviewed all the relevant literatures and examined the necessary sources for collecting relevant information.

I therefore certify and convinced to allow Mohammad Arju, to submit his report as I am pleased to declare that this report is solely completed under my supervision and has not been submitted elsewhere previously to any other institution. I wish him every success in his life.

_____

Md. Shahbub Alam
Lecturer
Department of Business Administration
Sonargaon University

Acknowledgement

In the name of Allah, the Beneficent, the Merciful

I would like to extend my gratitude for the invaluable assistance and sincere cooperation provided by various individuals in the preparation of this report. It's impossible to adequately thank all the wonderful people who directly or indirectly contributed to the successful completion of this report. I am deeply appreciative of their kind collaboration and support.

First and foremost, I would like to express my thanks to the divine power. Additionally, my foremost appreciation goes to my supervisor, **Mr. Md. Shahbub Alam**, **Lecturer at Sonargaon University (SU)**, for his crucial guidance, scholarly insights, and unwavering support throughout my study period.

Moving forward, I am grateful to **Mr. Oh Sang Jin**, Managing Director (overseas department) at SUNJIN Engineering & Architecture Co., Ltd. From whom I gained significant knowledge. I also extend special thanks to Deputy General Manager (overseas department) **Mr. Lee Sang Min**, Assistant Manager (Administration) **Ms. Lee Shinwoo** along with heartfelt gratitude to all the other individuals at SUNJIN Engineering & Architecture Co., Ltd. Head Quarter.

I am thankful to the various staff members from different department who generously contributed their valuable time and assistance in helping me gather data for this report.

Executive Summary

The report “Human Resource Management Practices in Bangladesh: A Case Study on SUNJIN Engineering & Architecture Co., Ltd.” Has been prepared with the keenness to fulfill the requirement of BBA degree. It contains an elaborate report on the HRM practices of SUNJIN Engineering & Architecture Co., Ltd. is the Branch Office of Bangladesh. Since its foundation in 1975 SUNJIN Engineering & Architecture Co., Ltd. (KOREA) has been providing design and construction management services in the fields of engineering and architecture. SUNJIN professionals are committed to creating a pleasant future living environment where humans and nature coexist harmoniously. With a proven track record of experience and technology, SUNJIN have successfully completed more than 10,000 projects both domestically and abroad. These projects encompass various areas of engineering such as Water Supply and Sewage Management, Environmental projects, Urban Design, Landscaping, Roads & Airport Runway, Geotechnical and Tunnel Engineering, Transportation, Waterworks, New and Renewable Energy, Electricity, and Architecture. SUNJIN effortlessly delivers more reasonable and efficient solutions tailored to the needs of SUNJIN’s clients. Supported by a team of 1,000 professionals and associates, SUNJIN communicates with clients with a strong sense of responsibility, aiming to create social values. SUNJIN are dedicated to doing our best to improve our lives and ensure sustainability for the next generation.

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Chapter 1

Introduction

1.1 Background of the report:

Internship is an important and unavoidable part for completing the graduation, in business studies. Internship can help the students to acquire practical knowledge about his or her particular learning. For the four years BBA program, internship is a major requirement for shearing knowledge. As a requirement for the BBA program, I need to do the internship in any business organization that is well reputed in its field. This internship carries good grade, which shows the practical knowledge and skills that the internee carries.

I have chosen SUNJIN Engineering & Architecture Co., Ltd. to do my internship and the name of the company is SUNJIN Engineering & Architecture Co., Ltd.

1.2 Origin of the Report:

In today's world only academic education does not make a student perfect to become competitive with the outside world. Internship is highly needed to gain idea, knowledge and experience.

Sonargaon University (SU), one of the most reputed private universities in Bangladesh, has been designed the curriculum of the BBA course in such a way that the international standard graduates will be produced.

SUNJIN Engineering & Architecture Co., Ltd. is a place where I could learn the HRM practices. As an intern student I have got the opportunity to work with this organization for three months and acquired idea about real HRM practices in the world.

1.3 Objectives of the Report:

We know that, "Human" is the most important input for every organization. Every organization is made up of people in their own environment and also how to acquire their service, developing their skill, motivating them to high level of performance to achieving organizational objective. Objectives can be divided in two parts.

a) Broad objective:

To know about the HRM practices of SUNJIN Engineering & Architecture Co., Ltd. i.e. SUNJIN Engineering & Architecture Co., Ltd. how to know the number of vacancies, how to fulfill that vacancy, employee salary structure, increments system, incentive policy, leave policy etc.

b) Specific objective:

The key objectives of the report are as follows:

1. To record procedures and practices of staffing, training and developing, motivation, maintenance of the employees of SUNJIN Engineering & Architecture Co., Ltd.
2. To identify how to procedure payroll, promotion, transfer, terminate procedure employee's activities record.
3. To record and report of organizational structure with detail of grouping of work.
4. To understand business strategy, vision mission of the organization.

1.4 Scope of the study:

1. The guiding principle of the company is to develop and maintain strong, secure relation with buyers and retailers and to support the customer beyond the buyer-seller relation striving to ensure all concerned can succeed and grow.
2. The study will also help us to understand the role of SUNJIN Engineering & Architecture Co., Ltd in socio-economic development of the country.
3. It will increase obstacles to the existing role of SUNJIN Engineering & Architecture Co., Ltd. in exporting the garments products.

1.5 Methodology:

The report has been prepared based on primary and secondary data. Methodology of the internship report is given bellow:

A. Primary Data Collection Methods:

- By talking with the employees of the organization.
- Observation method was also used in this study.

B. Secondary Data Collection Methods:

- Data collection from the companies' brochures.
- Used the companies' web side to makes the report.
- Data collection from the companies' recruitments and fair reports etc.

1.6 Limitations of the report:

1. Large-scale research was not possible within three months.
2. Relevant data and documents collection were difficult due to the organizational confidentiality.
3. The employees were avoiding disclosing their confidential data.
4. Most of the workers have lack of knowledge. So, they didn't answer properly.

Management is very busy for that reason they couldn't help me to prepare the report.

Chapter 2

Literature Review

HRM is a strategic approach to handling employment relations which highlights that leveraging people's casualties is thoughtful to reaching competitive advantage, this being accomplished through a distinguishing set of combined service policies, programs and practices. (Bratton and Gold, 2007). "I highlight this - no matter how good or actual you are or how ingenious or cunning, your commercial and its future are in the pointers of the people you employ". - Akio Morita (Late) (Businessman and co-founder of Sony Corporation. Japan) Ref: The Book: MADE IN JAPAN. Page. No. 145 In other words, Human Resource Management (HRM) is a process through which personnel are hired, taken, developed as assets to the success of organizational goals. Personnel are the key element in the structural mix. Without personnel there is no organization, so development them is one of the most momentous tasks of any association. There are different branches of HRM that donates to the overall operative management.



2.1 Human Resource Planning:

Human Resource Planning or manpower planning is the system which accurate persons are appointed at the accurate place at the accurate time.

Manpower planning is the technique by which a firm approves that it has the accurate number of people and the accurate kind of people, at the correct places, at the correct time, responsibility things for which they are economically post beneficial.

In order to design the human resource, HR Forecasting is directed. Human resource forecasting is a procedure through which an organization approximation its necessity in terms of personnel to reach its strategic goals. HR forecasting includes creating the places the corporation wants to fill; what categories of skills personnel necessitate for places and what challenges the company will appearance as it works to understand its staffing wants.



Factors Affecting HRP

2.2 Importance of HRP:

- Human resource planning encounters the organization essential for precise type of people in precise number at precise times.
- By keeping a balance between demand for and supply of human resources, human resource planning creates optimum use of human resources, on the one hand, and reduces labor cost considerably, on the other.
- Cautious deliberation of likely future events, through human resource planning might main to the discovery of superior means for managing human resources. Thus, foreseeable drawbacks might be escaped.
- Manpower deficits and excesses may be avoided, to a large amount.
- Human resource planning aids the organization generate and progress training and succession planning for personnel and managers. Thus, it provides enough lead time for internal succession of employees to higher positions through promotions.
- It also delivers multiple gains to the personnel by way of promotions, rise in emoluments and other perquisites and fringe benefits.
- Some of the problems of handling change may be predicted and their significances mitigated. Consultations with affected groups and individuals can take place at an early stage in the modification process. This may evade resistance for change.
- Human resource planning forces management to asses critically the strength and weaknesses of its employees and personnel guidelines on constant basis and, in turn, take corrective measures to progress the situation.
- Through human resource planning, repetition of efforts and conflict among efforts can be evaded, on the one hand, and coordination of worker's efforts can be enhanced, on the other.
- Last but no means the least, with rise in skill, knowledge, potentialities, productivity and job satisfaction, association becomes the main recipient. Association is helped in terms of rise in prosperity/production, growth, development, profit and, thus, an advantage over its contestants in the market.

2.3 Recruitment and Selection:

Recruitment is the method of learning potential applicants for real or expected organizational vacancies. Or from another perception, it is a linking action—bringing together those with jobs to fill and those looking for jobs.

Selection is the showing and filtering procedure of job interviewees who have been requested to smear for the vacant places through which the procedure comes to an end".

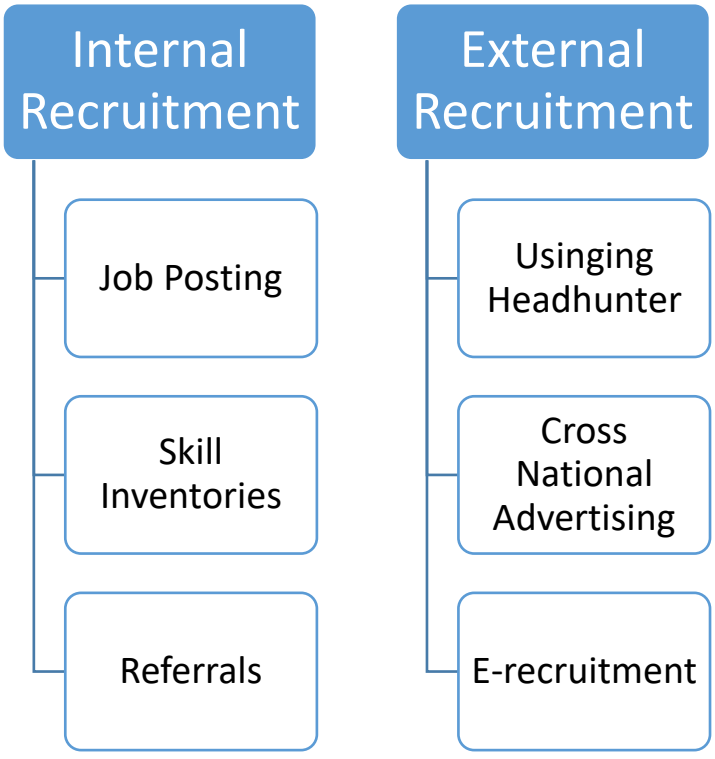
This means that recruitment is the process of pursuing out potential people who can turn into resource or asset for the organization. And selection is the method through which the right people are taken from the bunch.

The major difference between the two is recruitment is bulk gathering of people who have the essential skills and competency and selection is hiring the ones best suitable for the company needs.

a) Recruitment method

There are two methods of recruitment.

1. Internal Recruitment
2. External Recruitment



Internal Recruitment: Internal recruitment is signing people from within the organization. Sometimes in order to escape the whole recruitment procedure, Organizations hire internally. There is no definite system for that. If workers want to join a free spot, they have to collect the experience essential for that point, be it through formal degree obtaining or any training technique.

External Recruitment: It is the most common form of recruitment. Whenever a vacancy arises organizations hire employees from different source.

Informal method: Informal way of recruitment is recruitment through the worker recommendation or word of mouth advertising. Sometimes, higher up retain prospective candidates without disclosing the post to the common people, other times employees mention people they deem fitting for the empty place. It is relatively low-cost, since no advertisement is specified.

Formal method: It is the correct way of recruitment. There are many sources of formal recruitment. It is a costly and prolonged process. The sources are:

- Recruitment Advertising
- Employment Agencies
- Public Job Service Agencies
- Private, For-profit Agencies
- Unions
- Campus Recruiting
- Executive Search Firms etc.

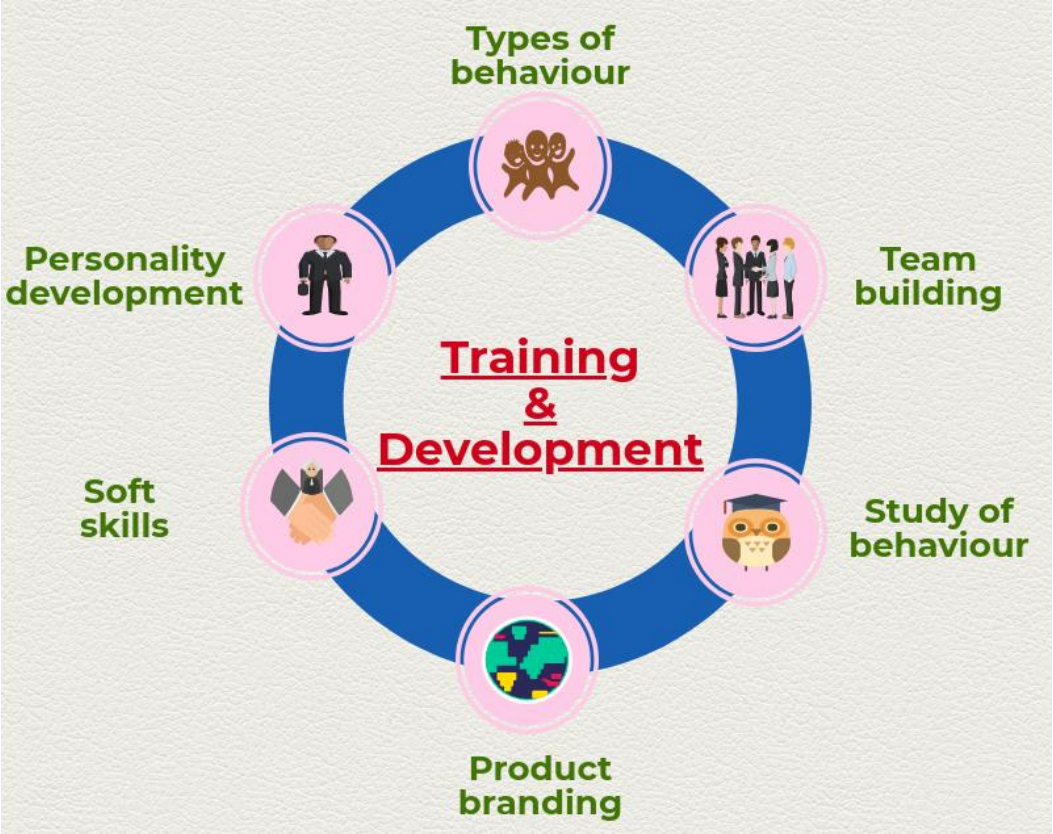
2.4 Training & Development:

Training and Development is a subsystem of an association which highlight on the development of the performance of individuals and groups. Training is an educational procedure which includes the improving of skills, concepts, changing of attitude and gaining more knowledge to improve the performance of the personnel. Good & effective training of employee's aids in their skills & knowledge development, which eventually supports a company progress.

Training is about meaningful where you are in the present and after some time where will you feast with your abilities. By training, people can absorb new data, new methodology and revive their current knowledge and skills. Due to this there is much development and enhances up the effectiveness at work. The reason behind giving the

training is to make an influence that lasts beyond the end time of the training itself and worker grows updated with the new wonder. Training can be obtainable as skill development for persons and groups.

Training is a prearranged work to simplify the maximum effective usage of individuals through the process of structure job related competency. Development is "an event constituting a new stage in a changing situation."



a) Significance of training & development in organization

Every day a modernization originates into the market. This prepared the association to be energetic in their business procedure and retain on implementing the alterations so that they will be competitive in the market the business owner or HR manager must necessities be energetic and appearance out for the several strategies which aid the organization to raise in the future.

Large administrations usually deliver training to their personnel for better consumption of their services. Also, they identify the importance of training and development effect on the organization. While in case of SME's they don't touch much value because they concentrate on every sole amount fill on the business.

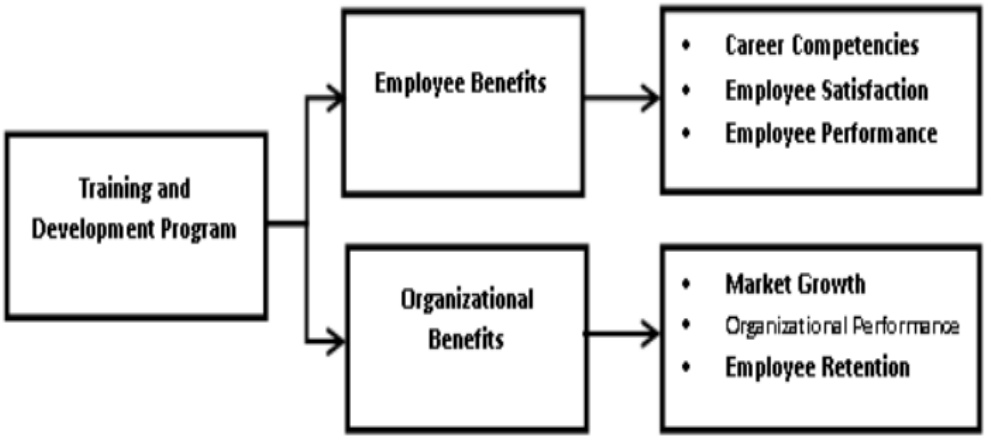
In training and development process the personnel don't concentrate much on project in order to appear the training sessions. That may delay the deadline for the projects. Despite this fact, a large organization owner doesn't touch for that, because as workers acquire highly skilled the procedure would be much quicker and they can be competitive in the market. With absence of skilled personnel, the procedure and strategies utilize will create the overall procedure slow and the quality may also get affected.

2.5 Motives for training in an organization

- Enlarged production and loyalty to quality values
- Growing structural constancy and flexibility
- Diminished observation and direction
- Efficient custom of resources &Delicate morale
- Growth in productivity & well industrial relations
- Role & career athleticism & Diminished erudition time
- Upcoming manpower requirements
- Diminished accidents at factory
- Globalization & speed of alteration
- Different appraisal techniques
- Decrease of mistakes& accidents
- Decrease of turnover and absence

a) The belongings of ongoing training on the organization

- It supports the employee to feel confident in carrying from their end, even when technology alterations.
- It supports the personnel to actively reply to the alterations that formed out of organizational rearrangement.
- Work to simplify career progress.
- Deliver the personnel with a capability to respond to modifications occurred due to diversity in the manpower.
- Assistance to meet worker's need for continued growing.



b) The purposes of Training and Development of an organization

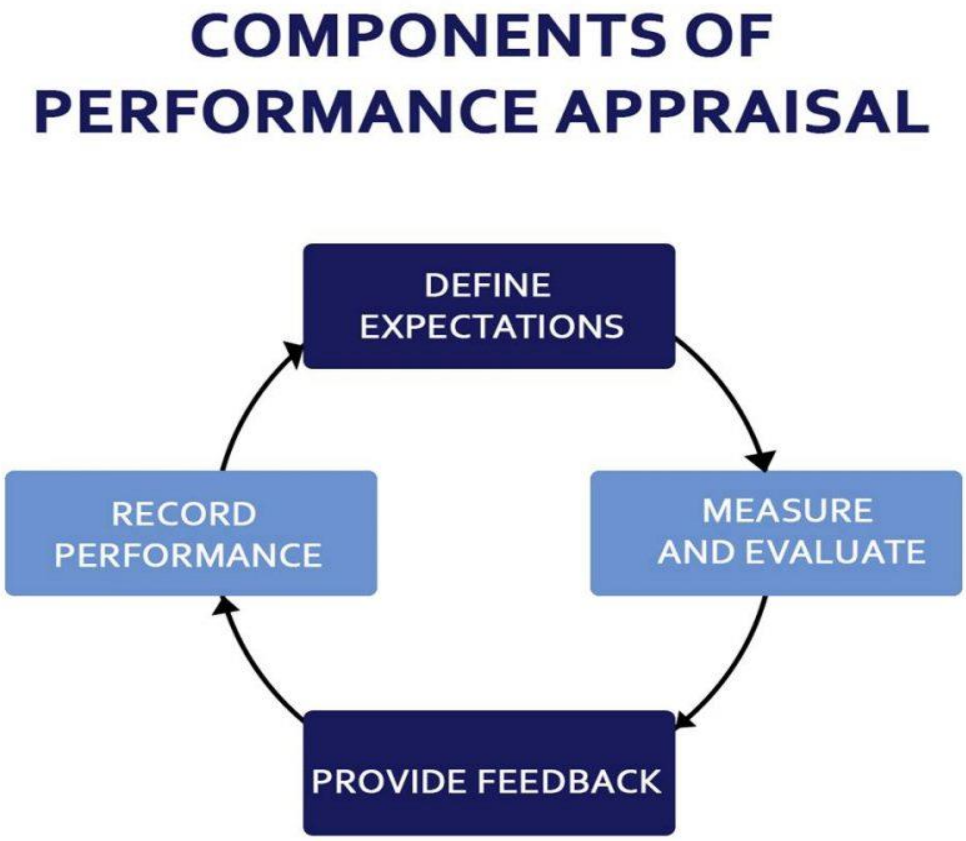
Every business expression for productivity, quality improvement, Industrial safety, decrease of turnover and learning time and capability to continue an effective management team. These are the key objectives of any training and development program in an organization.

- To deliver job-related knowledge to your staff.
- To deliver skill, knowledge thoroughly
- To improve the output of the personnel and the association
- To continue security morals
- To increase equipment management performs
- To improve the personnel for development

2.6 Performance Appraisal:

Performance appraisal is a regular, episodic and so far, as humanly conceivable, the neutral rating of an operative's superiority in matters relating to his present job and to his potentialities for a better job.

In modest positions, performance appraisal is matching a workers' modern sporadic performance against the pre-determined administrative goals. It is how organizations arise to know whether a worker is doing what he has been borrowed to do and how creatively he is doing it. A workers' bonus, increment, promotion depends on helpful completion of performance appraisal.



a) Significance of performance appraisal

The performance appraisal may be one of the little times during the year where a worker and the reviewer, naturally the servant's administrator, can be seated and have a prolonged face-to-face conversation about all aspects of the job. Thus, the appraisal can help a number of important purposes. If done efficiently, the appraisal can provide a large degree of satisfaction for both the employee and the reviewer.

b) Giving and Receiving Response

An effective employee appraisal delivers an opportunity to give feedback as well as receive it. The employee receives significant data as to what zones of the job she is performing well and those that need development, so she tells exactly where she stands. The reviewer can also receive feedback from the worker that can aid her create improvements in the work environment. The reviewer may also expose issues that could be hindering employees from performing their best, and she can take corrective actions if necessary.

c) Set Objectives

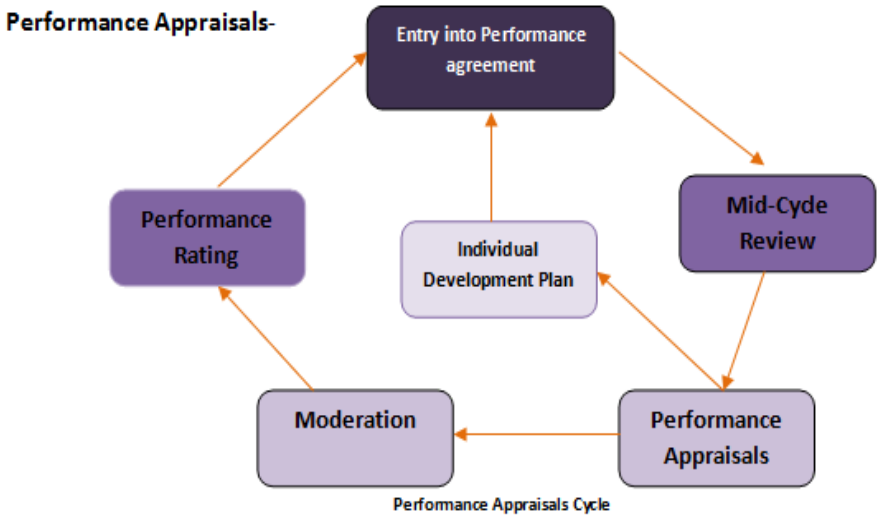
In addition to reviewing performance centered on previously recognized goals, the performance appraisal is also a good time to create new goals. If lacks are known during the appraisal, the reviewer and employee can work together to create new goals as well as develop a plan to reach them. For example, if a salesperson missed his sales proportion for the year, he and the reviewer can create a plan to reach next year's proportion by cumulative call activity by a certain percentage.

d) Enlightening Communication

Personnel appraisals are significant for improving communications between the personnel and assessor. By speaking flexibly about the job performance and matters that may be touching it, the personnel and reviewer can progress a sense of trust that may have been deficient. Personnel who previously did not touch comfortable approaching the reviewer with a problematic may become more possible to speech her concerns, which can stop a small issue from rising into a major problem over time.

e) Calculating Recruitment Energies

Performance appraisals can deliver vital data that can aid evaluate recruiting practices. For example, if a high percentage of staffs who were appointed within a recent time surround scored well on their appraisals, the company may settle that its recruiting procedure is working effectively. On the other hand, the attendance of many poor performers may specify that the recruiting efforts are missing the mark and the hiring procedure may need are fit.



f) Motive of the performance appraisal:

- To deliver response
- To identify the strength & weakness
- To deliver teaching& counseling
- To improve optimistic superior subordinate relation
- To aid research
- To check the effectiveness recruitment
- To offer a legal file

2.7 Compensation Management:

Compensation is such an action through which association on the foundation of its aptitude and within law sensibly measures the influence of personnel straight and circuitously for the delivery of financial and non-financial payment.

Basically, compensation is the extreme motivational instrument in order to acquire workers to work just the method the association wants them. Be it gratitude or bonus, compensation is not just about salary rather it covers all the institute has to deliver to the workers for working in the association. There are various benefits of having a well-proportioned compensation bundle, like

1. Works as a driving force for personnel. Personnel come from several backgrounds, for some the monetary aspect is significant, for some the respect is motivational while others are concerned to work in a diversified and challenging environment. Compensation management works as a driving energy for everybody by giving them something to effort up to.

2. A great advantage for the association. An association that standards its workers is logically a desired place to work for. A good compensation management make an intellect of safety for workers so it habitually arises as a benefit for the company.

3. Retains and attracts talent. Brilliant workers pursue administrations that compensate their skills and abilities therefore whether they are employed in the institute or viewing for one. Compensation package aids retain and attract brilliant individuals.

4. Aids operations run smoothly within the association. If an association compensates its workers correctly and to their satisfactory level, workers co-operate extra and don't make any problematic in their work rather deliver 100% effort for the welfare of the business.



a) Significance of Compensation in the Workplace

Smart employers know that keeping quality employees requires providing the right compensation and benefits package. Compensation includes wages, salaries, bonuses and commission structures. Employers shouldn't ignore the benefits portion of employee compensation and benefits, because the benefits sweeten employment contracts with the priorities that most employees need.

b) Inviting Top Talent

People are always watching to set themselves in the best possible place financially. Those who are value an exact salary amount often recognize their value and will pursue a position that pays accordingly. Do investigation on what your competitor's compensation and benefits packages appearance like. Make sure you offer a like package to your possible personnel so that you attract the best applicants for your company. Hiring the right candidate the first-time decreases recruiting charges and aids free up business owners for other tasks.

c) Widened Personnel Motivation

Properly compensating worker's displays you value them as personnel and as human beings. When people touch valued, they feel better about approaching in to work. Overall corporation morale rises and people are motivated to come to work and do a good job. Additionally, when personnel know there are bonuses or commissions, they are gradually motivated to deliver grander results. Bonus and commission compensation plans become a central point for success.

d) Enhancement Personnel Loyalty

When personnel are being salaried well and are happy, they're likely to stay with the company. Proper compensation is one factor why employees persist with employers. Loyalty means that business proprietors don't need to continue to expend time, money and energy on recruiting new applicants. Personnel retention and low-turnover rates are great for employers who support a team that recognizes what to do. That team is also interested to be part of the team, and they get the job done well.

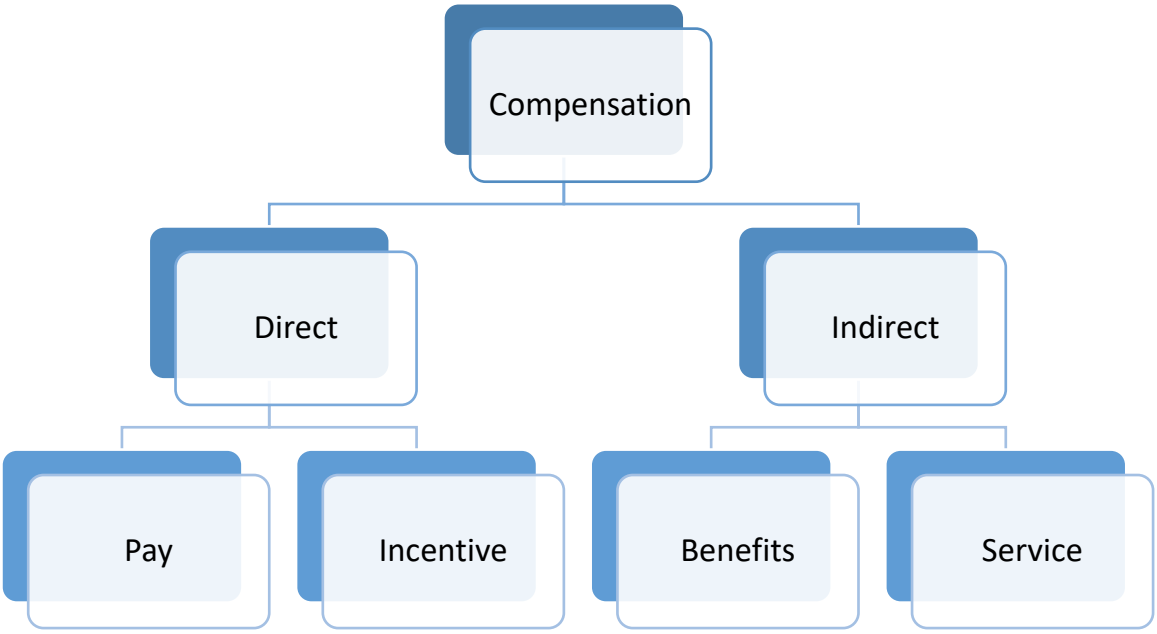
e) Enlarged Output and Effectiveness

Happy personnel are productive personnel. Productivity in relation to compensation jerks with personnel feeling appreciated which rises motivation and faithfulness. Not only are employees more motivated to do a good job, but also, the longer people are with the company, the more they know and the more effective they developed. All of this central to increased efficiency.

f) Job Pleasure So Individuals Stay

Making the right compensation plan centrals to stronger job satisfaction. The right compensation plan contains benefits, along with all the other bonuses accessible. Personnel often claim about holiday bonuses or they intensely watch how the company stock completes because they have stock options. The right compensation program spends personnel into the work being done, which gives them a stronger sense of happiness when the company succeeds. They see they will be rewarded for their efforts; everyone enjoys to be valued.

g) Types of Compensation



2.8 Motive to consider compensation & Benefit:

a) To be definite programs still maintenance purposes

Over time, organizational purposes may modification and compensation and benefits programs may no longer maintenance new purposes. Therefore, unintentional consequences from compensation plans may rise. For example, a bonus plan that highlights top line revenue may make a lot of sales but could inspire deep discounting that leads to poor bottom-line performance.

b) To formulate for growth or development

As you make to change to new markets understanding competitive practices in those markets will aid you attract and hold talent. It will also aid you create sustainable costs relative to your competitors. Compensation practices in one place can be very dissimilar from those in another—particularly across international borders. You don't want to proposal too little or pay too much.

c) To confirm competitive practices

It is important to review your compensation and benefits program periodically. If you have very high or very low employee turnover, it's a sign that compensation and benefits programs are not competitive.

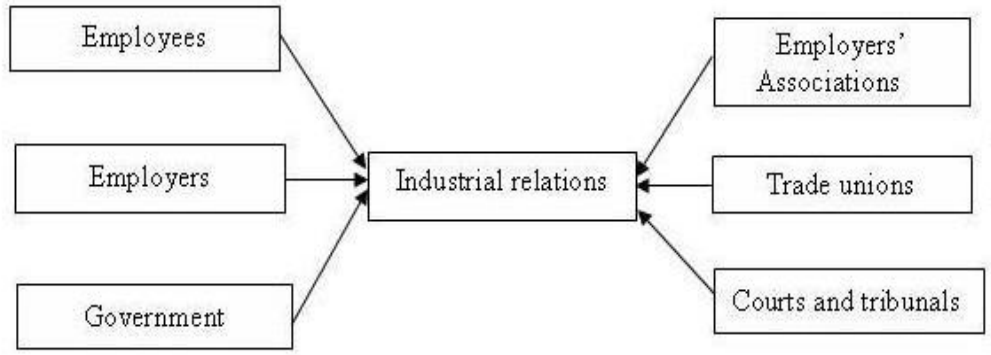
d) To confirm lawful compliance

Countries about the world have laws and rules impacting compensation and benefits plans. New laws and rules are passed all the time, making it easy to fall out of compliance and risking fines and consequences. As a result, an episodic review can aid manage this risk.

2.9 Industrial Relation and Labor Law:

The term Industrial relation clarifies the association between personnel and management which stem straight or ramblingly from union- owner relationship. Industrial relations are the relations between workers and the management within the business buildings.

a) Three parties of Industrial relationship.



b) Employees: People who really work in the organization, through whom manufacture is done, services are delivered.

c) Employer: Employers can be fretful and respectful of employees' conditions or be self-absorbent and abusing in nature.

d) Government: Government's intrusion in employee action of an organization or political impact in the business sector.

Mixture of all three features chooses the working environment of an organization. A good industrial relation makes safe and a productive environment for workers and management and can also be useful for the customers as blooming because the chemistry of the residents of a company clearly reflects in their product or service. There are other benefits too.

1. It generates opportunity for workers to rapid their attitude and have a say in the decision-making process which they perform.

2. It rises organizational competence and productivity which can contribute to achieve competitive advantage for the economy as a whole.

3. It's a good inspiration for workers to have a cordial relationship with their higher authority and not touch like slaves.

4. When workers reflect the organization as their individual, they themselves work for the maximum possible achievement of it which means they create less wastage and attempt to make appropriate use of the available resources.

5. It discourages both workers and management to do somewhat unethical against each other.

6. It confirms a smooth production procedure as everyone engage are considerate and accepting of each other's situation.

7. It diminishes any argument within the company even if it is not current but has a potential of brewing.

8. It creates positive mindset for people to f SUNJIN little change which otherwise would have taken a lot of persuading.

9. It is a great benefit for an organization to have against entrants as suppliers, retailers, customers even potential applicants would a company with good relation among their workers and management.

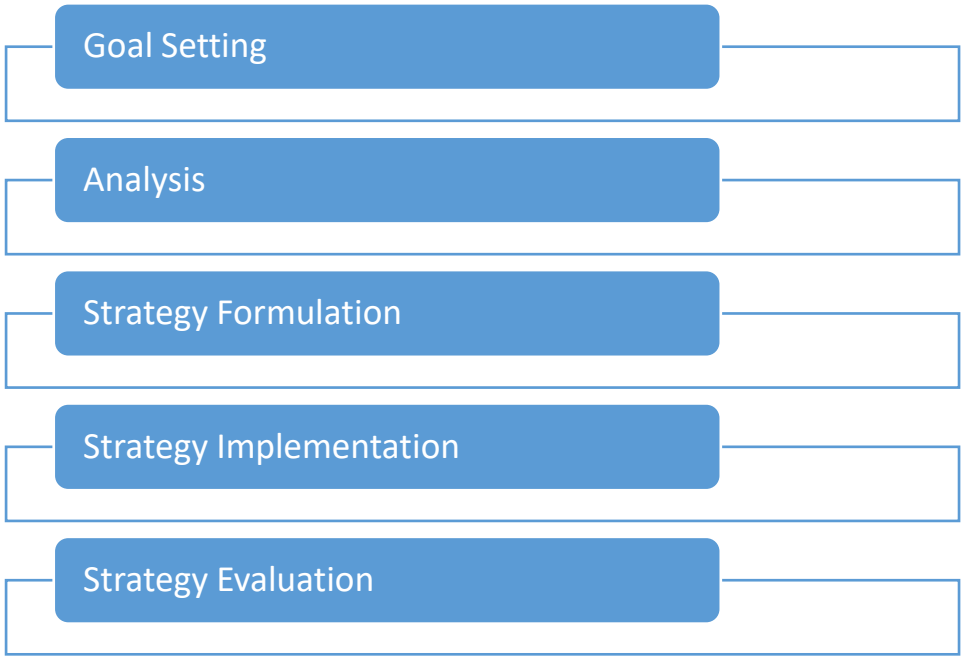
Currently in Bangladesh, Labor Law 2006 is being followed to defend the concentration of the workers or blue-collar job holders. It is also measured as standard construction for the white-collar job holders as they are paid proportionately to the labor law. Some sections of this law include:

a) Terms and conditions linked to employment and service, who can work in an organization, how they can be terminated or retire voluntarily, how they can cabin an objection and such.
b) Benefits that should be assumed to an expectant worker, when it should be specified and how.
c) Safety defenses that an organization must follow in terms of fire, weighty machinery, lifts, and cranes and so on.

d) Health and hygiene issues that a company must confirm for the improvement of the workers working there.
e) Restrictions and correct processes of working hours, altered leaves, off days of the organization and overtimes.
f) Payment structures, rules about deductions and etc.
g) For strategic HRM, there must be actual collaboration between the top management and the HR head. Some of the experiments faced in contemporary day HRM are as follows:
h) Cross cultural concerns and communication
i) Internationalization
j) Altering possession due to increased M & A
k) Quickly altering business environments
l) Technical developments

2.10 Strategic Human Resource Management:

Strategic human resource management is a method to the exercise of human resources that statements business challenges and create a straight impact to long-term purposes. The primary standard of strategic human resource management is to progress business performance and support a culture that encourages invention and works incessantly to increase a competitive advantage. It's a stage above traditional human resources and has a broader spread throughout the organization.



Strategic Management Process

Chapter 3

Organizational Review

3.1 Company Profile:

Since its foundation in 1975 SUNJIN has been providing design and construction management services in the fields of engineering and architectural. SUNJIN professionals are committed to creating a pleasant future living environment where humans and nature coexist harmoniously. With a proven track record of experience and technology, SUNJIN have successfully completed more than 10,000 projects both domestically and abroad. These projects encompass various areas of engineering such as Water Supply and Sewage Management, Environmental projects, Urban Design, Landscaping, Roads, Airport Runway & Terminal buliding, Geotechnical and Tunnel engineering, Transportation, Waterworks, New and Renewable Energy, Electricity, and Architecture. SUNJIN effortlessly delivers more reasonable and efficient solutions tailored to the needs of our clients. Supported by a team of 1,000 professionals and associates, SUNJIN communicates with clients with a strong sense of responsibility, aiming to create social values. SUNJIN are dedicated to doing our best to improve our lives and ensure sustainability for the next generation.

3.2 Mission:

According to the statement of SUNJIN Engineering & Architecture Co., Ltd the explanation of their mission is. “To enrich the quality of life of the people through responsible application of knowledge, technology and skills.” The company also devoted to use the quest of brilliance through producing world class products, original process and authorized employees, they strong minded to provide the highest level of satisfaction to their customers.

3.3 Vision:

- SUNJIN will provide services of high and consistent superiority, guaranteeing value for money to their customers.
- Endeavour to achieve a place of leadership in each class of their businesses.
- Develop their employees by inspiring authorization and rewarding invention.
- SUNJIN will support a situation for learning and personal growth.
- Attain a high level of efficiency in all their processes through effective use of assets and adoption of suitable technology.

SUNJIN will promote comprehensive growth by encouraging and supplementary their clients in improving proficiency.

3.4 Values:

- Quality
- Customer Center
- Upgrading
- Fairness
- Transparency
- Continuous Improvement

3.5 Our Workers:

- **Engineering**
  - Water
  - Energy
  - Plant
  - EIA
  - Transport
  - Urban
  - Landscape
  - Power
  - CM
  - Overseas
- **Architecture**
  - Design
  - CM
  - Overseas

3.6 Job Description:

- **Water**

Survey, planning, and design in Waterworks, Sewerage and Water Resource Development Agency for disaster management measures and rural drainage improvement Mechanical and electrical design.

- **Energy**

Renewable Energy (solar, geothermal, marine, wind, bio, etc.) Fuel cells and energy storage devices.

- **Plant**

Landfill, incineration and ancillary facilities, EPC Related consulting services such as offshore plants and overseas plants.

- **EIA**

Environmental Impact Assessment, Environmental Design, Consulting Service in Environment.

- **Transport**

Structural Design for Road, Rail, Airport, Port, and Tunnel Traffic Impact Assessment, Soil Investigation and Design Underground Safety Impact Assessment.

- **Urban**

Urban Planning (Framework, Management, District Unit Planning) Urban Design (Residential, Industrial, Distribution Complex, Regeneration).

- **Landscape**

Design of national parks, nature parks and city parks Planning and Design of Resorts, Integrated Resorts, Golf Courses, Ski Resorts, and etc.

- **Power**

Design and Supervision of Power Facilities.

- **CM**

Construction Engineering and Management.

Chapter 4

HRM Practice
in
SUNJIN Engineering & Architecture Co., Ltd.



4.1 Human Resource Department of SUNJIN

Manpower Planning" is Human Resource Planning. HR planning collecting and applying of human resource at right place and in right number talented to execution the job. Some are the cause need of HRP given below:

4.1.1 HR management design of SUNJIN

a) Define the company vision. To begin with, develop a concrete vision for the company.

b) Establish the human resource department's role

c) Develop company overview.

d) Investigate company needs

e) Evaluate HR process

f) Implement the plan

g) Measure success

4.1.2 Measuring demand & supply of SUNJIN

a) Evaluating organizational objectives

Organizational objectives are short-term and medium-term goals that an organization pursues to achieve. SUNJIN will show a large part in rising organizational policies and defining the allocation of organizational resources. Achievement of objectives aids an organization touch its overall strategic goals.

b) Inventory of current human resource

From the updated human resource information storage system of SUNJIN, the current number of personnel, their casualty, performance and potential can be evaluated. To block the various job necessities, the internal sources and external sources can be assessed.

c) Estimating Demand and Supply of Human Resource

The human resources required a various positions affording to their job profile are to be assessed. The available internal and external causes to justify those requirements

are also measured. There should be accurate matching of job description and job specification of one exact work, and the profile of the person should be fit to it.

i. Demand Estimating

Demand forecasting is a practice of defining future needs for HR in terms of quantity and quality. It is completed to meet the future personnel requirements of the organization to attain the desired level of output. Future human resource essential can be estimated with the support of the organization's current human resource situation and analysis of organizational plans a process.

ii. Supply Estimating

Supply estimating is concerned with assessment of supply of manpower assumed the analysis of current resource and future accessibility of human resource in the organization. Its assessments the future causes of HR that are possible to be obtainable from within an outside the organization. Internal source contains promotion, transfer, job enlargement and enrichment, whereas external source contains recruitment of fresh candidates who are proficient of performing well in the organization.

iii. Similar Demand and Supply

It is concerned with carrying the forecast of future demand and supply of HR. The matching procedure refers to convey demand and supply in an equilibrium situation so that shortages and over staffing position will be solved.

d) Assessing Manpower Gaps:

Contrast of human resource demand and human resource supply will deliver with the excess or shortage of human resource. Shortage characterizes the number of people to be employed, whereas excess characterizes termination. Extensive use of proper training and development programmed can be completed to upgrading the skills of employees.

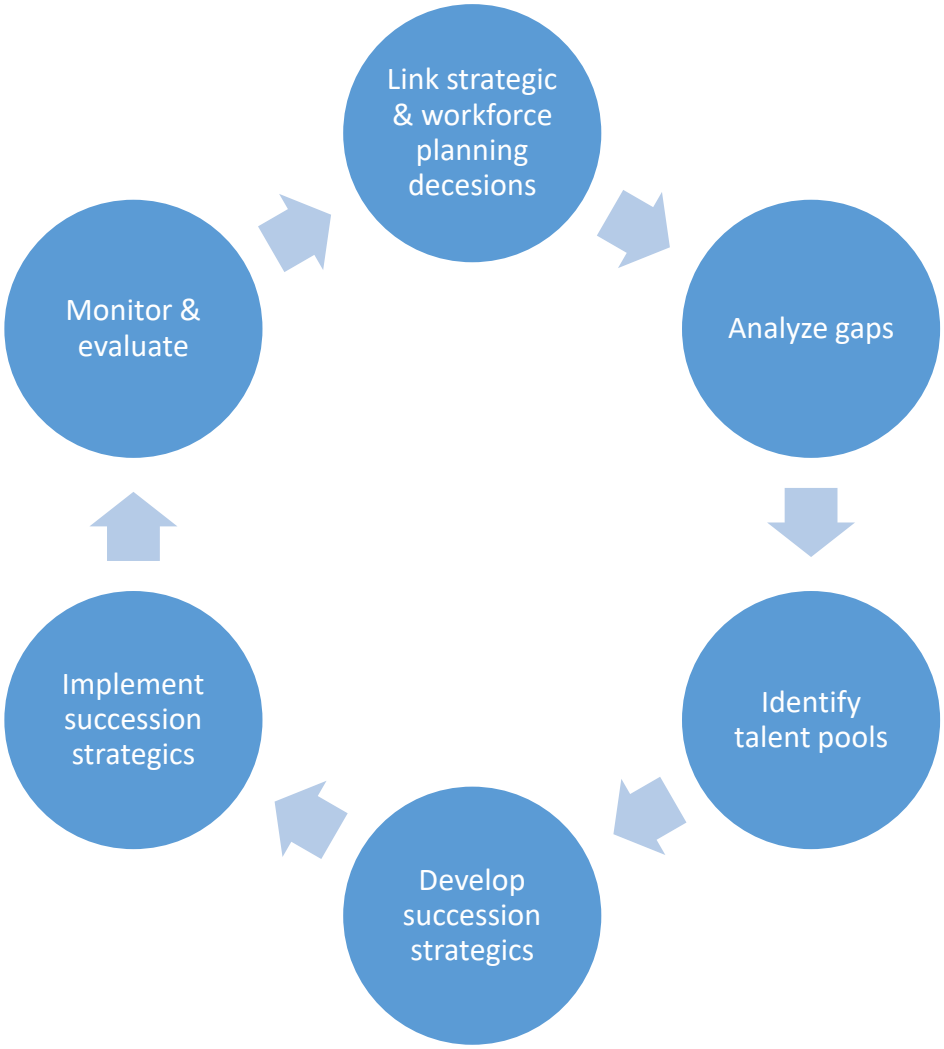
e) Formulating the Human Resource Action Plan:

The human resource plan relies on whether there is shortage or excess in the organization. Accordingly, the plan may be confirmed either for new recruitment, training, interdepartmental transfer in case of shortage of termination, or voluntary retirement schemes and redeployment in case of excess.

4.1.3 Succession planning

SUNJIN maintain succession planning. It is a continuing procedure that recognizes necessary capabilities, then works to evaluate, develop, and hold a talent pool of

employees, in order to confirm a continuity of leadership for all critical situations. Succession planning is an exact strategy, which incantations out the specific steps to be followed to attain the mission, goals, and initiatives recognized in workforce planning. It is a plan that managers can follow, implement, and customize to see the needs of their organization, division, and department.



4.2 Recruitment & Selection of SUNJIN Engineering & Architecture Co., Ltd.:

a) Recruitment source of SUNJIN.

SUNJIN are recruited to employee in both side

a) Internal – This contains personnel now on the payroll of an institute somebody within the organization fills in or is upgraded when there is a vacancy.

b) External – Outside the organization is source of external.

b) Recruitment method of SUNJIN

The possible recruiting methods can be divided into three categories:

a. Direct – Recruiters visit colleges and technical schools; it maintains continuous relationship with institutions to hire students for responsible positions.

b. Indirect – This involves advertising in newspaper, website, online job site. Advertising can be very effective if its media is properly chosen.

- Newspaper Advertise
    i. Prothom Alo
- SUNJIN official website
- Online job site
    i. BD jobs site
    ii. BD job career
    iii. CV Bank
- Internship program for university student
- This contains usage of commercial or private employment activities, placement officials of schools, recruitment companies etc.

c) Selection Process of SUNJIN

1. Advertising about the vacancy: Firstly, HR department sends the circular to several ad assistances or newspapers and online portals.

2. CV collection and screening: After the company has accept the many CVs from several emails, they gather it all and screen through them for the ones that appear best appropriate.

3. Interview call: The applicants whose CVs has been eligible are called for interviews for additional process.

4. Initial interviews: These are basic interviews that let recruiter see the applicant in person and evaluator their personality.

5. Formal written exams: After the worker has effectively crossed interview, they have to be seated for written exam which will test their knowledge.

6. Viva: This interview is the core interview where recruiter really measures whether the applicant can actually carry something to the company

7. Verification and Appointment letter: Here the applicant drives through verification where rationality of his certificates is tested, his referrals are queried and if everything goes well appointment letter is agreed for a probationary period of 1 year.

8. Medical examination: Medical examination is a must for each worker as it will confirm their fitness and aptness to be able to work in the association.

9. Orientation program: SUNJIN arranges an official orientation program for the newly recruited employees to inform well with the institute.

4.3 Development:

SUNJIN's Training & Development method:

There are many methods of providing training and development to workers. They provide: -

a) On the job training

b) Off the job training



a) On the job training: On the job training provide by personnel work and at the similar period learn. There's an insufficient way to do that.

i. Job rotation: There are two types of job rotation, vertical and horizontal.

1. Vertical Job rotation: It is the accurate of each worker. In this situation change in a straight line. Where staffs are given fresh positions and with-it fresh responsibilities, by handling which workers learn about their jobs.

2. Horizontal Job rotation: In this technique workers are referred to different departments other than their own to acquire how they effort. Here the level of work remainders the same just the ability fluctuations.

The difference has between vertical and horizontal job rotation. In vertical job rotation, employees obtain knowledge in only one area. In horizontal job rotation, they collect knowledge in several areas of the organization.

ii. Assistant to position: In assistant position, someone work under mentor, facilitators cum coach. Here, mentor is somebody straight explains and facilitators is somebody who offers support empathically or sympathetically.

iii. Committee Assignment: This technique contains construction a team with cross-functional memberships. This team must include 5 memberships and cannot beat 21 memberships.

b) Off the job training: Off the job training requires putting the right individual with the right technique for the right training. It includes: -

i. Classroom lectures: It is the most traditional method of training. It can be either

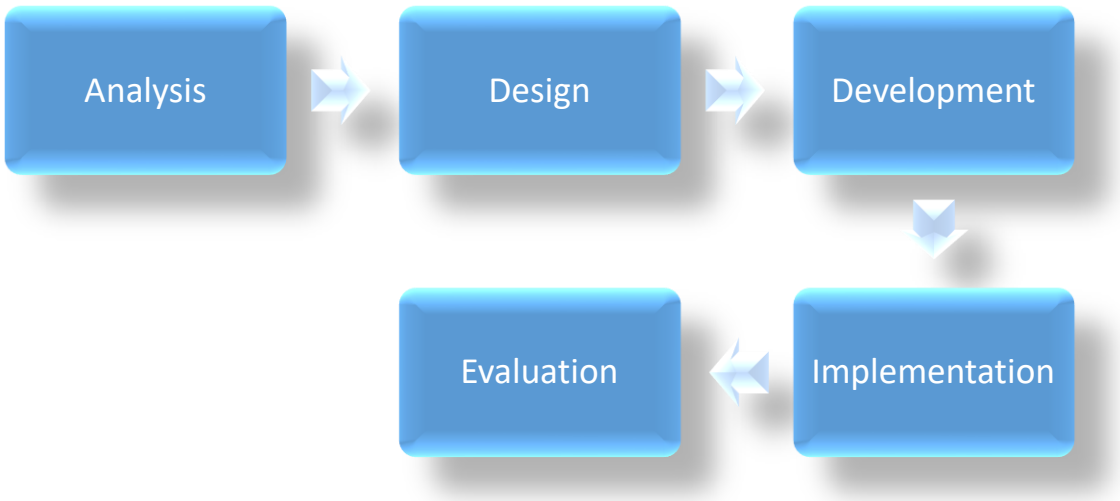
1. One way communication or
2. Interactive learning

ii. Simulation training: Here staff's emphasis on knowledge both practically and theoretically. It includes:

1. Case Analysis: Here actual circumstances are in front of the staffs to solve difficulties. It is how they collect knowledge to be more correct and detailed when it arises to result making.
2. Experimental experience: This method is for training for different mechanisms.

4.4 Training process:

When it arises to training process, SUNJIN follows the ADDIE model. ADDIE stances for Analysis, Design, Development, Implementation and Evaluation phase.



Analysis phase:

Analysis phase is the gathering of information phase. Here employee training need is analyzed through training need form.

Design phase:

Design phase generally means as planning phase. Here how to train an employee that will be planed, what type of training should be delivered to them, what would be motivational for their effort life phase and such is taken into deliberation to come up with the best potential training program for each individual.

Development Phase:

It is a pilot study or experimental study is directed to understand how employees will respond to the plan and whether the plan is accurate, only then the plan will be applied in reality. If the result is negative then the procedure will drive to either design phase or back to analysis phase.

TNA Form

Name of the Employee:

Immediate Reporting Supervisor:

Position of the Employee: Date of joining:

Department of the employee: Year of Experience:

Job Responsibility	Required job Skill & Competencies	Actual Job Skill & Competencies	Gaps	Remarks

Employee Head of Department Head of HR

Implementation Phase: Here is where the actual implementation is done.

Evaluation Phase: This is the last phase. Here it is noticed whether the training procedure was successful or not. If the procedure failed to create any alterations in the performance of the employees, the whole process will be repetitive again starting from the analysis phase.

a) Performance Appraisal

Source of information:

SUNJIN gathers information from immediate supervisor of an employee.

Appraisal Form:

As the organization has several posts, each of them has its own form of BARS. Here is a sample of BARS form that is used by SUNJIN

Performance Appraisal Form Name of Employee: Date: Department: Position Performance Category:	
Rating	Behavioral Anchors
Very Good	
Good	
Average	
Poor	
Unacceptable	
Employee	Divisional Manager

Here, marks distribution is: Very Good = 5, Good = 4, Average = 3, Poor = 2 and Unacceptable = 1. [The higher the employee's marks, the better their performance.]
Usually, appraisal is directed by an evaluation team. As the appraisal is conducted on every performance category confined in a multipage form, employees essential to sign every page to show entire faith in the system along with divisional manager who favors the appraisal. Lastly it is directed to the HR department for the final evaluation. Besides the actual performance employees also acquire extra marks based on their educational qualification such as BSC in Civil & Architecture, MSC in Civil/others, MBA holder and Graduate, all have different levels of extra marks that are get together with the total performance marks.

b) Compensation Management

They provide several things provide:

1. Pay for work and performance:
   - Base pay for an employee
2. Pay for time not worked:
   - Employee at holidays
   - Company gives vacations.
   - Give time for election official.
   - Give maternity leave for women worker.
3. Deferred income for employee:
   - Give social security.
   - Doing savings plans.
4. Health, Accident, Liability protection:
   - Provide medical, Hospital and surgical insurance.
   - Provide social security protection.

4.5 Benefit plan of SUNJIN Engineering & Architecture Co., Ltd.:

1. Short term benefits plan:
   - Offer Leave Fare Assistance for Yearly
   - Give two festival bonuses for Yearly
2. Long Term benefits plan:
   - Provident Fund.
   - Gratuity.
   - Group Insurance Policy.
   - Medical Benefits.

3. Provide various leave with pay

a) Casual Leave:

SUNJIN is paid 24 days causal leave for a year. When he is joined, from that time he is applicable.

b) Earned Leave:

An employee is considered qualified for earned leave in SUNJIN, when he/ she has operated in SUNJIN at least for a year. Employees acquire 1 day earned leave for every 33 days. It is an entirely salaried leave that is not movable to the next year.

c) Festival Leave:

Festival leave rely on the Government approved official holidays.

d) Sick Leave:

Sick Leave in SUNJIN is 15 entirely remunerated days. Similar casual leave, it is also appropriate from the joining date of a worker.

e) Maternity Leave:

In SUNJIN, a woman must work for at least 6 months to be suitable for maternity leave. The maternity leave is of 4 months specified only once at the expediency of the employee. Employee must smear for such leave earlier to be fit for it.

Industrial relations in SUNJIN:

SUNJIN follow the labor law of Bangladesh. Their organizational environment is suitable for employees. As a result, they enjoy some benefit:

1) Defense of Employee

Employment Act are intended to balance out the relationship so that the employer cannot exploitation or differentiate against the employee. Under these and additional labor laws, workers have the right to fair compensation, an equal chance for hire and a safe work environment.

2) Defense of Employer

Employers don't have to hire someone they don't sense is qualified, and it is within the employer's rights to think that employees display on time and execute the duties for which they were hired. These laws ultimately defend the employer's productivity and, therefore, profits, as well as the casualty to continue competitive in the marketplace.

3) Economic Constancy

Labor laws reserve the right of the employer to profit and the right of the employee to compensation that can be expended and financed, labor laws are vital to a healthy

economy. Phases of economic growth reflect healthy businesses with employees who are getting enough to join as consumers.

4.6 Strategic human resource of SUNJIN:

SUNJIN follow strategic human resource management. It thinks employee as an asset. It enjoys some benefit for following SHRM:

- Enlarged job gratification.
- Enhanced rates of customer gratification.
- Effective resource management.

This way which it follows as strategic human resource management:

- Develop thorough understanding of company's objectives.
- Evaluate your HR capability.
- Analyze current HR casualty in light of your goals.
- Estimate company's future HR requirements.
- Determine the tools required for employees to complete the job.
- Implement the human resource management strategy.
- Evaluation and corrective action.

4.7 SWOT analysis:

The best way to analyze the performance of an organization is to perform a SWOT analysis, which clearly states the current position of the organization both internally and externally. Since this report focuses on the HRM functions of SUNJIN, the SWOT analysis will also be directed to that.



S = Strengths

- SUNJIN is measured as countries' one of the leading conglomerates because of performance.
- Efficient, capable & honest workforce.
- SUNJIN has strong demand of their product which aids them to expand their business.
- Significant financial resource to produce the business.
- Exclusive technology & importance patents.
- Aptitude to take advantage of economic of scale.
- Improved product quality comparative to rivals.
- Goodwill of the company.
- Different SBU's aid them to diversify their risk.

W = Weakness

- Developed unit cost relative to key entrants.
- Group acquiescence due to group policy the company has to ingress raw materials form neighbor nations (other than those which are products locally) resultant in higher cost production.
- Little pack Size.
- Deficiency of sufficient promotional effort.
- SUNJIN has weaker distribution network& sales force are relatively low relate to entrants.

O = Opportunity

- SUNJIN as a local conglomerate has opportunity for enlarges its outlay and has possible growth in Bangladeshi market.
- Increasing the company's product line to see a boarder range of customer needs.
- Target and obtain unused marketing for vaccines.
- Market is significantly large and growing.
- Appropriate use of vaccines may result in higher in profit.
- Sophisticated confidence brand name and quality.

T = Threats

- Hostile movement of competitors.
- Go-slow in market growth.
- Rising bargaining power of the end consumer.
- Expensive new regulatory supplies.
- Entrant’s lower prices.
- Growing threats from local entrants.

Chapter 5

Findings

5.1 Findings of recruitment and selection of SUNJIN Engineering and Architectural Co., Ltd.:

a) SUNJIN Engineering and Architectural (KOREA) HRM follows a recruitment and selection steps in their organization.

b) HRM uses manpower planning and the environmental analysis internally by doing few steps before they go for recruitment and selection process.

c) During the recruitment procedure the department develops job analysis, job description and jobs pacifications to identify the need of recruitment.

d) SUNJIN also do a well-done job evaluation procedure and they conduct survey before they do recruitment.

e) They use top-down approaches or projection methods for recruitment.

d) SUNJIN uses different sources for recruitment including internal and external sources. For internal recruitment sources SUNJIN prefer who are currently working, reference system, job posting and badly. For external sources they go to former employees or they make a walk-in interview session or they go to the universities for campus recruitment.

f) SUNJIN begins the selection process with a preliminary evaluation of prospective suitable applicants.

g) There is no feedback system from the HR department find out the efficiency of the recruitment and selection system and correct its drawbacks.

Chapter 6

Recommendation & Conclusion

6.1 Recommendation:

SUNJIN is one of most high operatives, highly category company of our country. I may not be the finest individual to advise many a major alteration for this company but as student of HR, I would like to advise little recommendations that will optimistically derive in handy for the department if they think it fit to contain in their strategies for altering of the HR department.

- SUNJIN pension/ retirement plan is average.
- The organization should rise its compensation associated benefits which are providing to the employees.
- The organization should provide effective/acceptable insurance coverage to their employees.
- The organization's pension/ retirement plan should be modified in favor of their personnel.
- The organization may rise current salary construction of their personnel.
- They should provide same employment opportunity to female workers same as they do with male workers to participate in an economic development which is highly be contingent on both group of people.
- There should be correct way about the different ways of the working areas counting different services like lifts, potable water, dustbins and spittoons.
- SUNJIN should confirm correct people in the correct places.
- SUNJIN should shape the isolate policy for requirements & selection.
- The policy should be updated so that it can contest with other organization as well.
- Most time training delivered in terms of performance deficiency documentation. But the world is changing continuously with the help of technology. So, training should be given following with new technology.
- To evade suspicions and other complications in future, it is significant to organize future role play training. Through this procedure employees would develop an idea about their responsibilities in future.
- Manager or supervisor should have sufficient experience to know which employee need what kinds of training to execute well.

- Supervisor should know various strategies and ways to create the training effective. Certain level of information is needed to entree and properly select the training centered on training need valuation of their dependents.

6.2 Conclusion:

It is understood that each ending marks the start of a new beginning. This has been such a satisfying expedition for me. For myself it looks like a rollercoaster cycle with its ups and downs both emotionally and physically. Through the grounding of this report, I have come across numerous condition and issues which even though nothing new, looked quite strange. This was the first chance where I had to possess my eyes on every feature of a research and report groundwork without the aid and assistance of a group. This has assumed me additional responsibility and opportunity of learning things I didn't identify how to do before. This whole report has showed itself as a contest which I would gratefully take upon once again if the situation rises. I have had such an enjoyable experience in terms of meeting newfangled persons, observing at new viewpoints, getting leadership in a new way, working on my own that it has specified me motivation to retain this spirit up further in my life. This report is a deduction to my BBA degree, from here onwards new challenges and new beginnings will originate, I hope to implement each lesson that I have erudite in my University life into my personal as well as professional life.

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