



Internship Report
On
“HR Operations of Mangrove School”

Prepared For

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LETTER OF TRANSMITTAL

05th April, 2018

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BRAC Business School

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Subject: Submission of Internship Report.

Sir,

This is my privilege to present you my internship report entitled “**Internship Report on Human Resource Operations of Mangrove School.**” I have conducted my internship program in Mangrove School, 7/8, Block-D, Lalmatia, Dhaka-1207, under your close supervision.

I believe that knowledge and experience I gathered during the internship period will be helpful in my future professional life. I will be grateful to you if you accept the report. I will be available for defense on this report any time.

Your support in this regard will be highly appreciated.

Best Regards,

Uzma Janan Ahmed

ID: 15264042

DECLARATION OF ORIGINALITY

I, Uzma Janan Ahmed, hereby declare that the presented research report of internship titled “**HR Operations of Mangrove School**” is uniquely prepared by me after the completion of three months’ internship work at Mangrove School.

I also confirm that, the report is only prepared for my academic requirement not for any other purpose. It might not be used with the interest of opposite party of the corporation.

Uzma Janan Ahmed

ID: 15264042

MBA PROGRAM

BRAC BUSINESS SCHOOL

BRAC University, Dhaka

CERTIFICATE OF SUPERVISOR

This is to certify that the internship report on “**HR Operations of Mangrove School**” is an authentic record and the report has been done by Uzma Janan Ahmed bearing ID No: 15264042, Semester: Spring-2018 as a partial fulfillment of the requirement of Master of Business Administration(MBA) degree from the BRAC Business School, BRAC University, Dhaka. All the analysis, interpretation of data in this report is the author’s own opinion and the findings are only for academic use not for any other application.

The report has been prepared under my supervision and is a record of bona-fide work carried out successfully.

Dr. Salehuddin Ahmed

Professor

BRAC Business School

BRAC University, Dhaka

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I express my gratitude to Iftekher Uddin(Director of Academic Affairs for Middle Section), Tariq Khan (Director and Principal), Sumaiya Akhter(Admin in Charge of Middle Section) and my colleagues for their support and guidance at HR Operations Division of Mangrove School.

I convey my sincere gratitude to my Academic Supervisor Dr. Salehuddin Ahmed, Professor of BRAC Business School, BRAC University, without Sir's kind direction and proper guidance this study would be incomplete.

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Executive Summary

Mangrove School is an English Medium School. The school has been registered with the help of Partition Agreement and then trade license was taken. Edexcel first inspected Mangrove School before certifying and giving the school an RPI number. Mangrove began its operations on 7th August 2014 with the primary objective of creating a harmonious balance between academic demands, sporting and cultural activities and community life. The six directors of Mangrove had one common motive behind starting the school which is they would make sure their school's students do not require extra coaching or private tutoring, school would be the only institution to provide education for Mangrove students.

Mangrove School's directors are well-known teachers of O Levels and A Levels. Iftekher Uddin, G. M. M Quayum and Shakib Ahmed are Mathematics teachers, Saiful Latif Sultan is a Physics teacher, Qudrat Elahi is a Chemistry teacher and Tariq Khan is an English Language teacher. All of them have years of experience in working with top English Medium Schools of Bangladesh like, Scholastica, Sunnyside, Mastermind, Maple Leaf. Along with well-known directors Mangrove School also needed talented, dedicated teachers, and a competent administration staff. Human Resource Operations is the process, through which Mangrove School attracted, trained, motivated, evaluated, and retained these important people. The specific objective of this report is to acquire a practical knowledge and personal observation about the overall HR procedure, functions, principles and its nature, to understand about HR operation of Mangrove School, to understand about employee's satisfaction & dissatisfaction level, find out the activities and implication of HR operations to the school, analyzing the HR planning, job analysis, employee recruitment process, training, performance assessment, pay plan and service.

After completing last semester of my MBA course, I have done my internship in Mangrove School where I have been working for the past 1.5 years to have a practical exposure on human resource activities of an educational institution. The topic of my internship report is "HR Operations of Mangrove School". I have worked with the Human Resource Management (HRM) of Mangrove School and learned how it maintains the organizational responsibilities

successfully. My personal views about the HRM, my value addition to the HRM is also included in the report. I tried my level best with limited knowledge and experience to translate the real world experience into a document. In the report it has been mentioned that how the school can further improve to reach its goal of being one of the top English Medium School of Bangladesh. Before drawing any conclusion based on this report it must be noted that the report was prepared in a very shortspan of time and there is lacking in data.

First Chapter gives an overview of Mangrove School. The second chapter focuses on rational, background and objective of the report. Third chapter emphasize on Human Resource Division of Mangrove School. Fourth chapter reveals my internship experience. Later in chapter five I have focused on the findings and analysis of the study. In the sixth chapter there is recommendation and conclusion which are based on the observations during the internship period. In this part it refers to some problems and there are some suggestions given to recover from these situations.

Chapter- 1

Organization Overview

- Overview of Mangrove School
- Mission, Vision, Value, Achievement
 - Organogram
- Product & Services of Mangrove School
 - Sections of Mangrove School

Chapter One: Organization Overview

Mangrove School– An Overview of the Organization

Mangrove School started its journey in August 2014 with a commitment of creating a harmonious balance between academic demands, sporting and cultural activities and community life. The six directors of Mangrove had one common motive behind starting a school which is they would make sure their school's students do not require extra coaching or private tutoring, school would be the only institution to provide education for Mangrove students.

The initial capital was equally contributed by each of the directors and profits are shared equally as well. The school had started initially with one campus, less than 40 teachers, 5 admins, 8 helping staff and 150 students. All six directors had deliberately chose Dhanmondi as the main location for Mangrove School because of branding purpose. The six directors are established teachers and well known among students of Dhanmondi and areas near Dhanmondi. The unavailability of an entire building in Dhanmondi made them select Lalmatia as the main location. At present, the school has 3 campuses in Lalmatia. In 3 years Mangrove school has managed to increase the number of students from 150 to more than 500. Presently, along with 6 directors 70 teachers, 8 admin staff, and 11 helping staff are working at the school.

1.1 Mangrove School's Mission:

The School challenges its pupils to be intellectually inquisitive and socially conscious. The School believes that a complete awareness of both community and capability makes a student truly contributory to the society.

1.2 Mangrove School's Vision:

Mangrove believes that the education that is earned locally with international accreditation, must meet the standard of the global demand. In this way a student develops here as a global student; making him or her proficient enough to face the challenges in every sphere of the globe that he or she comes across.

1.3 Mangrove School's Values:

Mangrove holds the following values and will be guided by them as the jobs are done:

- Value the fact that we are a member of the Mangrove family.
- Creating an honest, open and enabling environment.
- Have a strong student focus
- Build relationships based on integrity, superior service and mutual benefit with teachers and staff.
- Work as a team to serve the best to our students
- Try to build students with independent minds and expect them to be committed towards family and nation.
- Value and respect people and make decisions based on merit
- Base recognition and reward on performance
- Responsible, trustworthy and law-abiding in all that we do

1.4 Achievements:

- Number of Mangrove students who received the Daily Star Award from 2014 till 2018.

O LEVELS

Session 2014-15: 4 students

Session 2015-16: 4 students

Session 2016-17: 4 students

Session 2017-18: 4 students

A LEVELS

Session 2015-16: 22 students

Session 2016-17: 6 students

Session 2017-18: 6 students

- MahinArRahmanis aMangrove student from the batch of 2015 – 2016, who is the country’s highest 'A' achiever with 4 A(*)s and 2 A's in A Levels.
- One of the A Level graduates from 2nd Batch of Mangrove School has secured outstanding position in the public university entrance exam of Bangladesh. He has stood 67th in BUET and 186th in Dhaka University (A Unit).
- Mangrove Student studying Biology in Cambridge University
- North South University International Model United Nations Conference 2017. Students from the 8th Grade competed against University Students outperforming them to secure the accomplishment.
- One of the Mangrovians from class XII, President of Mangrove International Relations Club who has achieved the recognition of an Outstanding Delegate at the United Nations Security Council representing Mangrove at Borneo Model United Nations Conference 2017 held at Curtin University, Miri, and Sarawak, Malaysia.
- Mangrove’s A Level student has managed to achieve one of the top three positions in 28th International Bio Olympiad and represent Bangladesh in United Kingdom. He has achieved a Merit in IBO.
- Mangrove Debate Club marked its one of the biggest achievement in the 14th RAJUK BDC Pre-Worlds Tournament competing against schools all over Bangladesh. Pre-Worlds Tournament is a debating tournament where debaters are selected to represent Bangladesh in the World Schools Championship.

1.5 Board of Directors:

1. Qudrat Elahi	4. Shakib Ahmed
2. Iftekher Uddin	5. Saiful Latif Sultan
3. Tariq Khan	6. G. M. M Quayum

Table 1: Board of Directors

1.6 Organogram:

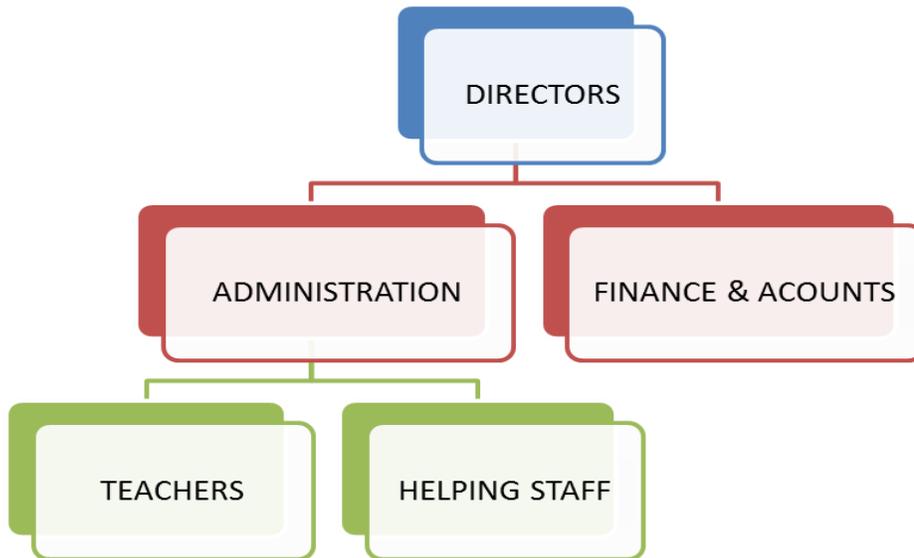


Figure 1: Organogram of Mangrove School

1.7 Services of Mangrove School:

Mangrove School provides some other services besides ensuring quality education.

- Most of the English Medium Schools of Bangladesh hold one Report Card Day and one Parents Teachers Meeting (PTM) each term whereas Mangrove School three Report Card Days and three Parents Teachers Meetings each term. This gives parents and teachers the opportunity to interact more and know students better.
- Extra classes (any subject) after school are provided to all students, as per the parents' request. No extra fee is charged for these extra classes.
- Parents are always notified through text messages about all important events.
- Parents do not have to wait for PTM to discuss their problems or to give suggestions or to make requests, they can always make an appointment during the school time with teachers or the administration or any of the directors.
- Making and selling own cafeteria food to students and teachers.

1.8 Sections of Mangrove School:

Mangrove school has its own piece of land in the Bosila, Mohammadpur area of Dhaka city. The directors have plan to build their own campus in the Bosila, Mohammadpur area after some years, but for now they have rented three buildings in Lalmatia area of Dhaka city for the three sections of Mangrove School. Each of the sections operates in different campus and is monitored and controlled by different directors. Iftekher Uddin is the Director of Academic Affairs for Middle Section. Shakib Ahmed and G. M. M Quayum are the Directors of Academic Affairs for Senior Section. Quadrat Elahi is the Director of Academic Affairs for Junior Section. Tariq Khan is the Principal of Mangrove School.

1. Junior Section -> Play Group to Class III (Campus – 1)
2. Middle section -> Class IV to Class VII (Campus – 2)
3. Senior Section -> Class VIII to Class XII (Campus – 3)

What are the strategic focuses in the coming years?

In the coming years Mangrove School would like to approach a holistic education system through reduction of number of books and involving more academic activities that ensure learning. The school would also like to hire more skilled, efficient and stable teachers for each campus.

Chapter- 2

INTRODUCTION

- Background of the study
 - Scope of the study
 - Research Questions
- Objectives of the study
- Methodology of the study
- Limitation of the study
 - Timeframe

Chapter 2: Introduction

2.1 Background of the Study

Mangrove School is an English Medium School. The school has been registered with the help of Partition Agreement and then trade license was taken and a bank account was opened. Edexcel first inspected Mangrove School before certifying and giving the school an RPI number. Mangrove began its operations on 7th August 2014 with the primary objective of providing proper education within school hours so that parents do not have to send their child/children to extra coaching classes.

Mangrove School has managed to compete and sustain in a competitive market of English Medium Schools. The school has managed to attract students from various schools like Mastermind, Maple Leaf, Sunnydale, Sunbeams, Scholastica, etc. All six directors are well known and experienced teachers, this was a big advantage for the school as their names are used for advertisement and marketing purpose of Mangrove School. Mangrove school has managed to meet the break-even point in their very first year, which is before the forecasted break-even point. Mangrove school has put in a lot of effort to gather a good and experienced faculty. The O'Levels and A'levels result of the school in the last three years is the biggest achievement for the school. Numbers of students are increasing in each section, Junior, Middle and Senior Section per term. This school achieved parents' confidence immediately after its establishment. Within a short time Mangrove School has achieved more than that a new school is expected to achieve in such a highly competitive market of English Medium Schools.

2.2 Scope of the Study:

Human resources are very essential for any organization especially for educational institutions which are running to deliver high quality education. Also Human resource department is the heart of any organization as they do all the important work of an organization. By the human resource department an organization can easily gain knowledge about their employee's condition, their satisfaction, dissatisfaction, history and more. This report will give a clear idea about the Human Resource Management of Mangrove School and address issues such as how

to further motivate the employees of Mangrove School, how well the present monitoring system is working, and more.

2.3 Research Questions:

Close Ended Questions

1. How many years or months have you been working in Mangrove School?
2. Which of the following factors most influence your decision to leave the job?
3. How do you feel about working condition in this organization?
4. Do you receive any training for your present job?
5. Are there sufficient skilled teachers in each campus?
6. Does your job include extra responsibilities?
7. How does administration handle complaints from parents?
8. Are all teachers monitored equally by the administration?

Open Ended Questions

1. What are the changes do you think Mangrove School can make in their system to motivate you further towards your work and the organization itself?
2. How can the communication gap between teachers and administration be reduced?
3. While competing with other schools, which problem of Mangrove School do you face more often?

2.4 Objectives of the Study:The report will have detailed information on the HRM of Mangrove School.

General Objective

- To present an overview of HR operations of Mangrove School

Specific Objective

- Acquiring a practical knowledge and personal observation about the overall HR procedure, functions, principles and its nature.

- To present an overview of Mangrove School
- To understand about HR operation of Mangrove School.
- To understand about employee's satisfaction & dissatisfaction level
- Find out the activities and implication of HR department to the organization.
- Analyzing the HR planning, job analysis, employee recruitment process and selection, training, performance appraisal, compensation and pay plan, benefits and service.

2.5 Methodology of the Study:Both the primary and secondary data are used to make the report more rich and informative.

Primary Sources

- Observation within the total three months' time frame
- Information from my supervisor
- Discussions with internal employees
- Open ended and close ended questions

Secondary Sources

- Articles& Journals
- Different books and periodicals related to the educational sector.

2.6 Limitations of the Report:

Every task has some limitations. So, there must be some limitations of the study. These are as follows:-

- The main constraints of the study are inadequate access to information, which has hampered the scope of analysis required for the study.
- Due to time limitations many of the aspects could not be discussed in the present report.

- Every organization has their own secrecy that is not revealed to others. While collecting data they did not disclose much information for the sake of organizational confidentiality.

2.7: Time Frame

The following table will explain the time frame of the internship period.

Activities	Duration
Proposal	Within 10th February, 2018
Data Collection	2 weeks
Report Writing	5 weeks
Data Analyzing	2weeks
Final Report Submission	3 weeks

Table 2: Timetable

Chapter- 3

Human Resource Department of Mangrove School

- **Human Resource Division**
- **Different types of employees**
- **Functions of Human Resource Division**

Chapter Three: Human Resource Department of Mangrove School

3.1 Human Resource Division

Human Resources management is a critical element to starting and operating a successful school. The functions and responsibilities of a school management range from recruiting to orienting new employees, creating job descriptions to tracking attendance, monitoring policies and more. Nothing matters more to educational institutions than the teachers who work there. Along with strong directors Mangrove School also needed talented, dedicated teachers, and a competent administration staff. Human resources management is the process, through which Mangrove School attracted, trained, motivated, evaluated, and retained these important people.

Recruiting the right teachers and staff: Choosing and appointing the right teachers and staff for school is important. It's not just about selecting the right employees to do the work, as schools are becoming increasingly focused on producing quality results. Addressing the long-term goals of the school, recruitment is done to find the right employees who enjoy working with Mangrove School and want to advance with it.

Administering the 'student life-cycle': There are a number of activities concerning the students from admission to leaving the school, which needs to be taken care of. The administration of Mangrove School needs to manage student data, simplify administrative tasks, maximize school-to-home communication, recognize and encourage student performance and success. The level of efficiency in administering student activities matters a lot for the school.

Taking care of the payroll: Mangrove School has teachers, librarian, non-teaching staff and all other people who constitute the human resource of the school have payroll. Employee payroll processing is a tedious task. Mangrove School combines human resource and payroll which allow automatic updating, reduce paperwork and lessen the difficulty in providing accurate reports.

Managing teacher performance:Teacher performance and development appraisals are based on essentials of professional growth, improvement of performance and influence on school and student outcomes. Mangrove School helps teachers to perform to their best abilities through an effective HR department, which has the following benefits:-

- Documenting, measuring and assessing the performance of teachers using Annual Confidential Report (ACR).
- Conducting Performance Appraisals across various elements, including student outcomes, professional practice, professional knowledge and professional engagement.
- Assisting teachers in identifying their potential and ways of improving their ability thereby raising their professional standard.
- Providing counseling, guidance and training to those teachers who have difficulties in their performance.

Creating a safe and secure school environment:How safe students, teachers and other staff of a school feel may eventually determine how well the HR department met its health and safety responsibilities.Mangrove School integrates school safety and people’s security in human resources management practices. Mangrove School’s HR department has created an environment free of violence, reducing the risks of illness or injuries and other external threats to individual safety. Administration continuously monitors the entire school building including play-ground through CCTV.

These suggest that an HR department plays a key role in analyzing, categorizing and developing distinguished HR practices and ensuring their alignment and integration with Mangrove school’s overall strategy. In order to satisfy Mangrove School’s needs for recruitment, selection, motivation and retention of employees, the school requires an effective human resource management system which incorporates the basic functions of HR starting from recruitment to retention.

3.2 Different types of employees: Mangrove School has in different employee's criteria. There are different types of employees working in different sections and campuses inside Mangrove School. The types of employees are:-

- **Full-Time:** Full-time employees work a minimum amount of hours specified by their employer, from Sunday to Thursday teachers' timing is 7:50am to 2:30pm and 7:30am to 3:30pm for admin staff. Admin and helping staff work on Saturday as well from 9:00am to 12:00pm. There is official definition of full-time employment. They are salaried employees, meaning they earn a fixed amount per month. In full time category, employees join as probationary employee for two months. Full time employees may expect raise after completion of 2 years and with a good ACR.
- **Part-Time Teachers:** Only the Senior Section (Class VIII- XII) has part time teachers. All part time teachers are paid per class.

3.3 Functions of Human Resource Division: Human Resource Division (HRD) is avital part of any organization. The officials working in this section are called human resource managers. The responsibilities of these managers are planning, recruiting, selection, induction, training, developing, ensuring safety, and smoothing career path of personals working in the organization. Human resource managers in education organization also perform these common jobs. Apart of these, there are other human resource managers in education. The core job of other human resource managers in education is unique and very different than other organization. It will be better if we define who these human resource managers in education are. In education, they are principals, head of the department, teachers, parents, guardians and so on. Their core responsibilities are to manage, nurture, educate and prepare the future human resources of the society. These prospective human resources are the students who will lead the country, society and family. Their innovation will take the country in its great height. Prosperity of a country is largely determined by the quality of these resources.

The HRD of Mangrove School performs the following functions:

- Selection and Recruitment

- Training and Development of Employees
- Increment Planning
- Policy Formulation for Leaves
- Policies for Resignation or Termination from Services
- Payroll
- HR Administration
- Strategic Planning
- Monitoring Teachers and Staff

3.4 Recruitment, Compensation & Benefits:

3.4.1 Recruitment: Recruitment is an integral part of any organization that heavily depends on their workforce to successfully perform their mission and achieve their vision in the long run. Thus appropriate selection of candidates to join in the workforce is a necessary part of Human Resource Management, which is ensured by the Human Resource Division of Mangrove School. There is a recruitment committee in Mangrove School which uses the regular media for example newspaper, Facebook and job search sites to advertise about the vacancy posts.

The recruitment committee is responsible for collection of:

- CVs
- Job Applications for vacant posts

The recruitment committee collects and stores these hard copies and also updates, maintains computer databases regularly. The recruitment committee's task is to organize CVs of potential candidates so that in time of recruitment they can be found and short listed within a reasonable time. The very general idea about the functions of recruitment committee is that after CV short listing on the basis of education, interpersonal skills and experience the short listed candidates are contacted (usually by telephone) for interviews. These are done according to the interview schedule made before contacting the candidates. The interview schedule is made prior to contacting with the short listed candidates. The Directors of Mangrove School take the interviews. The short listed candidates are then asked to give a demo class. After the

interview the recruitment committee informs the admin head of the section to take demo class of the shortlisted candidates from the interview. During the demo class the admin head judges the candidate on how s/he interacts with students, how lesson is delivered, how s/he addresses challenges and problems. The admin head videos and fills up a Multiple Choice Question Paper to grade the candidate. However, the recruitment process for English teachers is slightly different. Before facing the interview candidates to be hired as English teachers must sit for a written test. After facing the interview candidates to be hired as English teachers check English mock copies.

The process of hiring admin staff is slightly different. Admin staffs do not have to give any demo class, but they are kept on trial for 2 weeks. They are given the confirmation only after they have performed well and maintained the standards during the trial period.

Once the new teachers and admin staffs are confirmed they are then greeted to complete the formality of signing the contract. Orientation or initial training sessions are arranged only for those new recruited employees who join at the beginning of the session. When new teachers and are hired in the mid of the session they are given lesson plan and syllabus to follow made by the previous teacher of that subject.

3.4.2 Pay & Benefits: Mangrove School is committed to follow a fair, competitive and flexible remuneration policy. The Directors have the final authority for approval of this policy and will amend and review the policy as per their decision. The remuneration policy of the school will cover all persons engaged in service of the school.

The different job grades at Mangrove School are as follows:

- Director
- Director of Academic Affairs
- Principal
- In-charge of a Section

- Administration Staff
- Teacher
- Helping Staff

The Salary structure of Mangrove School is based on the above-mentioned Job Grades. Job grades are decided on the basis of an analytic assessment of the position based on the size, responsibilities, decision-making authorities and the nature of the job.

3.4.3The Remuneration System of Mangrove School:

Salaries are confidential between the employees concerned and the management. The minimum salary offered to teachers and admin staffs is Tk15000. Teachers' salary differ according to their experience, skill, number of subjects they teach, etc. Helping staff are paid minimum Tk4000

Since Mangrove School is only four years old and still at an early stage of the business cycle, it has not yet reached the level where it has enough fund to give all its employees any form of bonus. However all employees receive full salary along with summer vacation, winter vacation, ten days of Eid Holidays.

3.5 Training & Development:

Providing employees with training and development opportunities not only contributes to the quality and effectiveness of the organization it also serves to motivate and retain employees. According to Mangrove School training is not an expense but an investment. The school's policy is to train the human resources to enhance skill and knowledge for better understanding of job responsibilities. It includes on-the-job training and formal training programs.

3.6 HR Administration:

The HR Administration covers the following tasks:

Telephone Policy: Teachers must submit their cellphones to the admin head. Teachers are not allowed to use their personal cellphones from 7:30am to 2:00pm, in case of emergency or urgency teachers are allowed to use the school's phone.

Leave System: The policies followed for employee leaves management based on the types of leaves and their criteria are given below:

Annual Leave: All teachers will become eligible for annual leave of 3 working days per term after completion of one-calendar year. In case of admin staffs it is 6 days per term. Any pending leave is not carried forward to the next term.

Maternity Leave: If a pregnant teacher gives the school the assurance to re-join the school after 3 months of her delivery date, then her place is kept secured and a substitute teacher is assigned to take that teacher's subject/s.

Leave without Pay: Leave without pay is given to employees depending on their reasons after the 3 days paid leave are over.

Leave during Probation Period: All leave during probation period is considered as leave without pay.

In between Leave: Depending on the employee's situation and urgency in between leave is permitted, given the condition the employee must return within a specific time frame.

Increment Policy: After completion of two years all employees are given increment. The increment policy is also subjected to the ACR report.

Resignation: An employee must submit his or her resignation letter to the management before a month at least.

Termination: An employee is terminated at Mangrove School if he or she cannot perform upto the standards. The termination takes place at the end of probationary period (2 to 3 months) or at the time when contract is to be renewed (1 year).

Chapter- 4

My Internship Experience

- My Internship Experience
 - Job Description

Chapter four: My Internship Experience

I have been working as an English Literature, Spelling & Dictation and ECA teacher of Class IV and Class V at Mangrove School from July 2016. I was quite fortunate to receive the opportunity to complete my internship from my work place. Mangrove School has given me the chance to learn and grow along with the everyday job activities which can be utilized in my future career growth. I was given all the liberty to work freely in Mangrove School. My Supervisor, colleagues and parents of my students have been extremely helpful and supportive throughout the internship period. My value addition to Mangrove School HRD is discussed below:

4.1 Job Responsibilities:

- ✓ To make detailed Lesson Plan every week for English Literature and Spelling & Dictation.
- ✓ To attend all 16 classes of my routine per week.
- ✓ To prepare syllabus for my subjects.
- ✓ To prepare question paper for Class Tests, Half Yearly Exams and Final Yearly Exams.
- ✓ To prepare worksheets
- ✓ Checking diaries, class work, homework copies and test scripts.
- ✓ To do roaster duty as per the routine set by the administration.
- ✓ To conduct assembly as per the routine set by the administration.
- ✓ As a class teacher I have to prepare report cards for Class IV.
- ✓ Attend all Parents Teachers' Meeting.
- ✓ Extra classes for weak students.

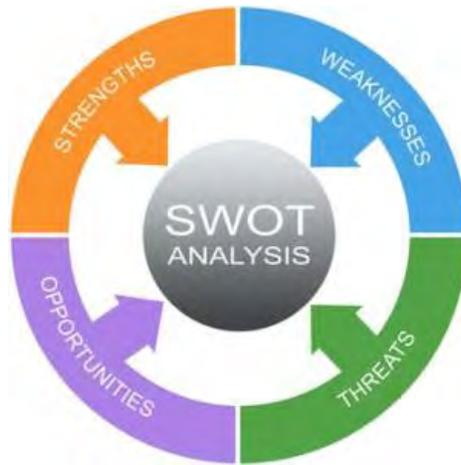
- ✓ Take classes as a substitute teacher in cases where the assigned teacher is absent.
- ✓ To report to my supervisor about the update of daily working activities.
- ✓ To attend all the events of the school.

Chapter 5

Data Presentation & Analysis

- SWOT Analysis
- Data Analysis
 - Findings

5.1 SWOT Analysis of Mangrove School:



Source: <https://valuestockguide.com/wp-content/uploads/2011/11/SWOTAnalysis-300x300.jpg>

Figure 2: SWOT Analysis

SWOT analysis is essential for understanding a company's market position. A SWOT analysis is often used at the beginning of or as part of a strategic planning exercise. The framework is considered a powerful support for decision-making because it allows an entity to reveal opportunities for success that were previously unarticulated or to highlight threats before they become very difficult to handle. A SWOT analysis should be used to help an entity, whether it is an organization or an individual or a school, to gain insight into its current and future position in the market or against a stated goal. In other words, once the SWOT factors are identified, decision-makers should be better able to determine if an initiative, project or service is worth pursuing and what is required to make it successful. As such, the analysis aims to help an organization match its resources to the competitive environment in which it operates.

5.1.1 Strength: Mangrove School has managed to earn goodwill in spite being only three years old. It has strictly followed its main motive of nurturing independent minds. The school had crossed its breakeven point in the very first year; this reveals the school's potential to make a mark in the market of English Medium Schools.

- All six directors of Mangrove School are well known O Levels and A Levels teachers. Iftekher Uddin, G. M. M Quayum and Shakib Ahmed are Mathematics teachers, Saiful Latif Sultan is a Physics teacher, Qudrat Elahi is a Chemistry teacher and Tariq Khan is an English Language teacher. All of them have years of experience in working with top English Medium Schools of Bangladesh like, Scholastica, Sunnydale, Mastermind, Maple Leaf.
- Teaching Resources
- Students of all classes get individual attention from teachers. Extra classes without extra fees are given besides the regular classes.
- The school has other well-known teachers besides the directors.
- Well organized team.
- Well maintained CV database.
- The school focuses on quality over quantity.
- Mangrove School specifically encourages its students to participate in extracurricular activities (ECA). The school always keeps its students active in internal or external ECA.
- Parents have been given the right to express any problem to the school authorities.
- Policies to maintain and control teachers and administration.

5.1.2: Weakness: Every organization in the world has some lacking. Therefore it is quite natural to have some weaknesses in the performance of Mangrove School.

- Unavailability of ample playground in each section of the school.
- Junior section management could be improved.
- More marketing of the school so that number of students could be increased.
- Salary structure could be changed.
- More skilled and stable teachers required.
- Increment policy should be upgraded.

5.1.3 Opportunities: In the early 90's the market of English Medium School was dominated by five or six schools like Scholastica, Sunbeams, Sunnydale, South Breeze, Green Herald and

Maple Leaf. Now it is an absolutely different scenario, there are a number of English Medium schools besides these dominating English Medium Schools. Mangrove School is one of the sixty one English Medium Schools of Dhaka. The competition is much more and it is not an easy task to start up a school and compete with other sixty schools. In this competitive market, Mangrove School sees its ability to keep its word to the employees, students and parents as an opportunity.

5.1.4 Threats: There are certain external factors over which Mangrove has no control and those factors are considered as threats for the school.

- Government policies
- Bad word of mouth
- Rivals or competitors spreading rumors
- Unstable teachers

5.2 Data Analysis:

Sample size of the study: Out of 80 teachers and administration staff 25 employees were chosen to conduct the survey.

Number of question-11

The sample size -25

They are selected on the basis of judgmental sampling.

Sources of Data:

- Information from the directors
- Discussions with internal employees
- Open ended and close ended questions
- Mangrove School Facebook page
- Articles

Data analysis:After collecting all the primary and secondary data, it was analyzed by compiling through a spread sheet namely Excel. Sample analysis techniques like percentage mean a graphical presentation method were used to express the output. Finally the report was completed in a common word processor.

Questionnaire Survey:This research paper was directed to understand the human resource operations of Mangrove School. It was necessary for me to understand how each employee operates in the human resource division.

From the previous studies and research on this issue practically and empirically I have learnt this research found how HR operations affect each employee's level of job satisfaction. Job satisfaction is dependent on-

- Salary
- Employee motivation
- Career growth & development opportunities
- Work environment
- Satisfactory HR Policy
- Their views about and relations with the organization

I conducted a survey which is questionnaire based to gather knowledge and information about how HR operations affect each employees level of satisfaction. I conducted this survey for those employees across the school to question them on various HR grounds to assess the employee satisfaction level. I took 25 employees as sample for this survey through which I asked questions to the targeted sample and I solely depend on the results of responses.

Sampling Frame:

I have selected administration staff, full-time teachers of different subjects from all three sections of the school.

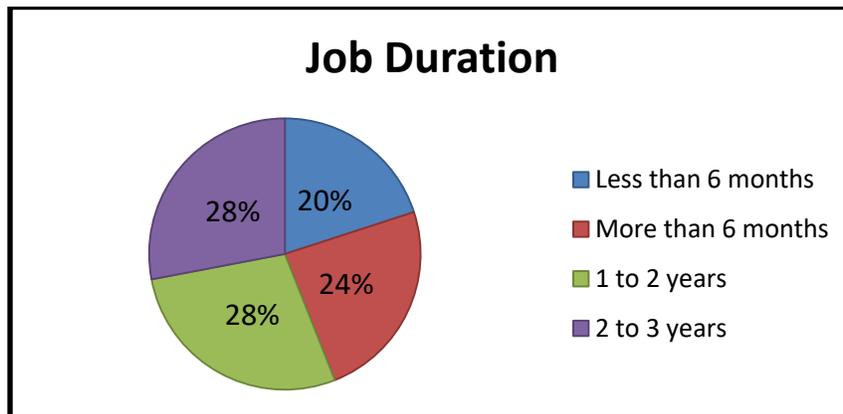
Close Ended Questions:

1. How many years or months have you been working in Mangrove School?

Actual Outcome:

Job Duration	Respondent
Less than 6 months	5 (20%)
More than 6 months	6 (24%)
1 to 2 years	7(28%)
2 to 3 years	7(28%)
Total	25 (100%)

The results are shown in the Chart 1: Job Duration



ANALYSIS:

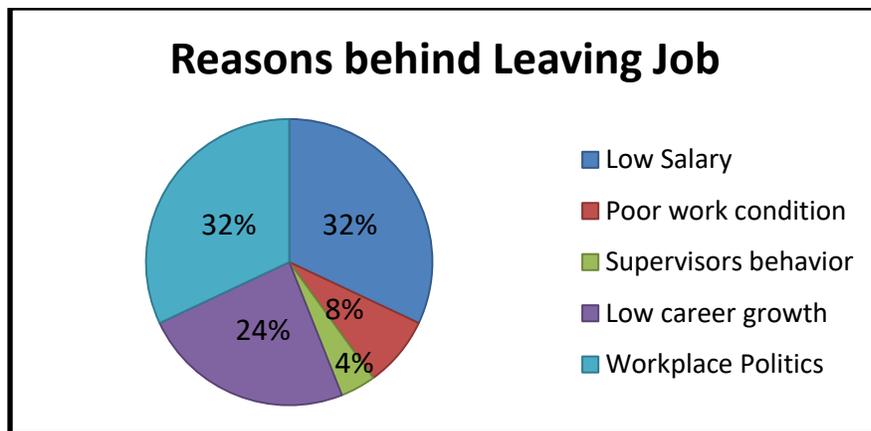
The above result shows that 28% employees are working with Mangrove School for the past 2 to 3 years. Employees working for 1 to 2 years are also 28% of the result. Employees working for more than 6 months consist of 24% of the result. Those who are working with the school for less than 6 months are 20% of the result.

2. Which of the following factors most influence your decision to leave the job?

Actual Outcome:

Reasons Behind Leaving Job	Respondent
Low Salary	8 (32%)
Poor work condition	2 (08%)
Supervisors behavior	1 (04%)
Low career growth	6 (24%)
Workplace Politics	8 (32%)
Total	25 (100%)

The results are shown in Chart 2: Reasons behind Leaving Job



ANALYSIS:

The survey covered 25 employees of Mangrove School and of them 32% people answered “Low Salary”, they have the intention to leave the job for low increment in salary as the economy has changed employees’ attitudes. The cost of food, gas, fuel, clothing, other essentials, have increased. This has led to widespread employee dissatisfaction and a focus on pay. Inequity in pay structures or low pay is causes of dissatisfaction and can drive some employee’s to quit. Interestingly, the survey also reveals that 32% of 25 employees have the intention to leave the job because of work place politics. Politics lowers the output of an individual and eventually affects the productivity of the organization. Politics leads to a negative environment at the

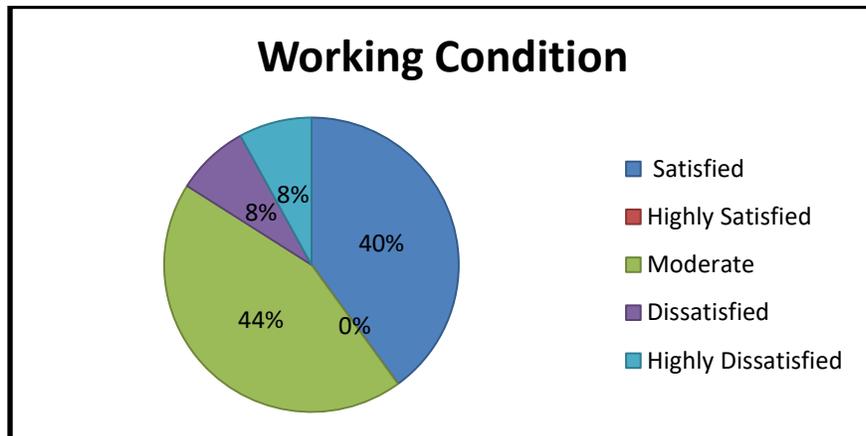
workplace. Employees feel demotivated when they are not rewarded suitably or someone who has not worked hard gets the benefits due to mere politics. In such cases, no matter how much an employee loves his or her work, they are dissatisfied until they are paid according to their caliber or work place is kept clean from politics.

3. How do you feel about working condition in this organization?

Actual Outcome:

Working Condition	Respondent
Satisfied	10 (40%)
Highly Satisfied	0 (0%)
Moderate	11 (44%)
Dissatisfied	2 (8%)
Highly Dissatisfied	2 (8%)
Total	25 (100%)

The results are shown in Chart 3: Working Condition



ANALYSIS:

Employees are happiest and most productive when they work in an environment that suits them. From the above table, we can see that 44% gave "Moderate" and 40% gave "Satisfied"

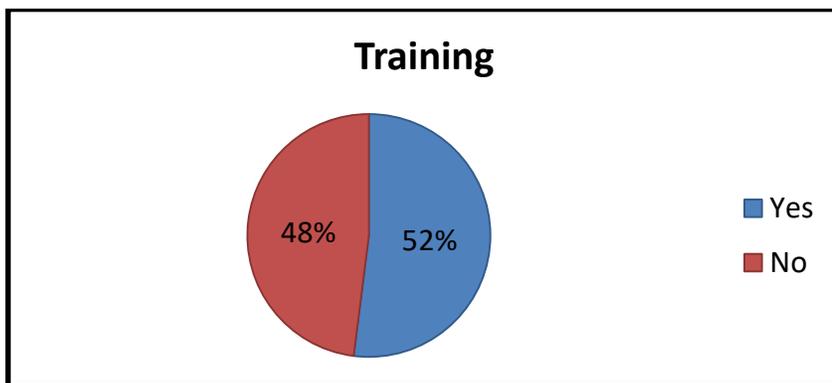
comment about working condition of Mangrove School. They have mentioned the co-operative, helpful and friendly behavior of supervisors and colleagues as the reason behind their satisfaction. On the contrary, 8% said “Dissatisfied” and 8% said “Highly Dissatisfied” that indicates they are dissatisfied regarding the working condition. Some of the reasons behind their dissatisfaction are lack of lockers for teachers, delay in repair work, limited stationeries for admins and teachers.

4. Do you receive any training for your present job?

Actual Outcome:

Training	Respondent Number
Yes	13 (52%)
No	12 (48%)
Total	25 (100%)

The results are shown in Chart 4: Training



ANALYSIS:

The above pie chart showing for question 4 options were given “Yes” and “No” and among 25 of employee’s 52% said yes and 48% said no. The reasons behind the satisfaction level are the directors of the school are encouraging their employees to receive training for their present job, so that they can increase the quality of their performance. Training is important for both employee and organizational. Training helps the employee to get job security and job

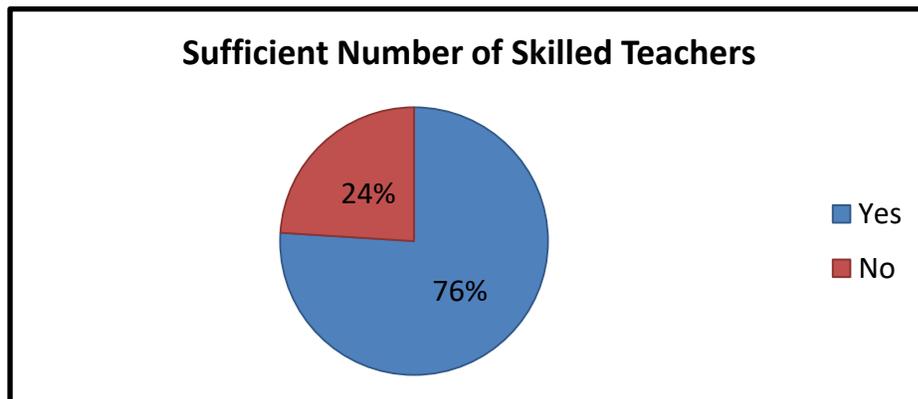
satisfaction. The more satisfied the employee is and the greater is his or her morale, the more s/he will contribute to organizational success and the lesser will be employee turnover. A well trained employee will be more at ease with the job and will need less of supervision. The more trained an employee is, the less are the chances of committing errors in job and the more proficient the employee becomes. Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained.

5. Are there sufficient skilled teachers in each campus?

Actual Outcome:

Sufficient Number of Skilled Teachers	Respondent Number
Yes	19 (76%)
No	6 (24%)
Total	25 (100%)

The results are shown in Chart 5: Sufficient Number of Skilled Teachers



ANALYSIS:

Options yes and no were given for this question. Among 25 of employees 76% answered yes which reflects the fact that they feel the school has sufficient skilled teachers to maintain a high standard of education. The rest of the 24% out of 25 employees answered no which reveals the

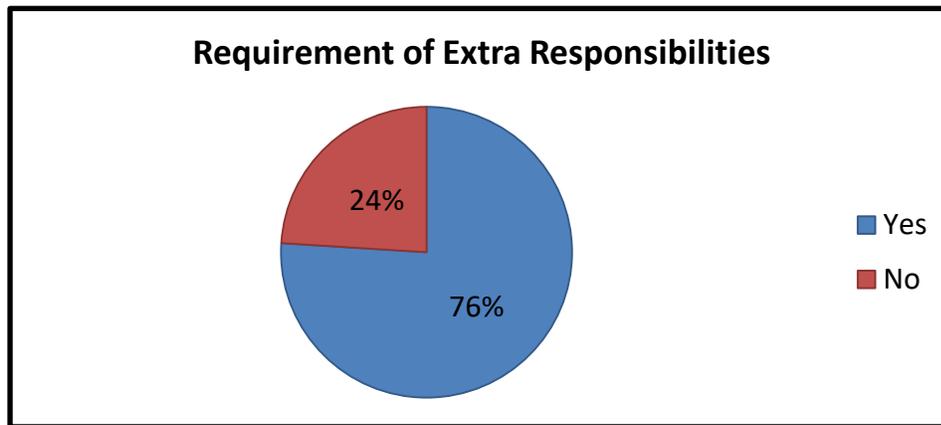
fact that they do not feel the school has enough skilled teachers to maintain the quality of education Mangrove school commits to deliver.

6. Does your job require extra responsibilities?

Actual Outcome:

Requirement of Extra Responsibilities	Respondent
Yes	19 (76%)
No	6 (24%)
Total	25 (100%)

The results are shown in Chart 6: Requirement of Extra Responsibilities



Analysis:

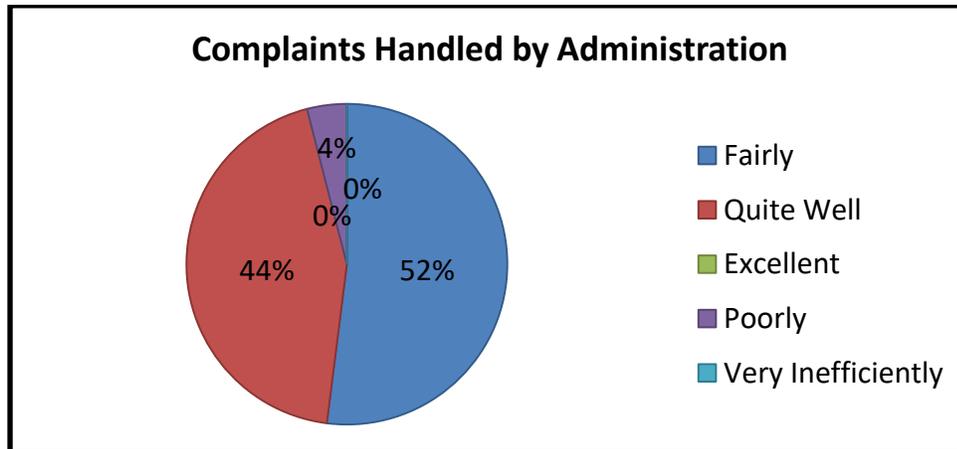
For this question 6 options were given yes and no. Among 25 of employees 76% answered yes which reflects the fact that they feel their job has extra responsibilities which represents dissatisfaction with their job. 24% out of 25 employees answered no which reflects the fact that they do not feel the baggage of extra responsibilities which shows employees are satisfied with their job.

7. How does administration handle complaints from parents?

Actual Outcome:

Complaints Handled by Administration	Respondent
Fairly	13 (52%)
Quite Well	11 (44%)
Excellent	0 (0%)
Poorly	1 (4%)
Very Inefficiently	0 (0%)
Total	25 (100%)

The results are shown in Chart 7: Complaints handled by Administration



Analysis:

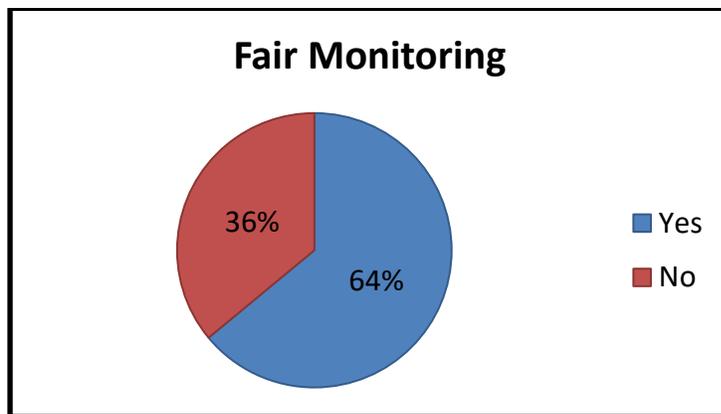
In this question 52% of 25 employees chose the option "Fairly" and 44% chose "Quite Well", this indicates that 96% of the employees are satisfied with the way Administration has handled complaints from students, parents and teachers. Only 4% of 25 employees are dissatisfied with administration's process of handling complaints.

8. Are all teachers monitored equally by the administration?

Actual Outcome:

Fair Monitoring	Respondent
Yes	16 (64%)
No	9 (36%)
Total	25 (100%)

The results are shown in Chart 8: Fair Monitoring



Analysis:

The above result shows 64% of 25 employees feel administration monitors all teachers equally. The reason behind this result could be the rules which are set by the management for all and admin in charge is responsible for recording and monitoring those rules. On the other hand 36% has answered "No". The reason behind it could be the lack of trust on the administration.

Open Ended Question:

1. What are the changes do you think Mangrove School can make in their system to motivate you further towards your work and the organization itself?

Answers are given below:

- Increase salary
- Add bonus
- Good working condition
- Removal of late fine of Tk10 per minute
- Counseling students who are destructive in nature
- Ensure students attendance
- Following rules in a systematic way
- Focus to ensure accountability of teachers
- Improvement in teachers' facilities
- More training opportunities
- Coordinator must set a structured curriculum for each subject.
- More creative learning process could be adapted by the school.

Analysis:

This particular question was designed to find out what can motivate the employees towards their work and Mangrove School. Teachers and admin staff have given various reasons behind their motivation. The answers reveal that employees feel increase in salary and introduction of bonus have the ability to motivate employees strongly. Some employees have also related their motivation with the removal of late fine of Tk10 per minute, keeping the traffic condition of Dhaka City in mind. They have proposed to substitute the late fine with Tk5 per minute instead of Tk10 or deducting 1 day salary for 3 days late. A few students are destructive in nature; teachers and admin staff feel if these students are counseled properly then it will bring a positive change in the school's environment. Good working condition has the power to motivate any employee in any organization, same goes for Mangrove School's employees. Another factor which could motivate Mangrove School's employees is to ensure

students attendance. Each class has a few students who are regularly absent and it is difficult for teachers especially to keep them updated with all the absent work. As a new school Mangrove has to make changes to maintain a proper management system. Employees have experienced these changes and this is why they feel that there is a need of following rules in a systematic way. Some employees feel their motivation lies in ensuring the accountability of teachers. All teachers are expected to fulfill all their given responsibilities on time with full determination. Improvement in teachers' facilities like sitting arrangement, sufficient supply of stationery, more paid leave per term could also motivate certain teachers. More training could also motivate employees to perform better at their work. Another factor that could motivate Mangrove's employees is a structured curriculum for each subject set by the coordinator of the subject. These employees feel if structured curriculum is maintained it will help to enhance the quality of education that Mangrove presently provides. Employees have also said that if more creative learning process is used it would lead to better communication with students, thus motivating them towards their work.

2. How can the communication gap between teachers and administration be reduced?

Answers are given below:

- By arranging regular meetings
- Physical supervision
- By involving teachers in decision or policy making process rather than imposing an already taken decision.
- Give employees the space to share their problems
- Friendlier environment
- By maintaining professional attitude
- More outdoor programs for teachers and admins
- By providing a specific work structure for both so, that no conflicts arise.
- Notice regarding school activities must be informed to teachers first and then students.
- Teachers should be inspired and appreciated for their better performance.

Analysis:

In this question employees have suggested solutions which could reduce the gap between admin staff and teachers. One of the most suggested solution is holding more meetings regularly. Some employees believe, besides monitoring through CCTV, physical supervision of teachers by the admin is required to reduce the gap between teachers and admin. These employees feel physical supervision will help the administration to understand if rules are being obeyed and if teachers are working hard enough to maintain the standard of the school. Another way the gap could be reduced is by involving teachers in decision or policy making process rather than imposing an already taken decision. It is not possible for any administration to include its employees in all decisions and policy making process. However, in some decisions and policies regarding students teachers could be involved for the betterment of the school. Employees also believe if they are given space to share their problems and if the environment is a friendlier one then the gap between admin staff and teachers could reduce. Along with friendly environment employees must show professional behavior at work, this could also lead to a decrease in the gap between teachers and admin. If teachers and admins get the opportunity to interact with each other more then there will be less room for misunderstandings. One way of interacting more could be outdoor programs for teachers and admins. A specific work structure for both admins and teachers would also help to reduce the gap as there will be fewer chances of conflicts to arise. Some employees believe notice regarding school activities must be informed to teachers first and then students so that teachers can be well prepared to answer all queries from students and parents. Words of appreciation and encouragement can influence employees to work harder. Thus some employees feel they need to be appreciated by admin staff for their better performance.

3. While competing with other schools, which problem of Mangrove School do you face more often?**Answers are given below:**

- Innovativeness
- Academic calendar

- Festival bonus
- Infrastructure&Availability of playground
- Cellphone submission rule
- High absent rate of students
- Lack of discipline in students
- Delay in decision making process
- More constructive strategies for further improvement
- Management could be stricter with parents so that they follow all rules and regulation.

Analysis:

In this answer employees of Mangrove School have written about the problems which they face while competing with other English Medium schools in the market. Infrastructure issues and limited availability of playground has been identified as problems. Mangrove School is still in its early stages, right now the school does not have enough fund to distribute Festival Bonus to its entire staff. Teachers identify the cellphone submission rule as a problem too. Most schools have an academic calendar where all dates of different holidays and events are given. Employees of this school feel there is a need of an academic calendar so that parents, students and teachers are aware of all events and holidays. High absent rate and lack of discipline of a few students has been alarming. Employees feel management could be stricter with parents so that they follow all rules and regulation. Delay in decision making process has been mentioned as one of the problems. Employees believe more constructive strategies for further improvement can be used.

Findings:

1. From this research, around 32% employees think, low salary and 32% employees feel work place politics are the major factors which can influence their decision to leave the job. Inequities in pay structures or workplace politics are great causes of dissatisfaction and can drive some employee's to quit.
2. From this research, 40% employees are satisfied about working condition in their organization. Only 8% people are dissatisfied.
3. From this research, 52% people said that Mangrove School's directors are encouraging their employees to receive training for their present job. As we know that training is vital and fertile for both employee and organizational improvement.
4. From this research, 76% employees feel there is sufficient number of skilled teachers working at Mangrove School and the other 24% believe there is lack of skilled teachers.
5. From this research, 76% employees said their job includes extra responsibilities.
6. From this research, 96% employees said that they feel administration handles complaints quite fairly, which represents satisfaction of the employees.
7. From this research, 64% employees feel admin staff monitors all teachers equally. The other 36% believe the opposite.
8. From this research, respondent employees told about some major changes of Mangrove School such as salary increment policy change, introduction of festival bonus, more training programs, better working condition and more creative way of teaching can motivate them further towards their work & the organization itself.
9. From this research, employees believe gap between teachers and administration can be reduced by arranging regular meetings, physical supervision, giving employees the space to share their problems, appreciating teachers for their better performance.
10. From this research, respondent employees have mentioned that lack of infrastructure and availability of playground, no academic calendar, cellphone submission rule, high absent rate of students, delay in decision making process are the problems of Mangrove School that they have faced more often, while competing with other schools.

Chapter- 6

Recommendation & Conclusion

- **Recommendation**
- **Conclusion**
- **References**

6.1 Recommendation:

The human resource department of Mangrove school despite being only three years old is has handled all its challenges quite well. However, there are some factors which could be included for better outcome. According to the revision of the SWOT analysis, questionnaire analysis and interview answers from parents, I would like to recommend some factors.

- The school gives 3 days paid leave to its teachers after the employee has completed a year with the school. The management could revise this policy a bit and can bring a small change like, increasing the number of paid leave per term from 3 days to 5 days for those employees who worked for one year at the school.
- Make the salary structure attractive for the employees so that the school can retain and hire more skilled teachers.
- Festival bonus could be introduced for those who have an excellent Annual Confidential Report (ACR). If 5% to 10% on salary is given as festival bonus then it will not have a great impact on the school fund. This will also help the management to retain their best employees.
- Managerial control should be implemented perfectly in every section of the school. Feedback or outcome of rules that are planned and executed must be taken into account.
- Arrange more training programs for the employees and training should be motivational.
- School could provide more facilities to teachers like lockers, stationery, and better sitting arrangement.
- The late fine could be reduced to Tk5 per minute.
- The accommodation system could be improved.
- Events and exams must not be held back to back as it becomes difficult for students and parents to handle.
- Anything that needs repairing must be done as soon as it arises.
- Hire more skilled and stable teachers so that students do not have to face the problem of frequent teacher replacement.

- More marketing of the school needs to be done so that more people get to know about Mangrove school. This could also increase the number of students
- The absent rate of students could be reduced by making more strict rules. The school could also introduce absent fine of Tk 50 per day for students who are absent for more than 3 days each month.
- Mangrove school could provide an academic calendar at the beginning of each term, consisting all the important dates, deadlines and holidays.
- There could be a separate library for each section.
- More management and teachers' meetings should be held. At least two every month for better interaction.
- Rules could be applied for better disciplined students.
- Notices and texts should reach parents ahead of time to avoid last moment confusions and hassles.
- More creative and innovative learning methods could be applied.
- School could rent buildings with bigger playground.

6.2 Conclusion:

The Human Resource Department (HRD) of Mangrove School is strong, supportive to its employees plus it coordinates all operations in an effective way so that the school's objectives can be achieved. The number of people working in an organization is not the important factor; it is sum of their knowledge, skills, creativity, talents, values, attitude, beliefs and positive thought pattern. Mangrove school within a short span of time has managed to meet, if not all, but most of its objectives. The HRD of the school believes that school's success depends on the quality of education it provides, thus it has recruited employees who would be able to deliver the quality of education which is described in the mission of this school. It is a challenge for the HRD to further improve its operations to establish Mangrove as one of the top English Medium Schools in Bangladesh. The necessity for schools to implement human resources management (HRM) is increasingly acknowledged. Specifically, HRM holds the potential of increasing student outcomes through the increased involvement, empowerment and motivation of teachers. Alignment of the individual goals to the school goal creates a comprehensive working environment. The purpose of HRD is to build a capacitated workforce that will enhance school performance. Human resource development is being viewed today as an important strategic approach to improving productivity, efficiency and profitability. The level of human resource development which is the central driving force in the achievement of organizational goals is not encouraging in most schools and should be given the needed enhancement by building the knowledge, skills, working abilities and innate capacities of all the employees.

6.3 REFERENCES:

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APPENDIX

Questionnaire

Dear Madam/Sir,

I, UzmaJanan Ahmed MBA final Semester student pursuing my internship course from BRAC University. As a part of my curriculum I am undergoing Research Report on HR Operations at Mangrove School. Please give your views/opinions in the space given below. The information provided by you will be kept highly confidential and will be used by me strictly for an analysis only.

Close Ended Questions:

1. How many years or months have you been working in Mangrove School?

- Less than 6 months
- More than 6months
- 1-2 years
- 2-3years

2. Which of the following factors most influence your decision to leave the job?

- Low Salary
- Poor work condition
- Supervisors behavior
- Low career growth
- Workplace Politics

3. How do you feel about working condition in this organization?

- Satisfied
- Highly Satisfied
- Moderate
- Dissatisfied
- Highly Dissatisfied

4. Do you receive any training for your present job?

- Yes
- No

5. Are there sufficient skilled teachers in each campus?

- Yes
- No

6. Does your job require extra responsibilities?

- Yes
- No

7. How does administration handle complaints from parents?

- Fairly
- Quite Well
- Excellent
- Poorly
- Very Inefficiently

8. Are all teachers monitored equally by the administration?

- Yes
- No

Open Ended Question:

1. What are the changes do you think Mangrove School can make in their system to motivate you further towards your work and the organization itself?

Ans: _____

2. How can the communication gap between teachers and administration be reduced?

Ans: _____

3. While competing with other schools, which problem of Mangrove School do you face more often?

Ans: _____

Interview Questions for Parents

1. How long has been your child/children studying in Mangrove School?

2. Why did you admit your child/children to this school?

3. Did the services from Mangrove School meet your expectations?

4. Any problems which you think the school can overcome?

5. Do you have any suggestion for Mangrove School?
