

**Internship Report on  
HRM Practices at  
MATRIX Business Development Ltd. (MBDL)**

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## Letter of Transmittal

Date: September 20, 2014

Ms.RaihanaMannan  
Lecturer,  
BRAC Business School,  
BRAC University.

**Subject:Submission of Internship Report on HRM Practices at MATRIX Business Development Ltd (MBDL).**

Dear Madam, It is my great pleasure to submit the internship report onHRM Practices at MATRIX Business Development Ltd.

This is a requirement for the fulfillment of the MBA degree. Despite of several limitations, I hope that the paper has attained its purpose to a considerable extent. I am thankful to you for giving me the opportunity to do the report on this topic. I have done my level best to complete this paper in time and with the quality of my expectation. I hope you would be kind enough to accept my report. I will be happy to provide further clarification regarding this report. I hope that my report will aid to make concrete decision and live up to your expectation.

Sincerely yours

Md.AhsanulHoque

## Acknowledgement

At first, I would like to thank to my Internship Supervisor, Ms. RaihanaMannan, Lecturer, BRAC Business School for the valuable guidance and advice. She inspired me greatly to work in this report. Her willingness to motivate me contributed tremendously to my work. I also would like to thank her for her valuable time by helping me for this report. Ms. RaihanaMannan lifted me up when I was not sure that I could ever get to the finish line. Thank you for supporting me, for guiding me. Honestly, I could not have done it without your help.

Besides, I am very much thankful to Mr. RafiqueSarker, Managing Director, MATRIX Business Development Ltd and Mr. Shah Jamal choudhury, Director finance and operations, MATRIX Business Development Ltd. and also to my colleagues, specially Mr. GloamKibreya, Asst. Admin Officer, MATRIX Business Development Ltd. for their nice cooperation, which really helps me to analyze and finalize this report. Finally, an honorable mention goes to my families and friends for their understandings and supporting me in completing this report. Without helps of the particular that mentioned above, I would face many difficulties while doing this report.

## Executive Summary

For the fulfillment of my MBA degree I have to prepare a report and I choose the topic Human Resource Management Practices at Matrix Business Development Ltd. This is the main reason for preparing this report. Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital. For its effective management, organization requires effective HRM system. For a consultancy firm like MATRIX, effective HRM system is very much important towards its success. Basically this report focuses on the HRM practice of MATRIX Business Development Ltd, a leading consultancy firm aimed to provide quality consultancy support for various public and private sector organizations. In this report it has been try to show that how MATRIX performs the training, recruitment & selection process, what types of direct & indirect benefits and rewards they offer to their staff to retain them, how they have perform their performance appraisal of the teaching staff and admin staff and overall HR functions. During my internship period while I am preparing this report I have faced some problems like- too much work pressure, multiple tasks etc. but though I have learned so many things that is described in the lessons learning chapter. The finding of this report shows that MBDL doesn't have any specific HR department though the director operations have a PGD degree on HR. All the HR activities have been controlled by him. It is also found that their job evaluation system is not good enough. For providing better consultancy service MBDL should manage their Human Resource effectively. Some recommendation has been added at the end of this report. I hope these will be helpful for them.

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## 1.1 Introduction of the report:

Global opportunities and competitive pressure have made the importance on skillful management of human resources than ever. Now, in any government-non government, profitable-non profitable organizations, human resource is the most valuable asset for the company and has been given more importance than previous on managing this resource. An organization's success largely depends on human resources management because it ensures that an organization has sufficient number of qualified, skilled man power who can accomplish its goals.

Service providing organizations like a consultancy firm is not being excluded from this. In a consultancy firm effective HRM practice is mandatory for their success. Whether it's a large or small firm employees must be selected, trained and manage effectively so that they can be a good resource for the organization. Many organizations are now seeking to higher such a person, who is a business graduate majoring from HRM for effective management of their human resource. Many human resource departments in many organizations are now extended their activities from traditional roles as processors and custodian of personnel information to more sophisticated and more expanded strategic roles. This activities increase the demand for human resource management and department. This report seeks to examine the human resource management practice at MATRIX Business Development Ltd (MBDL).Specially their training, compensation package, recruitment process, job evaluation system etc.

## 1.2 Literature review

In a rapid competitive business environment, the procedures of outlining the role, function and process of Human Resource Management (HRM) within a dynamic and uncertain environment are ongoing for many decades. In the early 1980s numerous books and articles were published by American Business Schools professors to support the widely recognition of HRM concepts, in this report I have discussed about some frequently used HR practices such as performance management, recruitment, human resources planning, training and development, compensation and leave policy.

For every organization recruitment is a sensitive issue, because by recruitment an organization infuses new blood in its work force. The staffing process matches people with jobs through recruiting and selection (Mathis, L. R. HRM, 2005, p 202). The process of recruitment should be sophisticated to hire perfect personnel, which can take the overall organization's performance to a new level.

Human resources planning are the mentionable activities of HRD. HR planning is an important task to keep the business operation uninterrupted. In accordance of fisher, D. C.; Schoenfeldt, F. L. and Show, B. J. Human resource planning is concerned with the flow of people into, through, and out of an organization (2006, p 96).

An organization can decide what to do to enhance the business operation forwarding by measuring the performance of their employee. By conducting a performance appraisal an organization able to take initiative about training and other facilities for their employees. Dessle, G. (2010, p 332) performance appraisal means evaluating an employee's current and /or past performance relative to his or her performance standards.

Training and development are the common practice to enhance the efficiency of employees. Mathis, L. R., Jackson, H. J., (2002, p 272) training a process whereby people acquire capabilities to aid in the achievement of organizational goals.



### 1.3 Objectives of the report

- **Broad Objective:**

The main objective of this report is to know about the HR practices at MATRIX Business Development Ltd (MBDL).

- **Specific Objective:**

Specific objectives of this report are to know the MBDL's training, recruitment policy Compensation & Benefit management system & Performance evaluation system.

## 1.4 Organizational Description

**MATRIX Business Development Ltd** is a business consulting firm providing strategies private sector development especially in agribusiness, value chain strengthening, supply chain development, Markets for Poor (M4P), strategies for improving competitiveness of the SMEs, promote market place for youth and service providers, market research, in SAARC Countries, Malaysia, and Singapore in various projects and organizations since 2003 with development and corporate organizations such as – Government of Bhutan/UNDP, **OXFAM-GB,GIZ**, Business Innovation Facility (**BIF**), Global Alliance for Improved Nutrition (**GAIN**), ADB/Water Development Board, **ATDP-II**, **Practical Action Bangladesh**, Handicap International (**HI**), **PRICE**,**The World Fish Center**, Agora/Rahimafrooz, BM King Ltd., **NETZ** Partnership for Development and Justice-Germany, **TerredesHommes Italia**, Micronutrient Initiatives (**MI**), WARBE Development Foundation, NRECA International Ltd., PKPI, MARICO Bangladesh and many others.

The key focus of MATRIX is to incrementally link with development programs in a meaningful market driven process, which can serve as a vehicle of effective and sustainable social and economic empowerment for wider cross-section of the society.

MATRIX is a result based consulting firm that specializes in the development and integration of strategies, processes, technology and people through the management of resources, information and knowledge.

The company provides a wide range of demand driven customized consulting services to its valued clients includes:

- Capacity building of the SMEs for improving competitiveness
- Markets for the poor (M4P), food security, livelihoods improvement and value chain strengthening in agriculture
- Sector and sub-sector development enhancing competitiveness of the enterprises
- Strategic guideline and project management (Planning, intervention design, implementation ME&L, Baseline, log frame, final evaluation and impact assessment)
- Capacity building and growth management
- Research and Development

### 1.4.1 Organizational Competencies

- Building longtime relationship - diversity to create organizational values
- Develop and create ideas, processes and approaches that shape the future for poor
- Appropriate and quality service delivery
- Consistently advancing for organizational growth and development
- Sustainable improvement of the livelihoods for poor linked with enterprise development (M4P)

### 1.4.2 GOALS

MATRIX's goal is to help clients focusing on the essential strategies that will determine their success, and support them in the successful implementation of those strategies.

### 1.4.3 Vision

Foster sustainable business culture through **Maximize Talents, Resources, and Innovation eXchange** that can succeed in global competitive environment. Whilst adhering to the highest professional standards, we drive and assist organizations, both locally and overseas, achieve competitive edge through their people.

### 1.4.4 Mission

Provide world-class consultancy services to gear organizations towards sustainable growth and excellence.

### **1.4.5 Strategic intent:**

- The strategic intent of Matrix is to strengthen and develop our consultancy base both locally and internationally by effectively supporting client organizations to enhance their growth and sustainability. This will leverage the capacity building processes and practices and improve the outcomes of client companies and thus add value to their overall operations and business performance.

### **1.4.6 Values**

We strongly believe in fulfilling our tasks and duties with the highest level of professionalism, integrity, honesty and diligence. We aim to provide our clients with the utmost level of satisfaction through our guided intervention and involvement.

### **1.4.7 Strengths**

- Organizational Assessment and Capacity Building
- CCA, DRR and Ecological aspects in Agriculture
- Supply chain management and strengthening
- Subsector analysis and design for development
- Value chain analysis and strengthening
- M&E (Baseline, PRA, project evaluation and impact assessment)
- Market research and evaluation

## 1.5 MBDL Services

MATRIX provides creativity, innovation, imaginative, purposeful dependable services to its clients to ensure success and sustainability. We offer a range of customized consultancy and support services and we intervene and assist organizations in the following areas:

Broad Areas	Specific Areas	
Agriculture	<ul style="list-style-type: none"> <li>▪ Agriculture</li> <li>▪ Aquaculture</li> <li>▪ Livestock's</li> <li>▪ Agri-machineries</li> <li>▪ Food processing</li> <li>▪ Agricultural Economics</li> <li>▪ Food security</li> <li>▪ Health and nutrition</li> <li>▪ Climate Change in agriculture</li> </ul>	<ul style="list-style-type: none"> <li>▪ Farming system</li> <li>▪ Markets and financial linkage</li> <li>▪ Sector development</li> <li>▪ Business formulation</li> <li>▪ Value chain development</li> <li>▪ Supply chain management</li> <li>▪ Research and Development</li> <li>▪ Markets for the poor (M4P)</li> <li>▪ Quality compliances and Quality Assurance</li> </ul>
Human Resources Development	<ul style="list-style-type: none"> <li>▪ HR Planning</li> <li>▪ HR Manual</li> <li>▪ HR Strategy and development</li> <li>▪ Training and Development</li> <li>▪ Recruitment and selection</li> <li>▪ Capacity and skill development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Organizational Restructuring and HR Reengineering</li> <li>▪ Performance appraisal</li> <li>▪ Employee motivation</li> <li>▪ Change Management</li> <li>▪ Competency Assessment and Development</li> </ul>
Business Development	<ul style="list-style-type: none"> <li>▪ Markets for Poor (M4P)</li> <li>▪ Enterprise and Entrepreneurship development</li> <li>▪ Improvements of competitiveness</li> <li>▪ Capacity building of enterprises</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enterprise visioning</li> <li>▪ Strengthening supply chain</li> <li>▪ Value Chain analysis and strengthening</li> <li>▪ Provide appropriate business to the enterprises</li> <li>▪ Others</li> </ul>
Food Processing	<ul style="list-style-type: none"> <li>▪ Food Processing</li> <li>▪ Shrimps and fish processing</li> <li>▪ Product formulation</li> <li>▪ Nutrition and health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Product developments</li> <li>▪ Product diversifications</li> <li>▪ Fortification and quality assurance</li> <li>▪ Others</li> </ul>
Project management	<ul style="list-style-type: none"> <li>▪ Initiation, planning, and design</li> <li>▪ Human resources management</li> <li>▪ Baseline survey</li> <li>▪ Sectoral assessment</li> <li>▪ Monitoring, evaluation and learning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Intervention design, LFA and indicator setting</li> <li>▪ Resource mobilization</li> <li>▪ Program Implementation</li> <li>▪ Evaluation</li> <li>▪ Impact assessment</li> </ul>
Training	<ul style="list-style-type: none"> <li>▪ Concept preparation</li> <li>▪ Need assessment</li> <li>▪ Planning &amp; design</li> <li>▪ Tools &amp; methods development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manual &amp; materials preparation</li> <li>▪ Training facilitation</li> <li>▪ Evaluation</li> <li>▪ Impact assessment</li> </ul>
Health and Family Planning	<ul style="list-style-type: none"> <li>▪ Monitoring and Evaluation and Impact Assessment</li> <li>▪ Research and development</li> <li>▪ Primary Healthcare</li> <li>▪ Occupational health</li> </ul>	<ul style="list-style-type: none"> <li>▪ Risk analysis</li> <li>▪ Program Implementation</li> <li>▪ Capacity Building</li> <li>▪ Health Economics</li> <li>▪ Family planning</li> </ul>
Others	<ul style="list-style-type: none"> <li>▪ Marketing and Social research</li> <li>▪ Technology support</li> <li>▪ Good Governance</li> <li>▪ Institutional Capacity and skill development</li> <li>▪ DRR, CCA, DER</li> <li>▪ Women in Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Event Management</li> <li>▪ Delegation Services</li> <li>▪ Health sector development</li> <li>▪ Cross Border Trade</li> <li>▪ strategic planning</li> <li>▪ supply chain development</li> <li>▪ Need based consultancy</li> </ul>

## 1.6 Profile of MBDL:

**Name of Organization:** MATRIX Business Development Ltd. (MBDL).

**Business Starts:** 2003.

**Human wire:** 45 officers (including part time and full time), 5 support services.

**Address:** Flat # 2 C, House 1/C (2<sup>nd</sup> floor), Road 1, Shyamoli, Dhaka-1207.

**Contact Phone:** 01711762925, 01683612445, 01818531455, 9102989, 9134698.

**Contact Person:** Akter Samsi Ara Parvin, Chairman and CEO.

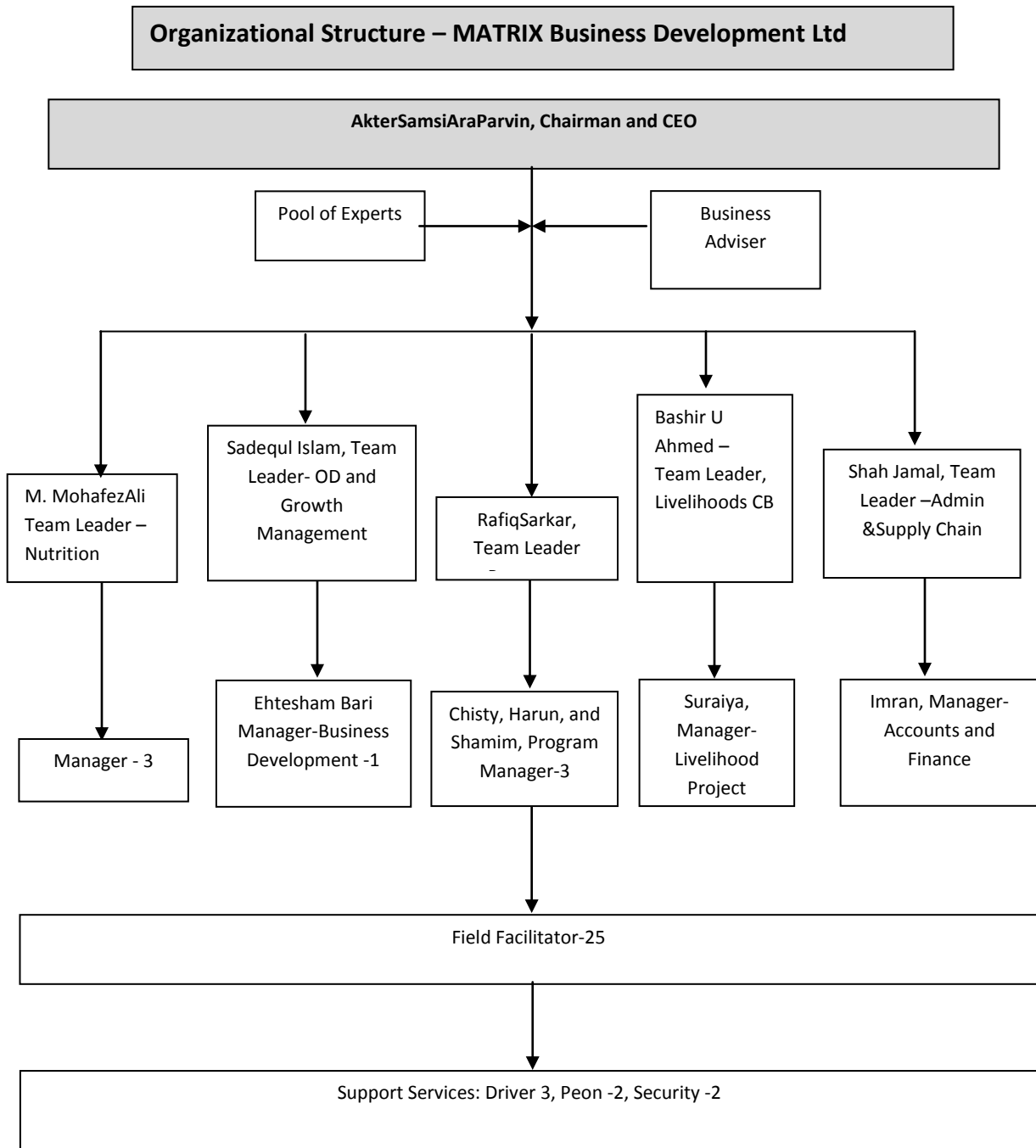
**Email:** info@matrix-bds.com, matrix-bd@hotmail.com

**Web:** www.matrix-bds.com

**Bank:** Standard Chartered Bangladesh Ltd.

**Audit Firm:** Irshadullah Patwary & Co.

## 1.7 Organizational Structure



## **1.8 HR Planning**

Planning in Human Resource has been discussed in different HRM contexts for many years. HR planning was initially an important aspect of job analyses and was often used as bases for determining strengths and weaknesses among the employees and to develop the skills and competences they needed. As individual career plans started to gain more popularity, companies gradually started to pay more attention to the certain skills and competences among individual employees as a way of aligning and dealing with the companies' succession planning.

HR planning of MATRIX cover

- An estimation of how many people the organization needed for the future
- A determination of what ability, skills, and knowledge requires to compete
- An evaluation of employees ability, skills and existing knowledge
- A determination of how the company could fill the identified competence gaps

HR planning today is a very important task of every contemporary organization's HR department. HR planning mainly involves the identification of skills and competence within the organization, the filling of identified competence gaps, and the facilitation of movements of employees within the organization. An essential part of the HR planning is the succession planning which aims to ensure the supply of individuals and filling of gaps on senior key positions when they become vacant and replenish competences to areas where they are most valued.

## **1.9 Recruitment and selection**

In organization the system that responsible for placing diversifies talents throughout is refers to as recruitment and selection processes. The process of recruitment and selection is an ethical approach by a firm to seek and attract the most competent and suitable applicant for a vacant position. Recruitment strategies can be divided in three significant approaches:

Suitability – the most qualified applicant for the position,

Malleability – moulded within the cultural norms, and

Flexibility– the most reliable and versatility employee.



These factors are quite complicating and can be easily mistaken during the process of hiring employees. Suitability is a critical aspect hence it mainly concerned with the process of hiring the most suitable applicant for the position.

Available recruitment and selection process of MBDL are

### **1.9.1 Internal Recruitment:**

In MBDL internal recruitment practice is most usual. The top level management refers a person and place them in a specified department, in that case proper procedure of recruitment are almost ignored.

### **1.9.2 External Recruitment:**

External recruitment and selection process is as follows:

- Vacant created
- Provide advertisement
- Receiving CVs
- Short listing
- Arrange written exam
- Arrange interview board
- List the toppers
- Select the qualified candidate for the job.

## 1.10 Training and Development:

In today's contemporary organization, employees' skills and knowledge can make a positive impact on the firm's productivity. Organizations have to counter some difficulties while training a single or more employees. Formal training is just one of the possibilities for organizations to enhance the personnel performance level, as important roles are covered also by organizational socialization and multitasking. It was suggested in the early 1990s that organizational socialization is a fine process for newcomers to source out information's about the organization, learn about the necessary tasks and how to perform their responsibility; clarifying their roles and relate with others inside the organization.

In MATRIX training is a regular activity. MBDL arrange various training based on its projects. For a project, expert team of MBDL has to decide through which methodology the project will be executed, so they designed their training based on that. Especially on survey the data collectors attained several training to know how the data will be collected. These trainings are arranged either in MBDL or in the host organization. For any type of training MBDL follows the four step training process.

**Step: 1. Need analysis:** is to identify the specific knowledge and skill the job requires, and compare these with the prospective trainee's knowledge and skills.

**Step: 2. Instructional Design:** is to formulate specific, measurable knowledge and performance training objective, review possible training program content (workbook, exercises and content) and estimate the budget for the training program.

**Step: 3. Implement:** is to conduct the training to the targeted employee group using suitable method.

**Step: 4. Evaluation:** is to assess the program's success (or failure).

### 1.10.1 Methods used in Training programs:

In MATRIX trainings are conducted through various suitable methods. Some of the frequently used methods are

1. Programmed Learning
2. Job Instructional Training (JTI)
3. On the job Training

### **1.10.2 Programmed Learning:**

is a systematic method for teaching job skills, involving presenting question and facts, allowing the person to respond, and giving the learner immediate feedback on the accuracy of his or her answers. This type of training method is implemented on baseline survey projects. For a baseline survey project, data collectors are conducted an in house training program to improve their questioner understanding and other issues related to data collection.

### **1.10.3 Job Instructional Training (JTI):**

The JTI is a process of listing each jobs basic task, along with key points, in order to provide step by step training to the trainee. MBDL use this type of method to train their trainer who those will implement (agricultural) training program in field level.

### **1.10.4 On the Job Training:**

On the job training is the process of training a person to learn a job while working on it. Like all most every organization MBDL also practice this training method to train their newly oriented employees.

### **1.10.5 Feedback:**

After conduction of every training feedback is measured. In MBDL, peer checking and role playing is the common method to get feedback.

## 1.11 Performance Evaluation System:

The concept of measuring performance or managing performance within organizations is to strategize how firms can get the utmost benefits from their employees. The approach to measuring performance can be classified as a three-step approach that composed by objectives, appraisal and feedback. The first step is the setting of performance objectives that are quantifiable, easy to measure and simple to communicate throughout the organization. After that, the process of performance appraisal should take place. Finally the feedback is measured.

The management of performance includes design of work systems, facilitation of knowledge utilization, sharing and creation, and appraisal and reward systems.

For measuring employee performance at the end of each project, the management of MBDL discusses among themselves about each employee and gives their comment in employee performance evaluation form. After that it is recorded in the employees' personal file. For performance evaluation MBDL consider the following factors:

**QUALITY OF WORK:** Consider accuracy, thoroughness, effectiveness.

**FLEXIBILITY:** Consider performance under pressure and handling of multiple assignments.

**INITIATIVE:** Consider the extent to which the employees sets own constructive work practice and recommends and creates own procedures.

**DEPENDABILITY:** Consider the extent to which the employee completes assignments on time and carries out instructions.

**INTERPERSONAL RELATIONS:** Consider the extent to which the employee is cooperative, considerate, and tactful in dealing with supervisors, subordinates, peers and others.

**SAFETY COMPLIANCE:** The degree to which the employee complies with or oversees the compliance with the organization safety rules.

## 1.12 Benefit & Compensation

Eliciting high contributions within an organizational environment is highly essential for the firm as well as the employees. For instance, expectancy theories have explicated aspects of anticipated rewards in line with employee's motivations. This indicated that every employee will have to face with a logical decision in accordance to the present economical circumstance. As a result to that employee considerable effort will manifests into an intended realisations and fulfillment of a specific desire outcome.

The conceptions of both internal and external rewards are highly valued by organizations and its employees. Not only the obvious fact that employees yearns more about promotional opportunities, higher pay or better benefits, but also their desires and anguish spins from autonomy, personal growth and valued responsibility. An idle Benefit & Compensation management system will help an organization significantly boost the performance of its employees and create a more concentrate workforce that's willing to go the extra mile for an organization.

### 1.12.1 Types of Compensation Provided by MBDL:

MBDL provides both direct and indirect compensation to their employees. They try to match with the environment of the current situation and the needs of the employees.

### 1.12.2 Direct compensation:

Direct compensation that MBDL usually provide to their employees is:

- **Basic Payment:** A fixed amount of monetary benefits provided to the employee at the end of each month in return for their services to the company.
- **Over Time Payment:** A fixed amount of monetary benefits provided to the employee at the end of each additional one hour after completed the daily schedule hour (8 hour)
- **Car allowance:** Based on project the personnel of MBDL get vehicle either from pool or rent it.

- **Housing allowance:** If workers have to relocate because of work, MBDL offers housing allowance to all level of employees to facilitate the process of relocation.
- **Medical allowance:** MBDL offers their employees medical reimbursements for medical claims covering not only employees themselves, but also their family members.
- **Merit pay:** MBDL offers merit pay to their employees in terms of brings out critical hurdled job. Generally these types of circumstance happen in base line survey when the employees go to remote places to execute it.
- **Festival Bonus:** MBDL also offers yearly festival bonus which is given two times in a year- Eid-ul-Fitr and Eid-ul-Azha. This bonus is given on the basis of basic salary. Usually the rate of bonus is 100% of the basic salary.
- **Special Allowance:** MBDL also offers mobile phone and phone bill to their employees for personal and official use.

### **1.12.3 Indirect Compensation:**

MBDL not only gives the direct compensation but also compensate their employees indirectly. Company gives so many facilities for the employees to become a friendly relation with the management and the employees.

### **1.12.4 Retirement Benefit:**

At the time of retirement to facilitate the employees MBDL includes provident fund facility in its compensation package. It is a fund into which the employer and the employee both pay the same amount of money regularly, so that when the employee retires or leaves the company, he or she receives a sum of money.

## **1.13 Leave Policy:**

MBDL offer paid leave to its employees. The leave entitlement is

Type of Leave

### **1.13.1 Casual Leave:**

Maximum 10 days with pay.

### **1.13.2 Medical Leave:**

Maximum 15 days with pay.

### **1.13.3 Earned Leave:**

One day earned leave for every fifteen working days.

### **1.13.4 Maternity Leave (For Women):**

6 months from to the declaration of the employee.

### **1.13.5 Hajj Leave:**

Maximum 45 days with pay.

### **1.13.6 Study Leave:**

MBDL grants study leave for its employee. This type of leave is especially applicable for the temporary employees. The duration of study leave is maximum 15 days with payment.

### **1.13.7 Special Leave:**

Extraordinary leave may be decided to the enduring or Contract employees with or without pay and allowances at the sole discretion of the management.

The employee is entitled to exercise all type of Leave from the very next day of his/her confirmation of job. For approving any kind of leave the applicant has to fill a specified form and with the concern of the head of the department the form goes to the managing director for approval.

## 2 Activities Undertaken

### 2.1.1 Work Related Activities:

During my time of internship in MATRIX I was working in two projects. One was rural enterprise for alleviation of poverty (REAP) and another was health and immunization facilitation for slam dwellers (HIFSD). The project REAP was funded by winrock international, an US based development organization. This project was implemented in 6 districts, three of which was from northern part of Bangladesh (Maymenshing, Netrokona and Kishorganj) and other three was from the southern part of the country (Khulna, Jossen and Satkhira). The beneficiary of this project was 15,000 people from both areas. The winrock international helped these people with various agricultural products like vegetable seed, tender fish and shrimp (ponamach), chicken and calf. In this project MATRIX had executed a secondary evaluation survey.

Health and immunization facilitation for slam dwellers (HIFSD) were a project funded by giz (a German based international development organization) and Bangladesh government. In this project we had implemented a base line survey in various slams of Dhaka and Narayanganj. The purpose of that survey was to identify the common diseases that the slam dwellers suffers most, and brought out a scenario of health service of these areas.

### 2.1.2 Project related activities:

My activities regarding these projects are given below.

**Making Questioner:** Generally questioner are made by the senior management, I assisted them with related issues while making it.

**Training:** After making the questioner I was communicate with the data collectors and arranged training. The resource person was from the senior management, but I helped the trainees in the time of feedback by imitate role playing and peer checking.

**Execution of Project:** In REAP project I was gone Khulna as team member to execute the project. Besides data collection, my duty was to communicate with the local winrock office and collaborate with a local NGO. Vehicle arrangement and safety brief was my another duty.

**Monitoring:** In HIFSD project my job was to monitoring and evaluating the survey progression. For this project I had visited Narayanganjsadra and Bandar thana to monitor the data collection activities and gave necessary brief for correction.



### **2.1.3 Regular Activities:**

#### **2.1.3.1 Maintaining Leave status:**

It was one of my regular activities at MBDL. I was responsible for receiving all types of leave application form of the employees and maintaining a leave register for them. Here my task was receiving leave application from the employees, checking it properly, placing it to the head of HR for the approval, input it in the leave register after getting approval and put it to the employee personal file.

#### **2.1.3.2 Making salary statement at the end of every month:**

Here I had to prepare a list of the all employees mentioning that how many days an individual employee was present for work and was leave during the whole month.

#### **2.1.3.3 Writing letters & Notices:**

Writing different types of official notice according to the instruction of the Management and getting sign of them was one of my regular activities.

#### **2.1.3.4 Maintain inward and outward Register.**

Maintain inward and outward register regular basis.

#### **2.1.3.5 Preparing of total staff list.**

Prepare and regular update of total staff report project basis and department basis.

## 3 Lessons Learned

### 3.1.1 Lessons Learned from the Internship Program:

From my experience with the admin section of MBDL I have learned so many valuable knowledge which helped me a lot to understand the HR activities and as well as to prepare this report. Through this internship affiliation report I got a chance to have a very closely observe about all the HR activities of MBDL. Followings are my understanding from this internship program:

**First** of all, I have learned about the organizational behavior, i.e. how individuals and groups act in the organization, what are the people-organization relationships in terms of the whole person, whole group, whole organization etc.

**Secondly**, I have learned about the compensation management practice. Here I have learned about different form of direct-indirect, financial-non financial benefits and rewards that has been provided to the employee in exchange for their work. The most important lessons from this part is that before making compensation policy for the employees, the policy maker must be keep in mind about the Management Philosophy.

**Thirdly**, use of reference power in the compensation factor affects the equal employment opportunity. It means, sometimes employees are directly appointed through reference and because of their strong reference they got some extra benefit which other employee at the same rank doesn't get.

**Fourthly**, I have learned mostly about the leave management system. Here I have learned about the category of leave, leave entitlement, how to process a leave application, how to calculate earned leave etc.

**Fifthly**, I have gathered experience about recruiting and selection process from CV short listing to appoint an employee in the organization.

**Finally**, through writing different type of letters and notices my writing skill has been developed.

## 4 Findings & Recommendations:

### 4.1.1 Findings:

1. MBDL doesn't have any separate Human Resource Division. As an additional duty, director operations take all HR decision.
2. There is no any Human Resource specialist or any employee who have educational background on Human Resource Management.
3. They don't have any Human Resource software. All the activities have been done manually.
4. The current approach to hiring staff into various positions is not good enough. Especially the Internal recruitment system is weak. There is no exam and presentation part in their internal recruitment process.
5. Compensation package of MBDL is not attractive to hold a qualified employee. Under the direct compensation system MBDL offers almost all type of compensation for the employee but under the indirect compensation system they should offer something new.
6. The objective of compensation system of MBDL is to achieve the organizational goal not to motivate the employee.
7. Job evaluation system of MBDL is not satisfactory. They evaluate the performance of the employee based on the observation. There is no peer checking for more accuracy.
8. MBDL keep hide their job evaluation system to the employee except the employee involve in the process.
9. Employees cannot show their talent as there is no job flexibility.
10. Too much misuse of reference power affects the equal employment opportunity.

### 4.1.2 Recommendations:

From my work experience with MBDL I think I can make some recommendation for this organization. These recommendations are completely from my personal point of view and I think they have possibilities to improve in the recommended areas. My recommendations to MBDL are:

1. As soon as it is possible MBDL should make the Human Resource Department totally separate from other department with professional human resources management administration.
2. MBDL spends considerable productive time on recruitment, promotions and other staff matters. To save productive resources, Human Resources should consider installing the automated and web based technology for recruitment to replace the manual processing for recruitment and hiring and free staff time and space for more productive HR activities.
3. Due diligence should be given to manpower planning and the luxury of filling positions without recourse to efficiency and standards should be reconsidered.
4. MBDL should arrange some annual event for their employees, to entertain them, motivate them, give them relief from their monotonous work and also make them feel that the organization also cares about each and every employee.
5. MBDL should open their job evaluation system to the employee and should set some standard, so that competitiveness can grow in the employees mind to achieve the level of standard.
6. The organization should take steps to stop the too much exercise the reference power; it will affect the other employee's confidants and willingness to the work.
7. MBDL offers merit pay only for the employees who those are go to field to execute any project. They should also offer this for their in house worker.
8. The compensation and benefit of MBDL should be restructured which would be reduce employee turnover.

## 5 Concluding Statements:

To ensure the better service effective Human Resource Management Practice is very much essential. This is certainly the case at the MATRIX Business Development Ltd (MBDL). To ensure better consultancy service the organization must have to ensure a good Human Resource Management practice. The area of Human Resource Management is very wide. In this report it has been tries to show the extent at which MBDL practices Human Resource Management at their organization. That covers their Training, recruitment and selection process, total compensation package, performance appraisal system. Human Resource management is the heart of an organization which plays an important role of getting the right people to do the right job and at the right places, which helps to ensure the overall achievement of the goals of the organization. Therefore, the practice of Human Resource Management must be well performed.

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