

**Topic:**

**Internship report on HR Practices of Software Company**

**A Case study on Binate Solutions Ltd.**



**Binate  
Solutions**



Inspiring Excellence

**Topic:** Internship report on HR Practices of Software Company;  
A Case study on Binate Solutions Ltd.

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## Letter of Transmittal

**August 24<sup>th</sup> 2017**

**Zaheed Husein Mohammad Al-Din**

Senior Lecturer

BRAC Business School  
BRAC University

**Subject:** Submission of Internship report on “Internship report on HR Practices of Software Company; A Case study of Binate Solutions”

Dear Sir,

With due respect & honor, I, a student of M.B.A. department of BRAC University, am submitting the internship report on “**Internship report on HR Practices of Software Company; A Case study of Binate Solutions**”

The internship program has provided me with an opportunity of having an exposure to the working environment and on the job experience in Global Headquarter of Binate Solutions, emerging Software Company. I have found the job experience to be quite interesting, beneficial & insightful.

I am pleased to inform you that I have successfully completed the internship report under your kind supervision. Hence, I am placing this report for your approval.

Hope that my report will fulfill your expectation.

Sincerely yours,

Consent from Supervisor

.....  
**Rehnuma Binte Alam**  
ID: 14364025  
MASTER OF BUSINESS ADMINISTRATION

.....  
**Zaheed Husein Mohammad Al-Din**  
Senior Lecturer  
BRAC Business School

## Acknowledgement

There are number of people that I would like to thank who have been associated with this Internship report.

First of all, I would like to thank Almighty Allah for helping me to complete this internship report.

I would like to give my special thanks to myacademic supervisor **Zaheed Husein** from thedeepest corner of my heart for providing encouragement and valuable direction.

I would also like to thank all the employees of Global Headquarter of Binate Solutions; for their valuable time and support to prepare and complete my internship report. Last but not the least I would specially like to thank **Jabedbhaiya**, Head of Human Resource, Binate Solutions Ltd., and **Salman bhaiya**for the help and encouragement which really was effective.

## **Executive Summary**

Businesses today are facing dynamic market conditions: changing consumer behavior, new technology, and more data than ever before. To keep pace, they have to be more agile and respond more quickly to change. This environment demands more than traditional outsourcing.

To help businesses meet these challenges, operate more effectively and become more competitive, Binate has developed own Business Framework. It combined industries experience into a repeatable and scalable methodology. Binate Solutions has a vision to fundamentally transform the way global business process outsourcing should be delivered.

Three distinct proposals that Binate Solutions is offering towards customers are agile process, Low cost and Control (exclusiveness).

It was established in year 2016; asnew emerging Software Company, Human Resource activity hasn't been established as a full departmental form of the Organization. However, Binate Solutions has undertaken a lot of important initiatives recently which were really crucial for the organizational sustainability and success as a whole. Though initiatives like ensuring quality of the assessment during recruitment and selection, organizational leadership development, few process automation initiatives to increase efficiency like automated payroll system, time management module for employees daily attendance, travel Management module, but it still needs to have some review and adjustment of current HR processes, compensation and benefit packages for the employees like review of gross salary range, overtime implementation, making new performance appraisal process effective and standard, improve increment policy, review of benefit packages to implement the total reward concept and hence improve the overall organizations performance towards stakeholders and new customers.

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## 1. Project Part:

### *1.1 Origin of the Report:*

My honorable academic supervisor, **ZaheedHusein** has assigned me to prepare a report on **“Internship report on HR Practices of Software Company; A Case study of Binate Solutions Ltd.”**

It was purposeful and effective while doing internship in Global Headquarter of Binate Solutions Ltd.

### *1.2 Introduction:*

Binate Solutions Ltd. is a Software Development Company established in 2016; As it's a new emerging Software Firm, Human Resource activity hasn't been established as a full departmental form of the Organization. However, Binate Solutions has undertaken a lot of important initiatives recently which were really crucial for the organizational sustainability and success as a whole. while doing internship in Binate Solutions I find few improvement scopes in regular HR processes as well as in performance appraisal process which if improved can result overall greater performance.

### *1.3 Problem Statement:*

Binate solutions Ltd. wants all their Software releases to go to production on time, seamlessly, without critical defects, where everyone is aware and informed of the outcomes and status including the customers.

Since the establishment, though the Software firm gains so many potential clients, they have many release failures and late deliveries which resulted too many back logs, if this problem is ignored today resources will need to increase to handle the cascading problems, and Binate Solutions may miss critical customer deadlines which could result in lost revenue, SLA penalties, lost business, and further damage to their quality reputation.

Resources need to be more engaged and motivated so that they can own the project which will result a successful release in perfect timely execution.

### ***1.4 Purpose:***

The main purpose of the project is to prepare a report with the help of both theoretical and the practical orientation of work. This report is to fulfill the following requirements-

- ☹ Finding out the background of Binate Solutions Ltd.
- ☹ Finding out the role of HR department of Binate Solutions Ltd.
- ☹ Identifying the HRM practices of Binate Solutions Ltd.
- ☹ Identifying the effectiveness of Compensation and benefit packages offered to employees of Binate Solutions Ltd.
- ☹ Suggestion of improvement scope and way forward

### ***1.5 Methodology:***

I used different methodology to make my report successful. For collecting data the sources are following:

#### Primary sources:

- Practical desk work and assist HR head on documentation of HR processes.
- Interview with employees of Binate Solutions Ltd.
- Direct Observations

#### Secondary sources:

- Employee Handbook of Binate Solutions Ltd.
- Files and folders
- Daily diary (containing my activity of practical orientation)
- Official Website

#### ***1.4 Limitation:***

In spite of giving my level best effort for preparing this report successful, some difficulties still have been faced. The limitations/difficulties are-

- Employees are not allowed to take assistance of internee to do core functions and critical activities.
- Employees are not allowed to share core business processes as its company confidential.
- Employees are not allowed to share in-depth information about their HR policy and practices as the information is confidential.
- Non accessibility of the most latest statistical data

## 2. Literature Review

### *2.1 Human Resource management:*

HRM is the policies, principles and the practices involve in carrying out the people or human resource aspects of organization. It involves decisions like recruitment, selection, training and development, performance evaluation, compensation and employee retention.

There are seven universal practices or HRM as follow:

- Job security
- Select and Recruit
- Decentralization
- Compensation
- Training
- Reduce distinction
- Share of information

### *2.2 Recruitment & Selection:*

#### 2.2.1 Definition of Recruitment:

Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted.

The result is a pool of applicants from which new employees are selected.

According to Stephen P. Robbins, “Recruitment is the discovering of potential applicants for actual or anticipated organizational vacancies. Or from another perspective, it can be looked at the linking activity bringing together those with jobs and those seeking jobs.

#### 2.2.2 Definition of Selection:

The selection process is a series of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. According to Dale Yoder, “selection is the process by which candidates for employment are divided into two classes those who will be offered for employment and those who will not.”

### 2.2.3 The concept of Recruitment and Selection:

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests.

In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies.

Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent.

Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources.

Organizations seeking recruits for base level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical College graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels.

#### 2.2.4 Recruitment Methods:

##### Professional or Trade Associations:

Many associations provide placement services for their members. These services may consist of compiling descriptive text on, or listings of, job-hunting members and their qualifications and providing access to members during regional or national conventions. Further, many associations publish or sponsor trade journals or magazines for their membership. These publications often carry classified advertisements from employers interested in recruiting their members.

##### Print and Electronic Media Advertisements:

According to The Newspaper Advertisement Bureau, U.S., \$2.18 billion is spent annually on help wanted newspaper advertisements. Employers use newspaper advertisements for many reasons. 1. Job openings can be announced quickly. 2. They are fairly inexpensive compared with other methods, and more than one position can be included in the same advertisement. 3. Newspaper advertisements offer flexibility to employers (free-timetable, blind advertisements).

##### Employee Referral:

Often when current employees hear of job openings in their firm, they will inform their friends or relatives and encourage them to apply that is employee referral. Such referrals were prohibited by many companies in the past to prevent close interpersonal relationships from unfairly affecting personnel actions. More recently, the hiring of family and friends of current employees through referral has become recognized as an inexpensive way to obtain loyal and dependable new employees and has been encouraged. But heavy dependence on employee referrals may cause problems, because employees are likely to refer someone fairly similar to them. Unfair hiring practices may result, too.

### Public Employment Service:

In US there are some agencies who list all those individuals out of work who are eligible and wish to receive unemployment compensation, as well as many first-time or less steadily employed job seekers. The forced nature of registration at such agencies in order to receive unemployment benefits has created a negative impression of their usefulness as a source of new hires. Public employment agencies are an excellent source of blue-collar and hourly workers.

### Private Employment Agencies:

Private employment agencies can serve as an excellent source of qualified applicants for a wide range of job openings. These agencies typically specialize in the skill level or profession of the applicants that they provide, and they charge fees to either the applicant or the organization (fee paid) for successful placements. Such fees vary from established fixed fees to percentages of the successful applicant's yearly salary.

### Executive Search Firms:

Executive search firms direct their efforts toward finding high-level managerial and professional talent for organizations. Their fees are rather high (sometimes as much as 33 percent of a year's salary for the successful applicant, plus expenses), but they provide a specialized service that may require personnel skills not available in the employer's own personnel department. Further, it is often said that the best talent is already employed. To the extent that this is true, executive search firms may provide high-quality talent by "raiding" or luring employees away from other organizations. These firms are sometimes called headhunters because of this behavior.

### Special Events:

On occasion, an employer may wish to recruit applicants at special events such as job fairs. Job fairs may be sponsored by a chamber of commerce, educational institution, or government agency. These special events not only offer a potential source of applicants for the employer but also serve as a good public relations gesture. They represent an opportunity for an employer to become better known in the community and to link that employer's name with a well-respected sponsor. In addition, some organizations may hold open houses for the community.

## Campus Recruitment:

Many entry-level professional and managerial jobs require a college degree. Each year employers spend thousands of dollars to send recruiters to college campuses around the nation. Campus recruitment programs account for more than 50 percent of “college-educated talent hired each year”. Campus recruiters serve two functions. They act as the organization’s representatives to individuals who typically have no firsthand knowledge of the firm, as well as first-level screening agents for the organization. Thus they are part of both the recruitment and the selection process.

## Evaluation of External Recruitment Methods:

From the employer’s perspective, the quality of the recruitment program may be evaluated in different ways. Ultimately, all the methods of evaluation come down to the suitability of the applicants generated for the position. Suitability may be measured by the percentage of total applicants found to be qualified, the number of qualified applicants relative to the number of available positions, the quality of the subsequent performance for new hires, and the turnover rate of new hires overall and by recruitment source. Of course, the costs of recruitment must be considered for whatever measure is used in order to determine the efficiency of the overall process and the various methods employed. Another important dimension in evaluating the success of the recruitment effort is the degree to which the applicant pool is representative of the community or the relevant labor market. The composition should provide an opportunity for participation for all types of individuals.

### 2.2.5 Selection Process:

The selection process consists of various steps. At each stage facts may come to light which may lead to rejection of the applicant. Steps involved in the selection are:

Application Preliminary interview: - Initial screening is done to weed out totally undesirable/unqualified candidates at the outset. It is essentially a sorting process in which prospective candidates are given necessary information about the nature of the job and the organization.

Application blank: - Application form is a traditional and widely used device for collecting information from candidates. The application form should provide all the information relevant to selection.

Selection test: - Psychological are being increasingly used in employee selection. A test is sample of some aspects of an individual's attitude, behavior and performance. It also provides systematic basis fro comparing the behavior, performance and attitudes of two persons.

Employment interview: - An interview is a conversation between two persons. In selection it involves a personal, observational and face to face appraisal of candidates for employment.

Medical examination: - Applicants who have crossed the above stages are sent for a physical examination either to the company's physician or to a medical officer approved for the purpose.

Reference checks: - The applicant is asked to mention in his application form the names and addresses of two or three persons who know him well.

Final approval: - The shortlisted candidates by the department are finally approved by the executives of the concerned department. Employment is offered in the form of appointment letter mentioning the post, the rank, the grade, the date by which the candidate should join and other terms and conditions in brief.

## ***2.3 Training & Development:***

### ***2.3.1 Definition of Training:***

Training consists of planned programs designed to improve performance at the individual, group and organizational or organizational levels. Improved performance in turn implies that there have been measurable changes in knowledge, skills, attitude and social behavior.

According to Griffen, “training usually refers to the teaching operational or technical employees how to do the job for which they are hired.”

2.3.2 Definition of Development:

Employee development, by design, is more future oriented and more concerned with education than employee job specific training. According to Griffen, “development refers to teaching managers and professionals the skill needed for both present and future jobs.”

Employee developments methods are:

- Job rotation
- Assistant- to positions
- Committee assignment
- Lecture courses & seminars

2.3.3 Importance of Training & Development:

<b>Training</b>	<b>Development</b>
<ul style="list-style-type: none"> <li>• Development of skill</li> <li>• Development of attitude</li> <li>• Improved performance</li> <li>• Reduce wastage &amp; accident</li> <li>• Employee job satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive advantages</li> <li>• Decision making</li> <li>• Innovation &amp; improvement in management</li> <li>• Organizational effectiveness.</li> </ul>

2.3.4 Types of Training:

- On-the-job training

On-the-job training is training that takes place while employees are actually working. It means that skills can be gained while trainees are carrying out their jobs. This benefits both employees and the business. Employees learn in the real work environment and gain

experience dealing with the tasks and challenges that they will meet during a normal working day. The business benefits by ensuring that the training is specific to the job. It also does not have to meet the additional costs of providing off-the-job training or losing working time.

- Mentoring

Each trainee is allocated to an established member of staff who acts as a guide and helper. A mentor usually offers more personal support than a coach, although the terms ‘mentor’ and ‘coach’ are often used interchangeably.

- Coaching

An experienced member of staff will help trainees learn skills and processes through providing instructions or demonstrations (or both).

- Job Rotation

Job rotation in the workplace is a system where employees work at several jobs in a business, performing each job for a relatively short period of time. Job rotations allow employees to learn about different types of work, giving individual employees a better sense of what their colleagues do and a better overall understanding of the entire organization.

- Off The Job Training

This type of training gets employees away from their work environment to a place where their frustrations and bustle of work are eliminated. This more relaxed environment can help employees to absorb more information as they feel less under pressure to perform. It can be a source to supply the latest information, current trends, skills and techniques for example current employment legislation or other company law and regulations, current computer software or computerized technologies or improved/innovative administrative procedures. These new skills can be brought back and utilized within the company.

- Traditional Training
  - Lecture
  - Demonstration
  - Role play
  - Case Study
  - Games and Simulation

## ***2.4 Compensation & Benefits:***

### ***2.4.1 Compensation***

Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required.

Compensation is based on:

- market research about the worth of similar jobs in the marketplace,
- employee contributions and accomplishments,
- the availability of employees with like skills in the marketplace,
- the desire of the employer to attract and retain a particular employee for the value they are perceived to add to the employment relationship, and
- the profitability of the company or the funds available in a non-profit or public sector setting, and thus, the ability of an employer to pay market-rate compensation.

Compensation also includes payments such as bonuses, profit sharing, overtime pay, recognition rewards and checks, and sales commission. Compensation can also include non-monetary perks such as a company-paid car, stock options in certain instances, company-paid housing, and other non-monetary, but taxable, income items.

#### 2.4.2 Benefits:

Benefits are a form of compensation paid by employers to employees over and above the amount of pay specified as a base salary or hourly rate of pay. Benefits are a portion of a total compensation package for employees. A comprehensive, common set of benefits includes:

- paid time off such as PTO, sick days, and vacation days,
- health insurance,
- life insurance,
- dental insurance,
- vision insurance,
- paid prescriptions,
- retirement benefits: 401(k) plan or a pension,
- flexible spending accounts,
- long term disability insurance, and
- short term disability insurance.

In addition to these basic benefits, employers might offer relocation assistance, legal assistance, child care benefits, employee discounts, and more

#### 2.4.3 Components of Compensation & Benefits:

Employee compensation and benefits are basically divided into four categories:

1. Guaranteed pay – monetary (cash) reward paid by an employer to an employee based on employee/employer relations. The most common form of guaranteed pay is the basic salary.

Guaranteed pay is a monetary (cash) reward.

The basic element of the guaranteed pay is the base salary, paid based on an hourly, daily, weekly, bi-weekly or a monthly rate. The base salary is typically used by employees for ongoing consumption. Many countries dictate the minimum base salary defining a minimum wage. Individual skills and level of experience of

employees leave room for differentiation of income-levels within the job-based pay structure.

In addition to base salary, there are other pay elements which are paid based solely on employee/employer relations, such as salary and seniority allowance.

2. Variable pay – monetary (cash) reward paid by an employer to an employee that is contingent on discretion, performance or results achieved. The most common forms are bonuses and sales incentives.

Variable pay is a monetary (cash) reward that is contingent on discretion, performance or results achieved. There are different types of variable pay plans, such as bonus schemes, sales incentives (commission), overtime pay, and more.

3. Benefits – programs an employer uses to supplement employees' compensation, such as paid time off, medical insurance, company car, and more.

There is a wide variety of employee benefits, such as paid time-off, insurances (life insurance, medical/dental insurance, and work disability insurance), pension plan, company car, and more.

4. Equity-based compensation – a plan using the employer's share as compensation. The most common examples are stock options.

Equity based compensation is an employer compensation plan using the employer's shares as employee compensation. The most common form is stock options, yet employers use additional vehicles such as restricted stock, restricted stock units (RSU), employee stock purchase plan (ESPP), and stock appreciation rights (SAR).

The classic objectives of equity based compensation plans are retention, attraction of new hires and aligning employees' and shareholders' interests.

#### 2.4.4 Theory of Compensation:

##### Reinforcement and expectation theory:

Reinforcement theory states that a response followed by a reward is more likely to recur in the future (Thorndike's Law of Effect). The implication for compensation management is that high employee performance followed by a monetary reward will make future high performance more likely. By the same token, high performance not followed by a reward will make it less likely in the future. The theory emphasizes the importance of a person actually experiencing the reward.

##### Equity theory:

Equity theory is a theory that attempts to explain relational satisfaction in terms of perceptions of fair/unfair distributions of resources within interpersonal relationships. Considered one of the justice theories, equity theory was first developed in 1963 by John Stacey Adams, a workplace and behavioral psychologist, who asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization. The structure of equity in the workplace is based on the ratio of inputs to outcomes. Inputs are the contributions made by the employee for the organization.

#### 2.4.5 Job Satisfaction:

Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is based on an individual's perception of satisfaction. (Figure 1) Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. There are often two different levels of job satisfaction: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling toward the job as a whole. Cognitive job satisfaction is how satisfied a person feels concerning an aspect of his or her job, such as pay, hours, or benefits.

#### 2.4.6 Relationship between compensation & Job Satisfaction:

Compensation is one of the most important elements for employee's job satisfaction. Determining job satisfaction there is no doubt financial rewards may play a very influential role. There are some empirical evidences that there is positive correlation between compensation and performance (Gneezy and Rustichini, 2000; Gardner et al., 2004). A statistically significant relationship between pay and rank of employees and their level of job satisfaction was recognized. There is a positive relation between firm performance and equity based compensation (Frye, 2004). Compensation plays a very important role to attract and retain the skilled employees. Many researchers established a positive relation between compensation and employee performance (Marwat et al., 2009; Bashir and Khattak, 2008; Tessema and Soeters, 2006). Similarly, many researchers said that pay and benefits to be weakly connected with job satisfaction. Individuals view their compensation as an signal of their value to the organization. They compare their inputs to received outputs relevant to that of others (Nel et al., 2004). Compensation can have an influential effect in determining job satisfaction. Frye (2004) study the relationship among the compensation practices and job satisfaction and examined the positive relationship among them.

### **3. Organization Part:**

Binate Solutions Ltd. is an emerging Software Company established in year 2016; it's Global Headquarter is in Bangladesh; Binate Solutions has an ambition to build excellent software in an agile way with top class proactive developers who exclusively works for a particular stakeholder at a time;

It's a project based organization working in agile methodology; Binate Solutions truly believes the business framework they are proposing towards customer is effective to tackle today's digital world with dynamic market conditions, changing consumer behavior, new technology and more data than ever before.

#### ***3.1 Organizational Structure:***

The board of directors is the top management and policy making comity of Binate Solutions Ltd. Presently the board consists of a chairman and two directors. It is to be noted that the managing director, is also a member of the board.

The directors are appointed from amongst those who have had experiences and shown capacity in the field of IT Software Development, finance, trade, commerce, industry etc.

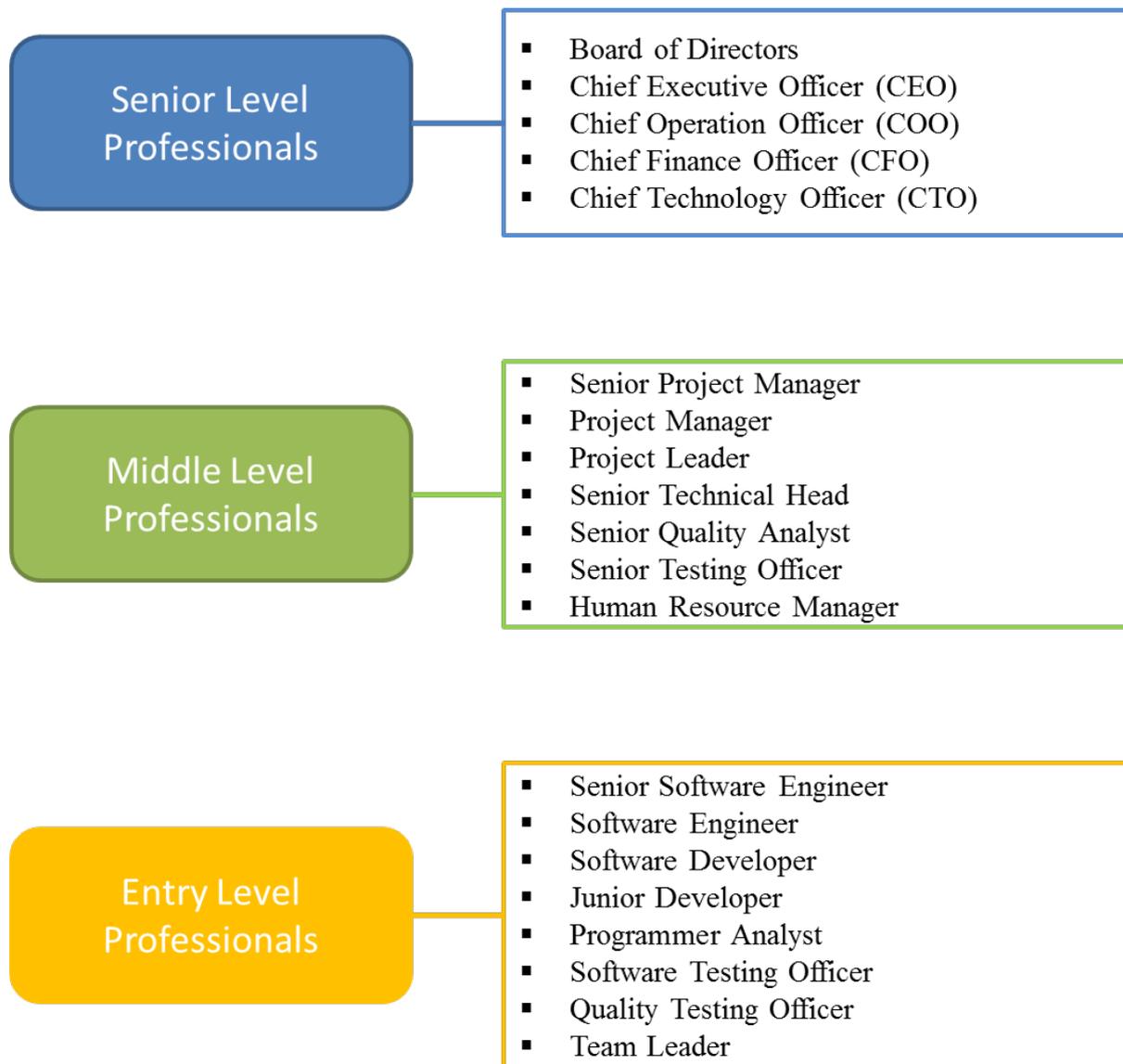
The chief operations officer executes all the activities under the directions of the board.

The software engineers and the other line and staff personnel are appointed by firm's own recruitment committee.

#### ***3.2 Organization Hierarchy of Binate Solutions Ltd.***

Binate Solutions Ltd. organization hierarchy consist of three layers

- **Senior and Top Level professional**
- **Middle Level professional**
- **Entry Level professional**



**Figure: 1 Organization Hierarchy of Binate Solutions Ltd.**

**Employee of Binate Solutions Ltd.:**

Binate Solutions Ltd. has different employee's criteria. There are different types of employees working in different projects inside Binate Solutions Ltd. The types of employees are-

**Regular employee:**

The permanent staffs are known as regular employees. The regular employees are allowed to get the bonus, incentives and other allowances with their basic salaries. And these types of

employees also have the benefit of gating extra facilities Binat Solutions Ltd. is providing for their employees.

### **HR Stuff:**

HR temporary contract are for those categories whose Job description is such, where he/she needs to be under the direct supervision of Company's authority, whose performance is monitored by Senior Management Team.

### **Outsource Stuff:**

Other contractual employees are not entitled for any service agreement. They will be recruited through outsource agencies. The requirement of any support staff through outsource agency must come through HR signed by the Division Head. HR will send the requirement to provide staff by the Outsource Agency.

### **Intern:**

To encourage and help human resource development in the IT Software Development industry the company may decide to offer internship programs to individuals or educational institutions. The decision to enter such an engagement will be decided by the MD& CEO on the recommendation of the Department Head.

### ***3.3IT and Services:***

Binate Solutions can help customers on following ways:

- Software Development
- Team Management
- Project Management
- Functional Design
- Effective and competitive business framework developed by Binate Solutions Ltd.

#### **3.3.1 Agile Process:**

Binate Solutions claims to work in agile process;

Agile methodology is an alternative to traditional project management, typically used in software development. It helps teams respond to unpredictability through incremental, iterative work cadences, known as sprints. Hence instead of trying to deliver it all at once near the end, Agile methodologies builds software incrementally from the start of the project . Agile is an alternative to waterfall, or traditional sequential development.

In the Scrum method of Agile, work is confined to a regular, repeatable work cycle. Scrum sprints used to be 30 days long, but it is advised to have one-week or two-weeks of sprints.

Binate Solutions sprints covers.

- Manage / refine backlogs [through backlog refinement meeting].
- Sprint planning.
- Sprint Duration.
- Sprint retrospective.
- Sprint kickoff.
- Daily stand-up.
- Sprint Review Meeting.

In Binate Solutions' Scrum idea, all the following three roles are being played properly:

1. Product Owner
2. Scrum Master
3. Scrum Team

3.3.2 Low Cost:

Another claim of Binate Solutions Ltd. is they can offer the lowest cost possible towards it’s stakeholders. As a result their honorable clients can avail world class services, retaining all valuable employees. No need to worry about losing their precious assets.

Binate Solutions can deliver 25%-35% efficiency gains in the first 6 to 12 months of a client relationship versus waiting for saving in the off years.

3.3.3 Stakeholder’s own control:

For customers of Binate Solutions a set of expert resource pool is assigned per project who are exclusively working only for that particular stakeholder. Binate Solutions define the offer like below:

*“It’s your work, your team hence your instruction.”*

This actually gives a lot of convenience and control for that particular customer because they don’t need to worry about resource engaging in some other customer which can affect their required deliveries.

Binate Solutions’ Preferred Technologies are follows:

.NET	Ajax	CSS	Delphi
JSP	Java	Drupal	MySQL
Python	VB	XML	F#
ASP	C/C++	Cfusion	DHTML
Flex	Javascript	Joomla	SharePoint
MS	SQL	Oracle	Perl/CGI
Scripts	XHTML	C#	Objective C
Ruby	on	Rails	Android
Symbian	Apple	Blackberry	Palm OS
Flash	PHP	Windows Mobile	iOS

**Figure: 2 Preferred Technologies of Binate Solutions Ltd.**

### **3.4 Company Vision:**



*Entering a new era of transformations, we refocus energies towards “Creating memorable digital experiences everyday” for our customers. We want to fundamentally transform the way global business process outsourcing should be delivered*

### **3.5 Mission:**

- Building excellent software in an agile way.
- Top class proactive developers.
- Customer is in fully control

### **3.6 Company Values:**

- Grow as a team
- Agile team
- Adapt to change
- Be Result Oriented

### **3.7 Logo & Brand Promise: “Build Team with us”**



It's a simple logo. Its beauty is in its simplicity of arrangement which is also bold. Since it is simple, it connects with people easily. The sphere represents our digital world that we are moving into.

### ***3.8 Key responsibility of internee***

Following were my responsibility as intern during my tenure at Binate Solutions

- Actively perform regular HR operational support
- HR process and policy documentation
- Actively participate in recruitment and selection process
- Actively participate in payroll process
- Employee resource skill-set documentation for further training and development
- Co-ordinate training and development programs

*Key Major Learnings:*

- Real business HR operation experience
- Improvement scopes for reviewing few HR policies
- Improvement scopes in performance appraisal process

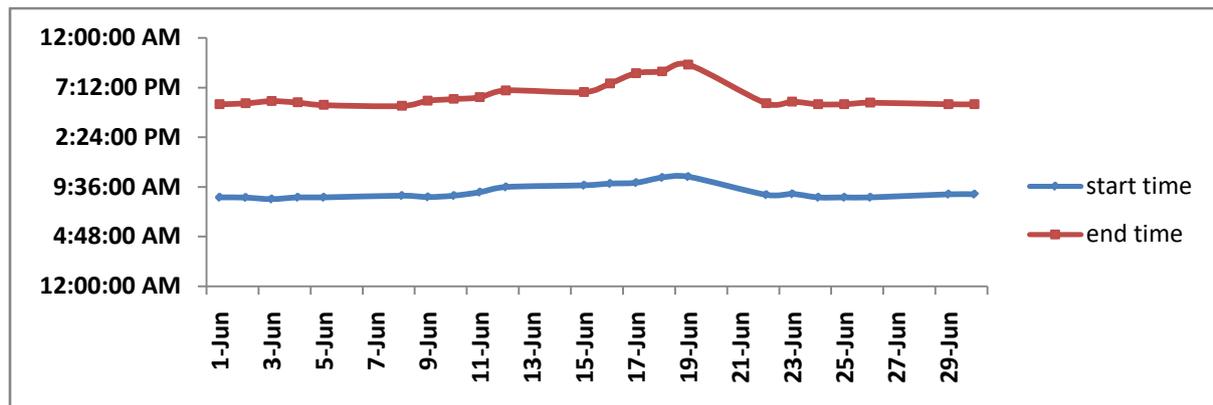
*Finding and way forwards are mentioned in Project part segment of the Internship report.*

## 4. Findings and suggestions:

### 4.1 Employee Engagement:

There has been very strict policy in Binate Solutions Ltd. for attendance and punctuality which motivated me further to investigate the time entry logs of employees.

As per statistics, followings are the average time entries of a project team of Binate Solutions Ltd. for a particular month this year 2017;



As you can clearly observe there's a hike of late coming and leaving office in middle of the month especially 15<sup>th</sup> to 19<sup>th</sup>; this was actually a delivery deadline for a potential client of Binate Solutions Ltd.

### Suggestions:

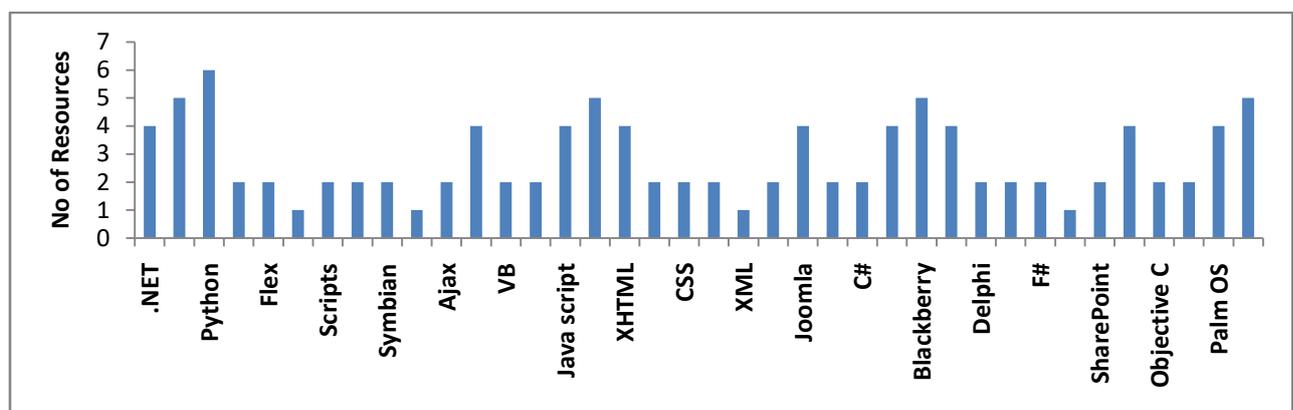
Here I would like to suggest single time of office entry rather than having two time frames: 8:30am – 5:30pm; 9:00am-6:00pm; would also suggest the management team to introduce overtime concept for employees; if the overtime concept was there, employee wouldn't have to pile up pending tasks and finishing those at the eleventh hour; this will also reduce the risk of recent release failures and missing the deadlines towards potential clients.

Though the firm already has a home office concept, but it's not helping the teams to meet deadlines; with proper supervision of overtime so that none can abuse, Binate solutions can avoid missing deadlines and release failures.

Moreover, there should be an employee engagement survey to get an overview of how engaged employees are to a particular project or task or overall company; this survey output will really give the management team to decide what kind of tools to apply to motivate employees.

#### 4.2 Building competent resource pool:

As per the record in year 2017, Binate Solutions recruited following resource with particular skill-sets;



From the statistics it's obvious that for few skill sets the number of resource is not enough when Binate Solutions Ltd. are running 15 to 20 projects at a time over the year around.

#### Suggestions:

Here I would like to suggest introducing knowledge transfer and training for the rare skill-set from the expert employee of the firm. More over to make the training more effective, knowledge transfer Goals and KPIs can be set over the year around.

For example, Flash is a rare skill set in the firm. Now company could either hire more resources who can work in Flash, but the project requirement of Flash is not very frequent. However, can't take the risk to utilize single Flash expert in parallel because of over burning the resource and eventually might failing the delivery timeline. As for the KPI of the expert following can be given:

Outstanding performance: 40% or less involvement in a particular project for the skill-set and let the trainees take the lead

For the trainees same KPI can be given to excel their learning curve.

#### ***4.3 Performance Management Process, Work Review:***

Performance appraisal is the process of assessing employee's past performance, primarily for reward, promotion and staff development purposes. Performance appraisal is a process that identifies, evaluates and develops employee performance to meet organizational goals.

##### ***4.3.1 Purposes of Performance appraisal in Binat Solutions Ltd.:***

- To review past performance
- To assess training needs
- To help develop individuals
- To audit the skills within an organization
- To set targets for future performance
- To identify potential for promotion
- To provide legal & formal justification for employment decision
- To diagnose the hidden problems of an organization

##### ***Performance Appraisal Process:***

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

Binate Solutions Ltd. claims to have an ineffective performance management tool in place last year; which gives additional drive to check its effectiveness as well as perception of the employees.

Three questions were asked among employees as part of questionnaire in view of performance management practices and its effectiveness in Binate Solutions Ltd.

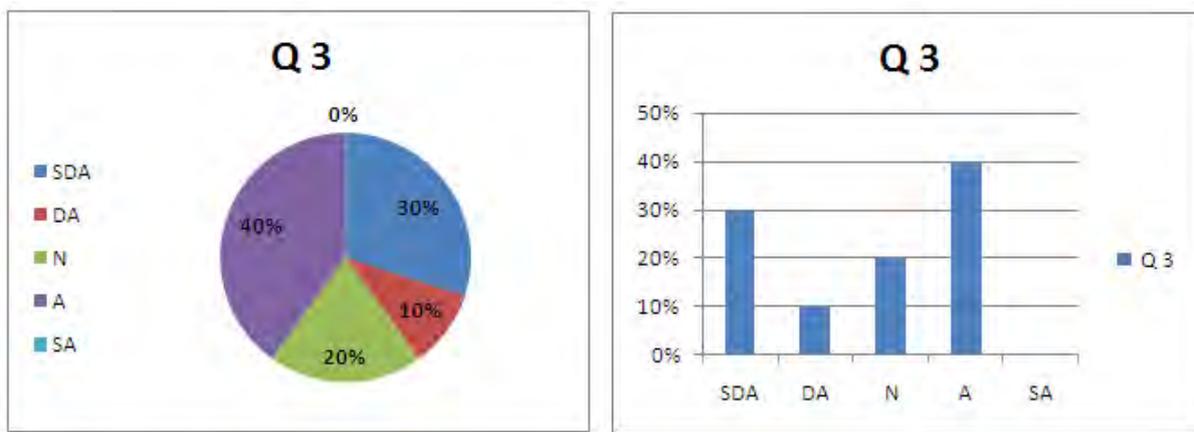
Q3. Our annual performance appraisal is very much standard and effective

Q4. My annual increment is directly linked with my Last Performance rating

Q5. In Binate Solutions, Promotion is directly linked with performance, merit and contribution

4.3.2 Data Analysis part:

Q.3our annual performance appraisal is very much standard and effective

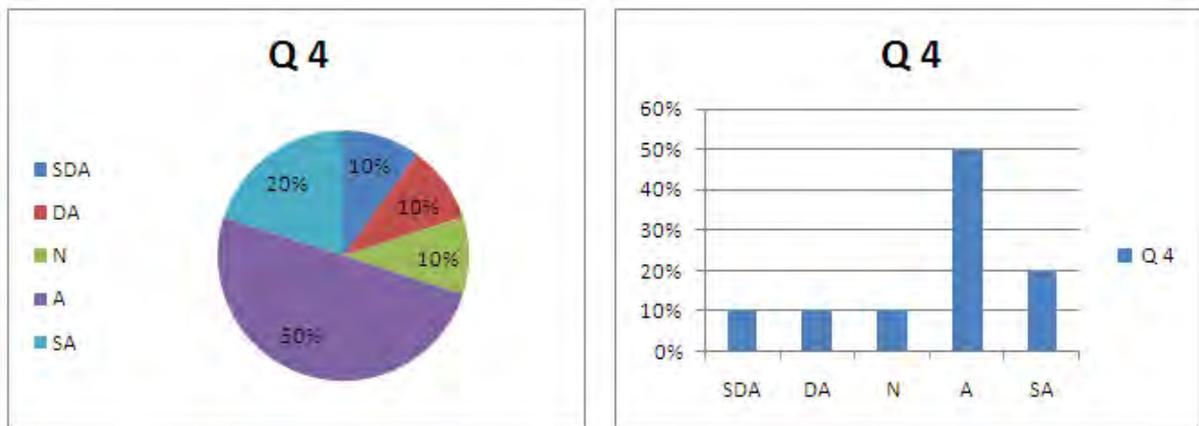


Findings: The result is a mixture of both positive and negative responses indicating not all employees are having an effective performance appraisal. Though the appraisal process is new for the employees; hence the difficulties is to adapt to process and technology / tool.

Suggestions:

HR should have a full blown communication programs to introduce transparently the performance management process to the employees. Identify and properly communicate the value addition factors in this performance management tool and process.

Q.4 My annual increment is directly linked with my Last Performance rating

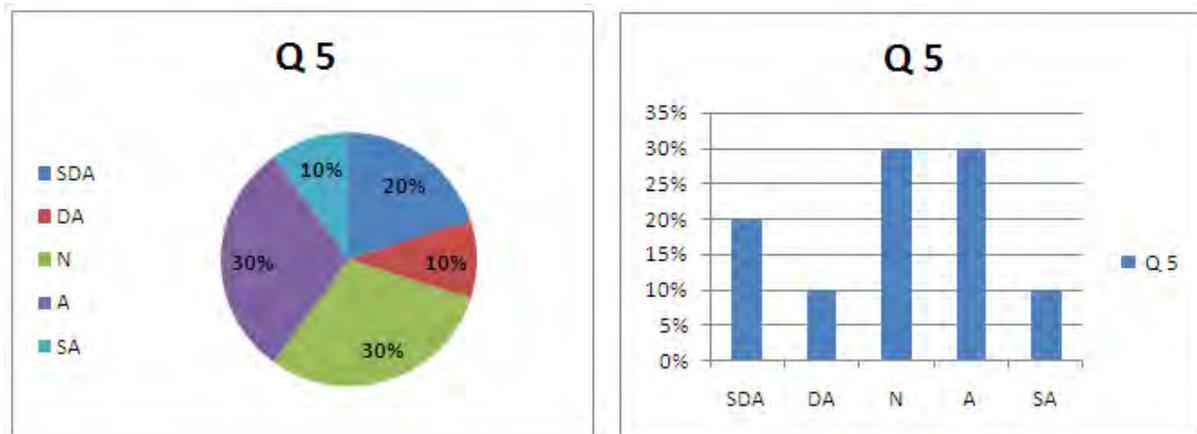


Findings: Majority responded positively claiming there is a direct link between annual increment and performance evaluation. However, annual increment should have been linked with not only performance evaluation.

Suggestions:

As per the survey result, there are positive responses about the annual increment being directly linked with performance appraisal. Hence not only performance appraisal but also the increment policy needs to be standardized and effective for the employees. It can also be suggested that other influential factors like economy, Firm’s capability, market condition, current business can be transparently applied to increment policy apart from only performance appraisal rating.

Q.5 In Binate Solutions Ltd., Promotion is directly linked with performance and merit



**Findings:** Majority responded positively claiming there is a direct link between promotion and performance rating. Hence the perception should be changed to performance appraisal are one part of being eligible for promotion.

**Suggestions:**

To have best out of employees performing, HR should periodically do goal audit, performance rating review with line managers. Also effectively communicate that promotion needing other parameters like job or responsibility enhancement, right opportunity and capability.

**4.4 Questionnaire Survey response, data analysis and suggestions:**

The survey questionnaire consists of various questions related to compensation and benefit package linking Job satisfaction, motivation and employee engagement.

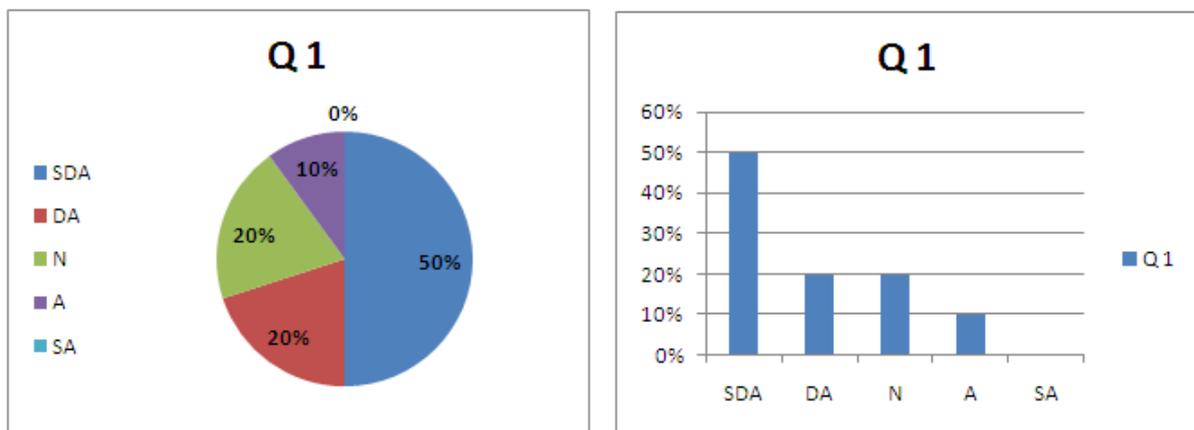
1. I am satisfied with the current Salary Package in my position
2. Gross Salary range in my position is more than what other Firms are offering
6. There should be Medical insurance among benefit packages.
7. Home Office option is a great Benefit for the employees
8. Binate Solutions Leave Policy is very well designed

- 9. I am motivated to do more than what is required of me in my job
- 10. Even if I were offered a comparable position at another firm, I would stay here.

Sample size and measurement:

The survey was conducted at the Global headquarter of Binate Solutions Ltd. Employees with various skillsets and tenure were randomly chosen and surveyed. The sample size was 10 and i used ‘five-point Likert scale from 1 to 5 rating from strongly disagreement to strongly agreement to measure the questionnaire items. The names were kept anonymous due to sensibility of the feedback. It was really effective as confidentiality was maintained of true opinions.

Q.1 I am satisfied with the current Salary Package in my position

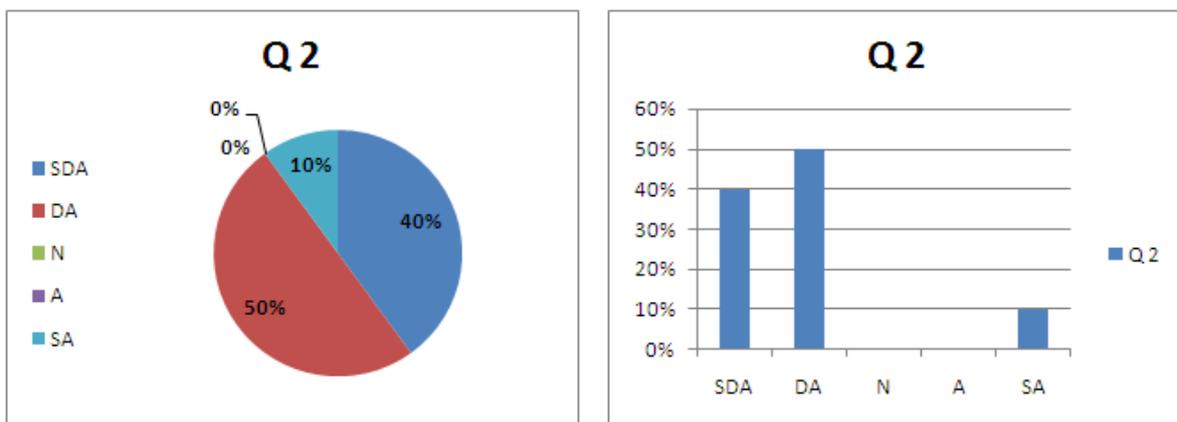


Findings: 70% participants in the survey responded negatively claiming they are not satisfied with the compensation and benefit packages offered in their current position. As per the HR policy Gross salary range is to be reviewed every six months. HR will facilitate the exercise and take necessary salary range adjustment after the recommendation of managing director and board. But so far from the survey result as well as interview with few of the employees, this review and adjustment of salary range is long due. They are hopeful to have a regular review in times to come.

Suggestions:

HR should arrange and expedite as employees are long expecting an effective review and accordingly to survey response they are under paid compared to other reputed Software firms in the industry on same position and job responsibility.

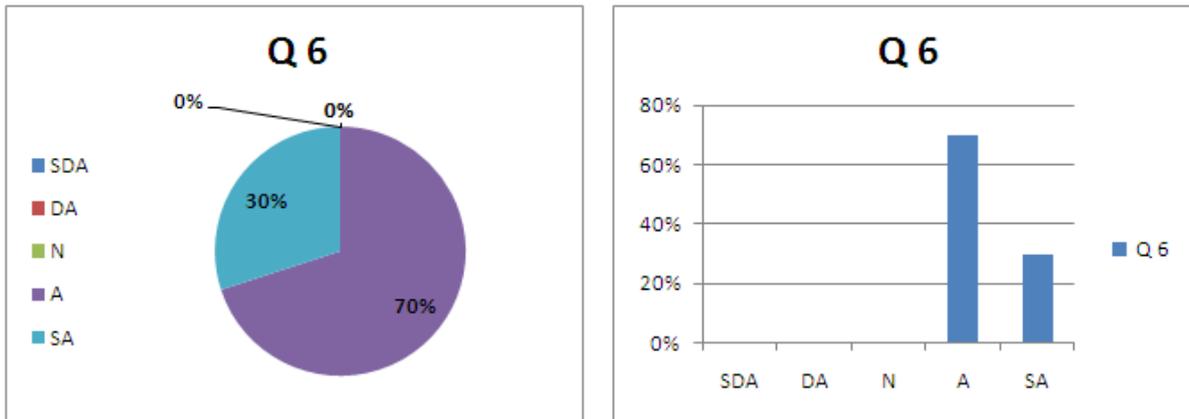
Q.2 Gross Salary range in my position is more than what other Software Firms are offering



Findings: Almost all of the participants responded negatively claiming they are underpaid compared to same position in other firms. As per the HR policy Gross salary range is to be reviewed at least once every two or three years. HR will facilitate the exercise and take necessary salary range adjustment after the recommendation of managing director and board. But so far from the survey result as well as interview with few of the employees, this review and adjustment of salary range is long due. They are hopeful to have a review by next year.

Suggestions: Whether or not they are underpaid compared to industry standard. HR should have a transparent view of how their Gross Salary falls into Ranges and quartiles and also explain necessary adjustment in short term and also give a long term view so that employee's perception about getting underpaid compared to other firms no longer exists.

Q.6 There should be Medical insurance among benefit packages

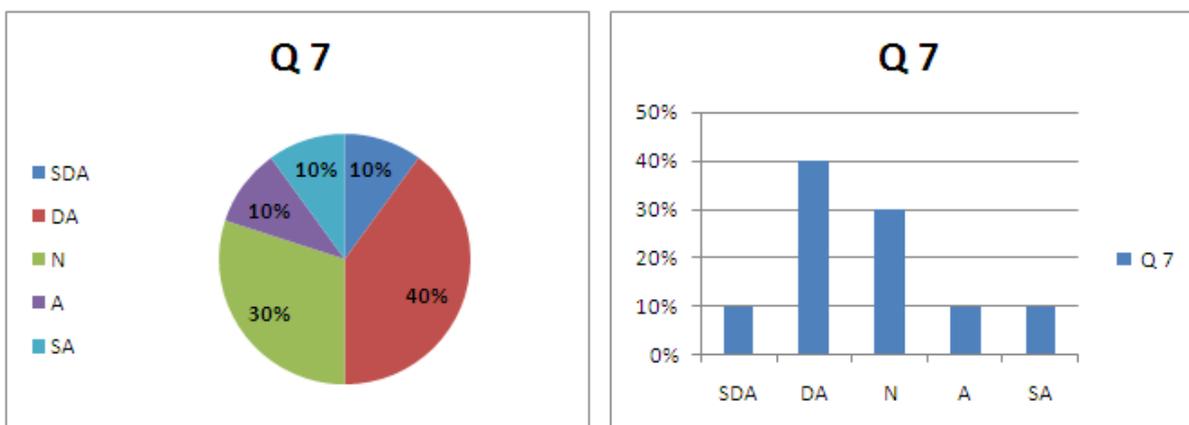


Findings: Majority responded positively claiming their medical insurance benefit should be there.

Suggestions:

Management to introduce the medical insurance benefit scheme and immediately take initiatives. HR also needs to properly communicate the changes and positively communicate that regarding health and safety there are no discrimination among employees

Q.7 Home office option is a great Benefit for the employees

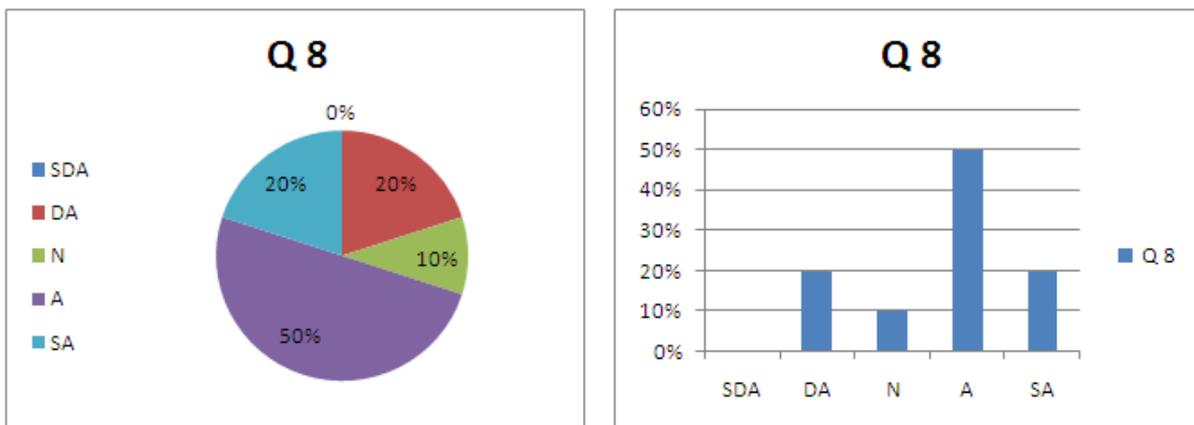


Findings: The result is a mix of positive and negative responses. Even significant number of the employees isn't aware of the benefit.

Suggestions:

HR needs to have regular communication and update on whether employees are aware of the benefit package they are entitled with.

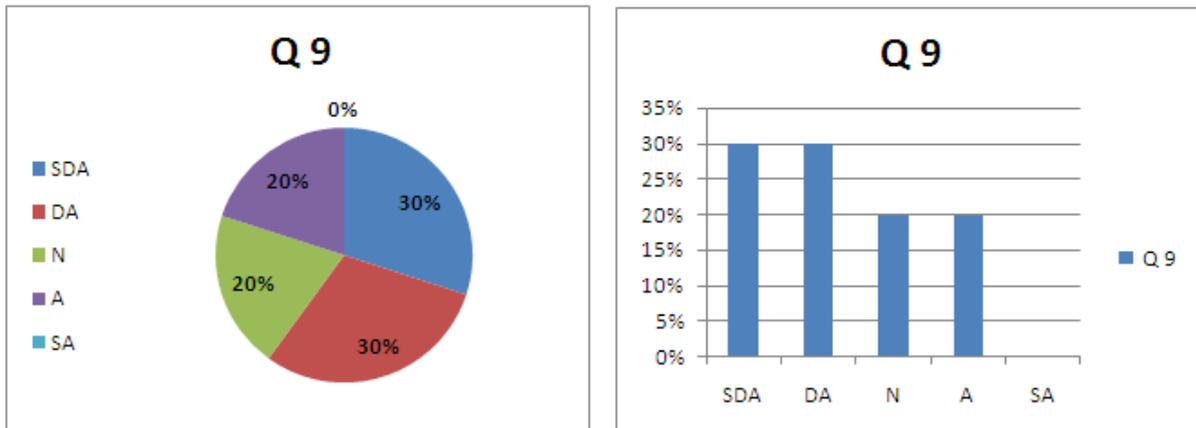
Q.8 Binate Solutions Leave Policy is very well designed



Findings: The majority responded with a positive feedback regarding leave policy. It seems like Employees are really satisfied with the leave policy.

Suggestions: HR should have a periodic review of leave policy. As majority of employees feels satisfied about leave and to sustain that HR needs to explore whether excessive leave results in low engagement.

Q.9 I am motivated to do more than what is required of me in my job

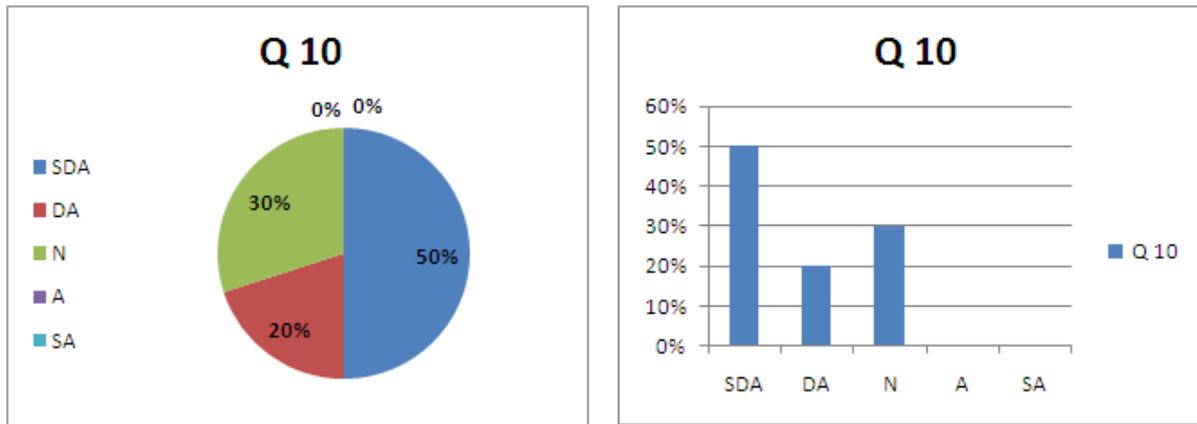


**Findings:** The result is a mix of positive and negative responses. Mostly negative reflects reward policy is not helping boost motivation and performance. Having said this, Reward and compensation policy is a very important aspect to drive motivation and also performance.

**Suggestions:**

Binate Solutions Ltd. to impose total reward concept of exchange relationship. They should really get feedback through anonymous surveys and get an overall idea about employee job satisfaction, motivation and employee engagement level. They can also have yearly townhall meetings, discussion sessions to address necessary review in compensation and benefit packages after getting feedback from employees which will eventually make the employees more aware, more agreed and end of the day more positive.

Q.10 Even if I were offered a comparable position at another Firm, I would stay here



Findings: Mostly negative responses seriously challenging organizational commitment and employee engagement. Less engaged employees are not good sign, hence a threat to organizational success and sustainability.

Suggestions:

HR must have a top talent retention program to identify the key assets of the organization's success and performance hence give them new challenges, new pay scale, new important role and projects to boost up their confidence and retain-ability.

## 5. Conclusion:

HR department always has been an indispensable part of any organization. Now a days HR employees are called strategic business partners also. Entering into a new era of transformations, Binate refocuses energies towards "Creating memorable digital experience everyday"for their customers. Binate Solutions client's priorities drive their business focus. Binate's industry knowledge helps solve the toughest problems. For Binate Solutions Ltd. "Good enough is not enough". As an emerging software development firm, Binate Solutions Ltd. is actually doing quite well in-terms of getting new projects and prospective clients. With few improvement scopes in performance appraisal process, reward concept, proper review of compensation packages, effective training and knowledge transfer to build competent resource pool, Binate Solutions can retain top talent experts and reduce it's risk of missing software delivery deadlines and release failures.

## **6. Supplementary part:**

### ***6.1 Appendix: Binat Solutions Ltd. Employee policy and standards***

#### **1.0 Introduction**

This Handbook provides key information regarding Binat Solution's policies and workplace standards for employees. It is intended to be an internal reference tool for employee and is presented for informational purposes only. The Handbook applies to employees of the Binat who regularly work as permanent or part time employment.

The Binat Employee Handbook has been developed to provide general guidelines about Binat's policies and procedures for employees. It is a guide to assist you in becoming familiar with all of the [but not limited to] privileges and obligations of your employment, including Binat's policy of voluntary at-will employment. None of the policies or guidelines in the Handbook is intended to give rise to contractual rights or obligations, or to be construed as a guarantee of employment for any specific period of time, or any specific type of work. Additionally, with the exception of the voluntary at-will employment policy, these guidelines are subject to modification, amendment or revocation by Binat at any time, without advance notice. There may be some policies or procedures unique to your specific work area that will be explained by your supervisor. In certain circumstances, a Handbook supplement for your work group, such as Dining Services, Postdoctoral Fellows, and overseas employees, may supersede this Employee Handbook.

Binat will provide each individual a copy of this Handbook upon employment. All employees are expected to abide by it. The highest standards of personal and professional ethics and behavior are expected of all employees. Further, Binat expects each employee to display good judgment, diplomacy and courtesy in their professional relationships with members of Binat's Board of Directors, committees, membership, staff, and the general public.

Although comprehensive, this Handbook is intended to be a summary guide and cannot address every question that might develop during your employment. Your supervisor and the Human Resources staff welcome the opportunity to answer your questions.

This version of the Employee Handbook supersedes all prior versions issued by the company and is effective from August, 2016.

## **2. Hours of Work, Attendance and Punctuality**

### **2.1 Hours of Work**

The normal work week for Binate shall consist of five (5), nine (9) hour days. Ordinarily, work hours are from 8:30 a.m. - 5:30 p.m. or 9:00 a.m. – 6:00 p.m., Sunday through Thursday. Breakfast time is from

9:40 AM to 10:00 AM and Lunch is from 1:30 PM to 2:15 PM. Employees may request the opportunity to vary their work schedules (within employer-defined limits) to better accommodate personal responsibilities. Subject to work assignments and managing Director's Approval, the employee's supervisor shall determine the hours of employment that best suits the needs of the work to be done by the individual employee.

### **2.2 Attendance and Punctuality**

Attendance is a key factor in employees' job performance. Punctuality and regular attendance are expected of all employees. Excessive absences (whether excused or unexcused), tardiness or leaving early is unacceptable. If any employee is absent for any reason or plan to arrive late or leave early, you must notify your supervisor and the office manager as far in advance as possible as and no later than

3hours before the start of your scheduled work day. In the event of an emergency, you must notify your supervisor as soon as possible. For all absences, extending longer than one day, you must telephone your immediate supervisor prior to the start of each scheduled workday. When reporting an absence, you should indicate the nature of the problem causing your absence and your expected return-to work date. A physician's statement may be required as proof of the need for any illness-related absence regardless of the length of the absence.

Except as provided in other policies, an employee who is absent from work for five consecutive days without notification to his or her supervisor or the Executive Director will be considered to have voluntarily terminated his or her employment.

Excessive absences, tardiness or leaving early will be grounds for discipline up to and including termination. Depending on the circumstances, including the employee's length of employment, Binate may counsel employees prior to termination for excessive absences, tardiness or leaving early.

Late entrance for an employee is count after 9:30 AM and if total late exceed the limit level 24 in each 6 months then review of the remuneration of his/her will be delayed one month by the Management. If any employee continuously delayed then HR will give him/her a notice of one month when he/she will be under observation. After evaluation management can take any extreme level decision.

### **3. Position Description and Salary Administration**

Each position shall have a written job description. In general, the description will include the: purpose of the position, areas of responsibilities, immediate supervisor(s), qualifications required, salary range, and working conditions affecting the job, e.g., working hours, etc. The supervisor(s) or the Managing Director shall have discretion to modify the job description to meet the needs of Binate.

Paychecks are distributed within the 5th day of each month to respective mail address and salary distributed to the respective Bank accounts, except when either of those days' falls on a Friday, Saturday or holiday, in which case paychecks will be distributed on the preceding workday.

All salary deductions are itemized and presented to employees with the paycheck. Approved salary deductions may include: deduction of income taxes; Provident fund, etc.

The Remuneration will be reviewed in each six months by the Company and subject to prevailing

Company policy applicable to your employment with the Company.

#### **4. Probationary Period**

You will be on probation initially for a period of three (03) months, starting from the date referred in the appointment letter or joining letter. During the period of probation, the employment may be terminated at any time by employer giving one week notice in written and without assigning any reason, the employee may also terminate his/her agreement by giving 30 days' notice. The probationary period is extendable at the sole discretion of the Company. After completion of satisfactory probation period, you will be confirmed as permanent employee.

#### **5. Placement**

Your employment is for Binate Solutions Limited. While you will be based at Dhaka, the Company may transfer you anywhere within the Country or abroad as and when required by the Company or if your job requires you to be based accordingly.

#### **6. Other Employment**

While you render services to the Company, you shall not accept any employment, business or activity whether part time or otherwise, with any other person, company or business, without the written consent from the Company. You shall also not assist any person or Organization in competing with the Company, in preparing to compete with the Company or in hiring any employees of the Company.

Violation of this clause shall deem to be considered misconduct liable to immediate termination of your employment with the Binate. Even Management can go for legal action in regarding this matter.

## 6.1 Non-Competition

During the term of this agreement and for a period of 1 year following the termination of this agreement, the Employee shall not, directly or indirectly:

- a. Enter the employment of, or render any services to, any person, firm or corporation engaged in any business competitive with the business of the Binate or of any of its subsidiaries or affiliates;
- b. Engage in such business on his/her own account; or
- c. Become interested in any such business, directly or indirectly, as an individual, partner, shareholder, director, officer, principal, agent, trustee, Employee, or any other relationship or capacity;
- d. Induce or attempt to persuade any former, current or future employee, agent, manager, director, or other participant in the Company's business to terminate such employment or other relationship in order to enter into any relationship with the Seller, any business Binate in which the Seller is a participant in any capacity whatsoever, or any other business Binate in competition with the Corporation's business.
- e. Compete by means of solicitation or other dealings with the Company's vendors, customers, or suppliers

## 7. Termination of Employment

The employment may be terminated by either side by giving two (02) months' notice in writing or two month's salary in lieu of the notice. However, the Company may at any time, without giving any prior notice or payment in lieu of notice, terminate employment on account of serious and continuous misconduct and poor performance. In addition, if any employment terminated by Binate for low performance then Binate provides 2 months additional salary payment to the respective employee.

## **8. WORK REVIEW**

The work of each employee is reviewed on an ongoing basis with the supervisor & Product owner to provide a systematic means of evaluating performance.

The performance review is a formal opportunity for the supervisor and employee to exchange ideas that will strengthen their working relationship, review the past half-year, and anticipate Binate's needs in the coming period. The purpose of the review is to encourage the exchange of ideas in order to create positive change within Binate.

To that end, it is incumbent upon both parties to have an open and honest discussion concerning the employee's performance. It is further incumbent upon the supervisor to clearly communicate the needs of Binate and what is expected of the employee in contributing to the success of Binate for the coming period.

Both supervisor and employee should attempt to arrive at an understanding regarding the objectives for the coming period. This having been done, both parties should sign the performance review form, which will be kept as part of the employees personnel record and used as a guide during the course of the period to monitor employee progress relative to the agreed upon objectives.

The Managing Director/product owner reviews the work of all supervisors. Work reviews for other staff are the responsibility of the appropriate supervisor, subject to confirmation by the Managing Director or PO.

## **9. Leave Benefits and Other Work Policies**

### **9.1 Holidays**

Full-Time Employees are eligible for all government holidays per year declared by the government of

Bangladesh.

Managing director can also announce any day as holiday in case of any emergency. E.g. due to any natural disaster or any worse political situation, etc.

During the first 90 days of employment full- and part-time employees will not earn Vacation benefits. During the remaining nine months of first year employment, a full-time employee will earn twenty two (22) working days of paid Vacation as annual holidays.

If any full time employee did not use his/her annual leave then leave days will be forwarded to the very next year up to 45 days and employee will be allowed to take these leave. Part time employees are not entitled to enjoy any paid leave.

## **9.2 Vacation**

During the first year of employment, employees must complete at least ninety (90) days before taking any accrued vacation time. Vacation can be taken in partial day, day, or week increments.

All vacation schedules must be approved by your supervisor, PO & MD. Whenever possible, vacation time should be requested at least one (1) week in advance. The work load in your department and, in some cases, your length of service will be considered when setting up vacation schedules.

## **9.3 Paternal and Maternal Leave**

Any permanent employee of Binate Solutions is entitled to have that kind of paid leave.

Paternal leave: Paternal leave for any permanent male employee is 10 working days. Employee should contact immediate supervisor or HR department at least one month before to enjoy that leave.

Maternal leave: Maternal leave for any permanent female employee is 6 months. Employee should contact immediate supervisor or HR department at least one month before to enjoy that leave.

Both of these leaves are paid. And Binate will accept the employee as before after the completion of maternal leave.

## **9.4 Other Benefits**

Other benefits provided by Binate to employees are as follows-

You will be entitled to all such benefits as defined in the Company prevailing policy applicable or specific to your employment with the Company including 02 festival bonuses.

On exceptional ground you might get performance bonus subject to extraordinary performance evaluation and output once agreed by Management.

Mobile allowance and car allowance will be provided according to company policy in line with business.

Permanent employees are entitled to work from home for 5 days in a year.

## **10. Confidentiality**

You shall not at any time during your employment, except as so far necessary and proper in the course of the employment, or at any time after the employment has been terminated, disclose any confidential information relating to the Company and its business activities. In the event you are compelled to disclose confidential information by any lawful order of a court of law, you shall notify the Company immediately and obtain written permission and/or authorization from the Company.

## **11. Service Rules and Regulations**

1. You will be bound by the Code of Conduct of the Company as applicable and as amended from time to time with or without notice. The copy whereof is appended to this Employment Letter.

2. The Company has appointed you based on the information which you have provided in the form of your completed application form, documents, and during other communications with the Company. In the event any such information is found to be untrue, forged, false and/or incorrect at any stage of your employment, or it is revealed that you have abstained from providing relevant information pertinent to your employment with the Company, you shall be

liable to immediate termination and for action as per Company policy and the decision of the Company in the matter shall be final.

3. Zero tolerance on Committing bribery or corruption. For any facility payment, approve of the CEO is required. In case anyone offers, requests or notices you about any possible act of corruption or bribery in which the company, its suppliers, personnel or customers are involved you have to report this event directly to the CEO & MD.

## **12. Inventions, Copyrights and Related Rights, Technical Improvements**

- The Employee shall assign all rights to work results, in particular, all rights of use in and to all inventions, and developments, including technical improvements, trademark rights, copyright use rights, design rights, related rights in the sense of copyright law (including all stages of development) and other intellectual property rights which he/she acquires during the course of his/her employment, exclusively to the Company without any limitation in time, geographical scope or as to content, if such rights were obtained by the Employee in connection with business activities
- accrued or were obtained with the use of material, technical facilities, business and trade secrets, knowhow and/or working time which was made available by the Company, during or outside working hours, or
- are connected with Employee's work during the term of the Agreement with the Company.

## 6.2 Compensation & Benefits Survey Questionnaire

**Gender:** Male / Female

**Years in Service:** Less Than 1 Year / 1 to 3 Years / More than 3 Years

1	I am satisfied with the current Salary Package in my position	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
2	Gross Salary range in my position is more than what other Firms are offering	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
3	Our annual performance appraisal is very much standard and effective	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
4	My annual increment is directly linked with my Last Performance rating	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
5	In Binate Solutions Ltd., Promotion is directly linked with performance and merit	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
6	There should be Medical insurance among benefit packages	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
7	Home Office option is a great Benefit for the employees	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
8	Binate Solutions' Leave Policy is very well designed	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
9	I am motivated to do more than what is required of me in my job.	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>
10	Even if I were offered a comparable position at another Firm, I would stay here	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>

## ***References***

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### **Other references:**

1. <http://www.binate-solutions.com>
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3. [https://www.facebook.com/BinateSolutions/?ref=aymt\\_homepage\\_panel](https://www.facebook.com/BinateSolutions/?ref=aymt_homepage_panel)