

Report On
Human Resources Practices in UNITED GROUP

Submitted By
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Submitted To
Mr. Jubairul Islam Shawon
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An internship report submitted to the BBS department in partial fulfillment of the requirement
for the degree of BBA

BBS Department
BRAC University
Fall'2020

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:



Afrida Hossain

ID 16204083

Supervisor's Full Name & Signature:

MR. JUBAIRUL ISLAM SHAWON

Lecturer

BBS Department

BBS Department

Letter of Transmittal

5 December 2020

Mr. Jubairul Islam Shawon

Lecturer
School of Business
BRAC University

Subject: Submission of Internship Report.

Dear Sir,

With great respect, I am here to present my Internship Report that is an important part of the BBA Program curriculum. I am pleased that I got the privilege to have your guidance and unending support throughout this phase.

The report covers all the human resource practices presently take place at United Group of Bangladesh. I have got the opportunity to work with United Group, “**Human Resources Department**” under the supervision of **Mrs. Farhana Afreen Mahmood**, General Manager-Head of Human Resource Department, United Group.

I have learned about several kinds of tasks performed in different units of United Group. My colleagues and seniors helped me getting information primarily. I hope my effort and contribution for achieving the objectives of the report serve the purpose successfully.

If you provide me with your valuable opinion concerning this study, it will be kind enough. It will become a great accomplishment if you find this report helpful and insightful to have an obvious perspective on the issue. Thank you for your patience and concentration.

Sincerely yours,

Afrida Hossain

ID: 16204083
BBA Department
School of Business BRAC University

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between

Company Name: United Group

And the undersigned student at BRAC University

Student Name: Afrida Hossain

Student ID: 16204083



Signature of Student
Afrida Hossain
ID 16204083
BBS Department
BRAC University



Signature and Seal of Supervisor
Md. Rasel Kabir
Manager-Human Resources
United Enterprises & Co. Ltd.
United Group

Acknowledgement

First of all, I do want to convey my gratefulness to Allah for giving me the capability to pull out my duties as an intern and complete the report within the stated time. During my organizational attachment time, I am profoundly indebted to my university advisor **Mr. Jubairul Islam Shawon**, Lecturer of BRAC University, for his whole-hearted supervision. I would also like to thank Farhana Afreen Mahmood, General Manager-Head of the Department of Human Resources, United Group, as my organizational supervisor. Without their support, writing this study up to this mark would have been quite difficult.

My appreciation also goes to the entire department of the School of Business for planning an internship program that promotes the convergence of theoretical experience with the situation in real life. Last but not least, I would like to express my gratitude to Md. Rasel Kabir, Manager; Mr. Rasel Hossen, Assistant Manager-HR; Md. Hasibur Rahman, Assistant Manager-HR and Mr. Kazi Zakirul Haq, Executive-HR; for helping me to make the report available.

In addition, I would also like to thank to my friends, seniors and colleagues from the United Group who gave me several good advices, motivation, suggestions, encouragement. I must acknowledge this organization's wonderful workplace culture and team dedication that has helped me to deal with a lot of issues.

Executive summary

A few close friends planned to go for it in 1978, invested their assets and established a company, United Enterprises & Co. Ltd. (UECL). They believed that their innovative business insights would eventually create a company that would thrive for generations and one day become the country's leading organization. United Enterprises & Co Ltd., for about four decades since that day now much more broadly recognized by people as it has made a lot of progress to being one of the most known business houses of the nation.

This report has been created on the basis of continuous examination and knowledge gathered from experience while working in the company. There are several teams and units in the institution, but the main function of th HR department takes place on the 1st Floor, Madani Avenue, United City, Satarkul, as I only received the privilege to work within wonderful HR team.

The study is focused on my knowledge, critical analysis and issues experienced by the United Group during my internship period. The aim of this study is to explain how I have performed and strengthened my abilities in a real professional field, how I've overcome my issues. Finally, I resolved my problems and maintained a decent relationship with the workers. Since maintaining a healthy relationship between workers is one of the key aspects of HR.

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Chapter 1

Overview of Internship

1.1 Student Information

I am **Afrida Hossain**, ID No-16204083 from BRAC Business School, BRAC University. I chose Human Resource Management (HRM) as my main concern from BBA curriculum and my minor focus was Operations Management (SCM).

1.2 Internship Information

1.2.1 Internship Period, Company Name, Department, Address

By the grace of Almighty Allah, I was recruited as an intern on 15th October 2020 at United Enterprise & Co Ltd under United Group Bangladesh. My internship program was of contractual 3 months' duration at United Group. It has been located at United City, Sector 4, Satarkul, Madani Avenue, Dhaka-1212.

1.2.2 Internship Company Supervisor's Information: Name and Position

At the very Beginning of my internship, I was assigned under one supervisor, named Md. Rasel Kabir, Manager Human Resource at United Enterprise & Co. Ltd.; who had the authority to guide me through all types of information about the company and also the other team members. Under his instructions, I have completed my full internship phase. He has to mainly take care of operations part as well as other HR responsibilities. I am glad that I could work under his amazing supervision.

1.2.3 Job Scope- Job description/ Duties/ Responsibilities

My Responsibilities and contribution at the United Group:

From October 18, 2020 to January 17, 2021, I was given the scope to work in the United Group for three months; it was part of my academic program. I did my major in Human Resource Management so I chose to be an intern trainee in the Human Resource Department where I learned about United Group's Human Resource Activities.

I have come across various tasks performed by the HR department after I had the opportunity to have a three-month internship at United Company. I was introduced to the work of an HR workers, there were various kinds of jobs that I was familiar with, others were intermittent.

I was assigned to the following jobs regularly. Those were-

- ❖ Resume Collection
- ❖ Resume Screening collected from different sources
- ❖ CV Summary & proposals preparing of the candidates
- ❖ Interview Scheduling & Calling and texting/emailing for Interview & Training
- ❖ Orientation Practice
- ❖ Field/Site Visit Opportunity
- ❖ Participation in Training Program
- ❖ Organizing Meeting Arrangements & make resources available
- ❖ Take part in photocopying, scanning, printing.
- ❖ Preparing personal employee files
- ❖ Making Id Card
- ❖ Delivery monthly salary report which is extremely confidential
- ❖ Enter data in HRIS software

Resume Collection:

The CVs are often collected from the Official Mail Box for appointment of various level employees such as executives, engineers, plant managers, supervisors, executives and others, but applicants do randomly drop their CVs at reception of their corporate head office Madani Avenue, Satarkul, United Group. And added to that, CVs are obtained via the bdjobs website and references from the top-level management officials.

Resume Screening collected from different sources:

United Group appointed a great number of employees lately for its power plants situating several places in Bangladesh (such as Ashuganj, Comilla, Chittagong). They want some particular areas to focus on while screening CVs. They require minimal job experiences for some positions and maximum for other higher job positions. Although there were few more areas to be considered, which are age, education, place, degrees from the reputed institutions etc. for the screening of CVs. For instance: an applicant must pass their BSc. Courses or Higher Secondary Education in order to qualify for a job. On the other hand, higher designation demands minimum of Diploma or B.Sc. degree and maximum of MBA or Masters into specific fields as per department specifications.

CV Summary & proposals preparing of the candidates:

I needed to prepare review of the applicants prior to the interview schedule including their extensive details on their educational background, job experience, prior work activities etc. Then I had to send the interviewers the overview so that before taking the interview, they could have an idea about the applicants.

Interview Scheduling & Calling and texting/emailing for Interview & Training:

After screening CVs and separating them based on their position, we call selected applicants over phone for confirming about the date, time and place of the written exam. Next step consists of written test classifying into different categories for example: questions candidate sit for EEE Dept. differ from ME Dept. So, we make schedule of the interviewees and send this to the head of the department. Employee who is in charge of recruitment specifically for that dept. review the scripts after the written examination and they have an oral test or Viva after that. Next, employees book a meeting room and candidates become evaluated by singular or plural phases of interviews.

Orientation Practice:

Orientation is a process what gives employees an overview of the organization. The employee will get to learn about the organization's practices through guidelines provided in orientation and also have knowledge about employee facilities, basic regulations, work ethic, organization's characteristics etc.

In a formal way, United Group conducts the orientation program. They invite their new workers who are in a certain position chosen for the job. In orientation program, I used to explain them about our organization's culture, duties, facilities, profiles of our company, which makes workers aware about their new work station and help them to adjust with it easily.

Managing Field Visit:

HR employees of United Group needs to take field visits to understand the actions of working employees. These field visits are also looked over via HRIS.

Assisting Training Program:

United Group arranges in house training program and it actually depends on the company policy and also off the job training where they send employees away from the work station. My task at that time was to invigilate various written tests and check their answers initially, guide them towards certain rules and regulations of the business.

Forecasting HR requirements:

Based on the organization's strategic priorities, the next move is to predict HR demands and supply for the future recruitment. Realistic human resource forecasting requires predicting future needs. Forecasting also includes planning to get the total idea of no. of workers what the organization need over the year. This also helps to achieve the organization's planned objectives? What skill sets do individuals need is also determined my HR forecast.

1.3 Internship Outcomes

1.3.1 Student Contribution

Throughout my internship journey, I was assigned with duties from almost all the members of our HR Team. Thus, it helped me to learn & communicate effectively and efficiently. HR is the core function among all other functions of the company as they look after, store, work on/with employees involved throughout the whole operation of the company. Moreover, my report can add value to their future forecast in decision making.

1.3.2 Benefits to the student

Internship is a system in which new graduates in the business world may use a gateway. For them, this is a perfect chance to acclimatize with corporate culture. In addition, this helps them to learn new things and gain experience in real life. I have come across several new experiences in the United Group Company under this growth aspect during this long three-month program. In diverse situations, it has helped me. The first thing I would like to mention here is that I have become more qualified and more accountable. This has also created another potential I lacked before, which is pushing my boundaries and moving out of my comfort zone. I've also practiced how to always be on board to be more conscientious. An employee always has to participate in several activities simultaneously in the corporate world, however I have also enhanced my multi-tasking skills. I thoroughly studied how people used to handle issues in my department. I learned that the mantra for effectively resolving such pressure situations is to manage projects according to their deadline and significance. Later, I applied this strategy and successfully performed what was assigned on me as an intern.

On the other hand, I want to emphasize that this internship has widened my viewpoint that asking teammates for guidance is not really a matter of disrespect, but rather that it gives others an indication that I am excited to learn and work perfectly. Specially, my supervisor used to teach me how to work under stressful circumstances. That lesson has added true benefit to my corporate life. This consciousness thing definitely matters a lot in the world of business. The justification is that stressful situations appear on a daily basis in the business world and his/her conduct is witnessed by the people around him/her in such situations. Finally, it can be said in conclusion that this internship has significant impact and developed my sense of credibility.

1.3.3 Problem and Difficulties

It is well predictable that, for preparing a well-established report or study some problems or difficulties come in the way. Also, there are some challenges what I would like to mention which are related to my chosen topic, HR Practices in United Group.

For confidentiality issue constraints of United Group, I couldn't access some of the important information including strategic policies. On the contrary, another significant limitation I faced was managing time to balance between office duties and making time for report writing. I was always assigned tasks which had time constraint factor.

Problems about the report's topic:

- Traditional system of data keeping and sorting which slowed down my findings of the report
- HR system in United Group is more like manual, they don't follow full automation to run their operations (ex: recruitment, employee performance appraisal, exit procedure, requisition procedure etc.)
- Salary paid to the employees here is not that up to the mark if I compare it with the work volume of our manpower.
- In this organization, there are very few significant & participatory trainings are arranged which is a red flag for the growth of the employees.
- Here, performance management system that we follow is not 360-degree method. For this reason, we lack more accuracy in judging annual performance of our potential employees.

1.3.4 Recommendations

Working there for three months I have few recommendations for them and these are-

- They should increase the use of HRIS software and make it user friendly for their employees to improve productivity & efficiency of the work.
- They should bring changes in their traditional systems of handling HR activities in organization. Specially Exit Procedure which is maintained here is lengthy because employees need to take signatures and fill up forms going to different departments manually.

- They can enlarge their HR team so pressure gets minimized and efficiency gets maximized.
- They should increase availability of the resources to the interns
- As I have joined in United Group in the middle of the month of October, that time organization go through their year ending performance appraisal, annual report making, final settlement etc. with regular activities. So, it was a bit hectic for me to manage & give proper time for writing report as I was directly involved in their performance appraisal system. I assisted everyone in the HR Team in preparing softcopy, printing them, storing them in files after taking comments from superiors.

Chapter 2: Organization Part

2.1 Introduction

This study has been undertaken as a requisite for the School of Business, BRAC University, to conclude the BBA program. I have served in the multiple United Group businesses, which are: Power Division, Unimart, Real Estate, etc. But they began using HRIS tools lately. Most businesses are now using numerous HRIS to make their company more profitable and competitive in their operations. Some firms are also launching a market transformation program to achieve a strategic edge over their rivals. In reality, this report is made to show the real state of the United Group's work life. In overview of the entire HR operation, this research is a study of how I worked and learned from my seniors related to the hiring process, positive management, and workplace conditions in the sense of the United Group.

2.1.1 Mission & Vision

Mission

Committed to the nation's socio-economic growth and consistently improving value for our stakeholders. To be a socially responsible business organization by establishing standards for community growth.

Vision

To be the best brand dedicated in all our efforts to excellence.

Values

1. Trust & Respect:

Trust is the most important business and brand asset, especially in relationships with customers, clients, employees, and stakeholders. We stick to this value in all our service provision.

2. Keep Promises:

The more a company can keep promises, the stronger brand value creates in the mind of customers and employees. We strive to render full satisfaction with it.

3. Integrity:

Integrity are the foundations of Business. There are no moral shortcuts in the game of business. We pursue this morality.

4. Customer Focus:

The orientation of an organization is to serve its clients' needs. We are dutifully there.

5. Socially Responsible:

Throughout the journey United Group never forget its commitments to the society and got involved in various ventures as part of its social responsibilities.



2.1.2 Objective:

Within the legal and social context, our key priorities are to operate effective business operations in order to obtain the purpose portrayed in our vision.

2.1.3 Quality Policy:

- Dedicated to making continuous effort to consider customers' expectations and to gain competitive leadership in order to provide excellent service.
- Committed to developing performance standards through ongoing training of employees and maintaining a healthy work environment.

2.1.4 Methodology

For this research completion, a mixed study approach was used to generate rich data from multiple sources, both quantitative and qualitative. I was interested in sharing the viewpoint of the HR team and the attitudes of management towards retaining Enterprise employees. Furthermore, in the sense of the study company, it also helped me to generate rich data from multiple sources.

The analysis therefore adopted the descriptive style of research and the strategy of survey research was used. There are quantitative features of primary knowledge from survey questions. The primary informant interview and Focus Group Discussion obtained qualitative data (FGD).

The research is carried out in a systematic process, starting from the topic selection to the preparation of the final report.

2.1.5 Sources of Data:

The research follows such particular procedures in order to perform such a study. In character, the report is descriptive. Data are collected from both primary and secondary sources –

○ **Primary Sources:**

- Observation of the organization
- Discussion with officials and concerned experts
- Face to face conversation

○ **Secondary Sources:**

- Annual report
- Newspapers
- Internet
- Textbook

Collection of Data:

I gathered primary data from the system of observation, face-to-face contact with the employee of the official. Secondary data from websites of the United Party and other associated websites and documents have been obtained.

2.1.6 Scope of the study:

This research is a sort of real-life experience of operating in a well-established corporate sector, meaning it is an example of the chosen United Group's real scenario. So, there is limited scope for this report. The first scope of this study is to provide realistic knowledge of how business entities conduct their operations.

The study has the potential to cover various facets of HRM, including HR procedures such as recruiting and listing of all aspects of HRM activities. It was part of my academic curriculum to study United Group HR activities to experience the real scenario of business world.

2.1.7 Limitations:

There are still some drawbacks to this report, but I have tried my best to present and explain with the absolute highest effort and commitment. This study is formulated based on input taken from employees of the Human Resource Department, Sales and Marketing Department. Some individuals were unwilling to provide information, although the study would be important to the United Group. Those concerns perhaps assumed that the data associated with them are too private to be published to the world. I did not get enough time to practice, evaluate and execute a large sample. Another challenge was time constraints. The duration of my internship was only 3 months. But for a consistent and accurate analysis, this duration of time is not enough. It is because of the limited knowledge that certain conclusions have been made. So in the analysis, there might be some personal errors. Even though there were several limitations, I tried to make my full attempt to smoothly furnish the study. During the course of my internship, I faced some common constraints. That are like the following:

- **Shortage of time:**

a very short span of time, I had to complete this report. So it is really difficult for the time limit of the analysis to obstruct the course of a large area and time to prepare a report within the specified timeframe.

- **Busy working environment:**

The officials had limited time to provide information because of their huge routine work.

- **Insufficient data:**

Some desired information could not be collected due to confidentiality of business.

2.1.8 Significance of the study:

This report can be of interest to the United Group's Department of Human Resources, the Workers, the Business and the Community as a whole. How are United Group's existing HR strategies and what can be done to strengthen their strategy? Any of the insights I'm going to offer could be helpful to the business because it is applicable to real life issues and works better overall and would be useful in understanding the deficiencies from within.

2.2 Overview of United Group

2.2.1 About United Group:

In the year 1978, a few close friends decided to get together, pooled their assets and formed a company United Enterprise & Co. Ltd. (UECL). They hoped that their unique business perspective would help build a firm that would last for decades and would one day become a pioneering organization in the country. After about four decades from that day, United Enterprise & Co. Ltd., now more widely known as United Group. was founded in 1978 by the founding directors who designed a business with a core set of principles that included obligations to its stakeholders in creative thinking and being responsible in all its activities. Today, after more than three and a half decades of performing in the industry, it is now well established as the United Group: one of the nation's most prestigious business houses. Over the years, the key aspect has been adding value for the company. Our unique understanding of economic and industrial interests and our commitment to exemplary customer support have enabled us to branch out into a variety of business entities. Power supply, health care, real estate, yarn spinning, higher education, and port facilities are only a few of the fields in which we are actively engaged. As a consequence, the company has a current valuation of almost TK. 82,000 million, a very honorable accomplishment in 40 years' time.

2.2.2 History

- 1978** United Group started its journey.
- 1979** Enlisted as limited liability corporation.
- Early 80s** Got International broadcasting via Barter Trade.
- 1983** Got recognition as Koppers Inc. USA's personal spokesman.
- Late 80s** Oil Tanker procurement, involvement in various government projects.
- Early 90s** Dream Builders Limited started.
- 1992** Summit United Tank Terminals Limited Installation.
- 1995** Van Omeron Tank Terminals Ltd. Creation.
- 1996** Construction of Joint-Venture in Comilla Spinning Mills
- 1997** Khulna Power Company Ltd was initiated as the First IPP.
- 1998** United Polymer Ltd was born.
- 2002** United Group's new identity or location was settled in name of United House.
- 2004** United Rotospin Ltd, United International University and Novo Healthcare & Pharma Ltd. these were launched in this year which was significant year of achievements.
- 2005** Neptune Land Development Ltd. was built on this year.
- 2006** United Hospital Limited. was established & United Land Port Teknaf Ltd. started its services which was first land terminal port service in Bangladesh.
- 2007** United Power Generation & Distribution Company Ltd. Started its journey
- 2011** United Ashuganj Power Ltd. was created this year.
- 2013** Gunze United Ltd., Shajahanullah Power Generation Company Ltd. & Unimart Ltd. these were initiated on this year.
- 2015** 1st Combined Cycle, Modular Power Plant Commissioning of the World. United Group relocated its headquarters to Satarkul, Notunbazar.
- Listed on the Dhaka & Chittagong Stock Exchanges by United Power Generations & Distribution Company Ltd.
 - The largest US\$ 58.5 million loan issued by United Ashuganj Energy Ltd. via the IPFF facility in Bangladesh.
- 2016**
- United Engineering & Power Services Ltd. provided Integrated Management Systems (IMS) certification through Bureau Veritas.
 - At National Power & Energy Week 2016, United Ashuganj Energy Ltd was awarded the Best Private Power Generation Facility.

2.3 Human Resource Management Practices in United Group:

The key focus of the HR department is to hire the best workers for ensuring smooth, consistent and effective manpower support for the company and improve it.

Management of human resources encompasses all decisions and activities of management that directly impact or influence the persons or human resources that work for the organization. In recent years, increased attention has been devoted on how human resources are handled by organizations. HR core team of United Group sits at corporate head office which is situated in united city, Satarkul, Notunbazar, Dhaka.

2.4 Marketing Practices

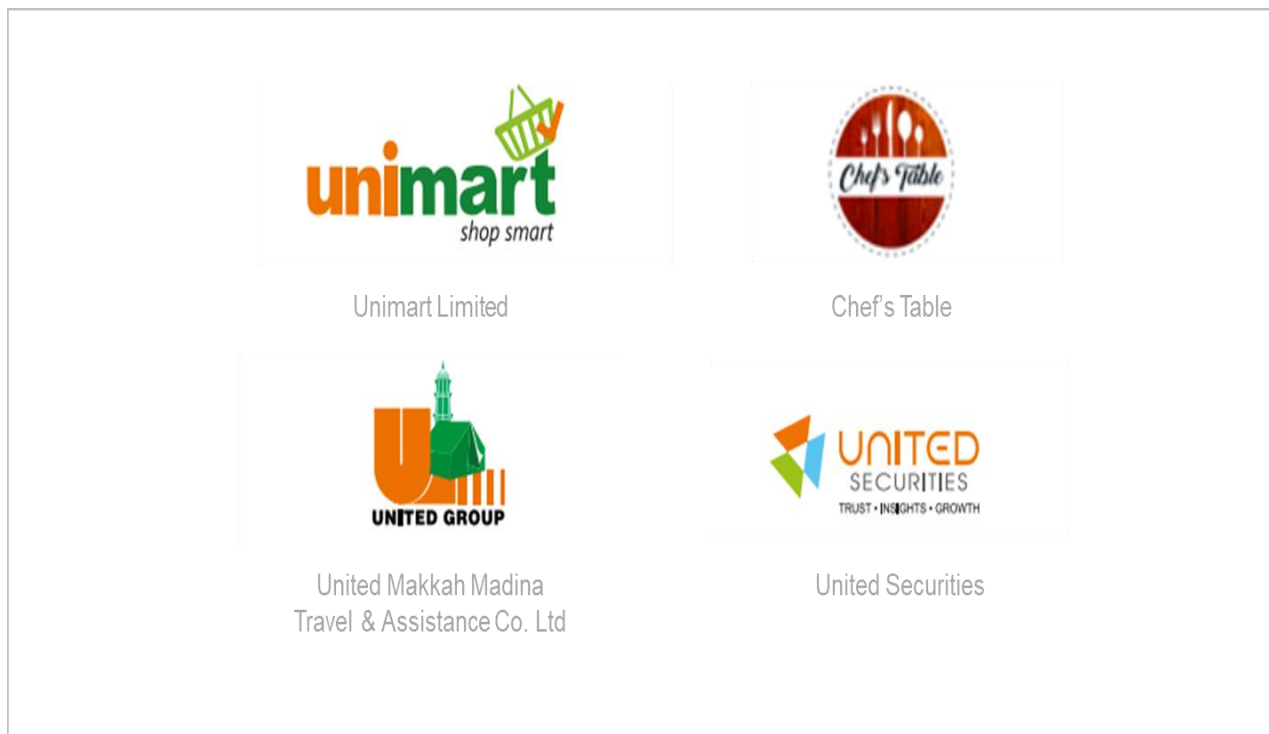
UPSL (United Property Solutions Ltd.) is also currently working on building management, maintenance and security. They make sure the quality of their work which must add value to its clients. Their looking after responsibilities of the properties add value to the customers. When they handover their work to their clients and majority clients become satisfied and expresses that this is place they cherished to stay ever, which is a wonderful feedback and achievement for the marketing group. They also look after following things:

- Responsible for the management and coordination of all activities carried out by the Procurement unit and take the lead of all its functions.
- Responsible for all purchase from local & foreign sources in accordance with company policies & requirements.
- Improve existing/ formulate new policies and procedures for overall improvement of the performance of the department so that procurements are done properly, in time and in efficient manner.
- Supervise the works of the department team members and make sure that they are performing their respective duties properly and as per policies and guidelines.
- Collaborate and keep close liaison with key internal clients to understand their specific requirements so that appropriate products are purchased and delivered.

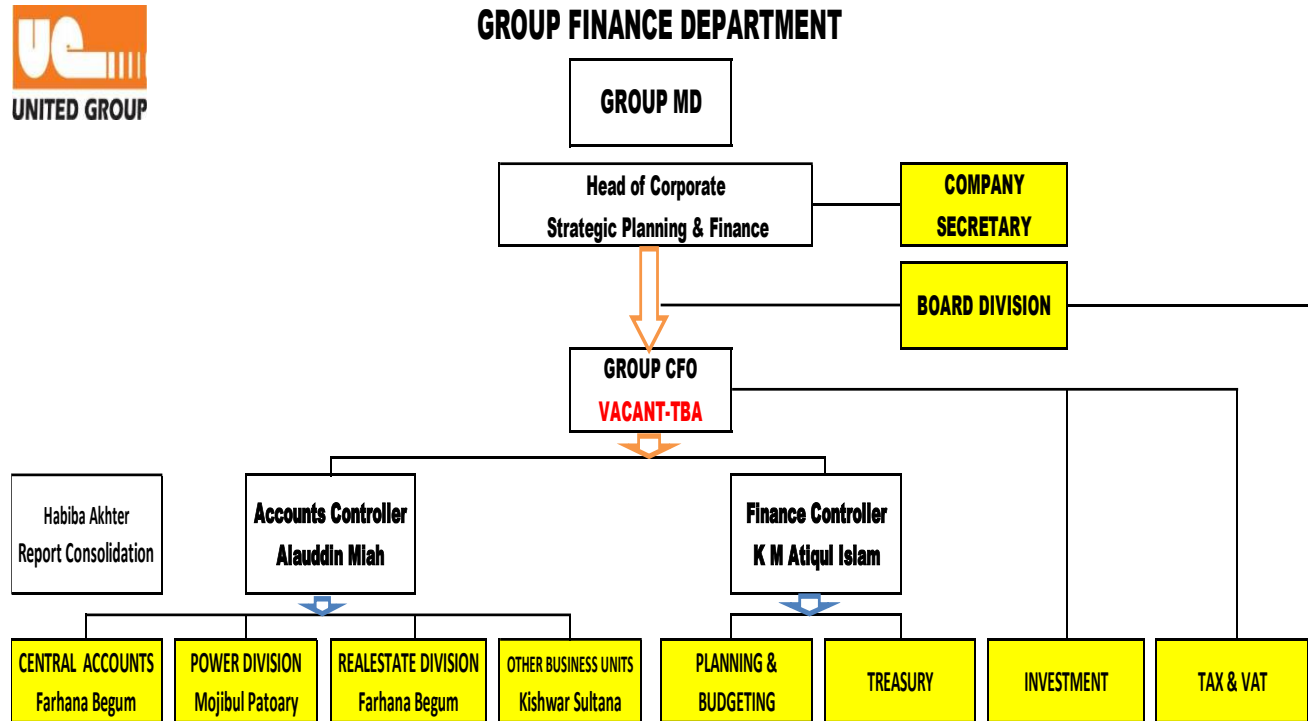
- Forecast and incorporate all the possible alternatives in the comparative negotiating ability of stakeholders and to verify and justify costing of each item so that proper purchase value is ensured.
- Assisting in preparation & verification of purchase deeds work orders.
- Make sure that all purchases are done following competitive bidding process, ensuring most competitive rates and negotiation by maintaining proper accountability and comparing with other reliable vendors.
- Examine and test existing contracts Perform risk management for supply contracts and agreements
- Maintain proper files, records and documentation for reference purpose and satisfy audit requirements.
- Act as senior point of contact for purchase activities, including owning, maintaining and maintain strict confidentiality of all purchases and rates.
- Develop, own and maintain network, ensure suppliers are accredited on to the Supplier database and are aligned with the companies Ethics Code of Conduct
- Keep and maintain proper transparency in all departmental activities & functions and keep the working environment ethical.
- Development and successful running of the Procurement Project Team, including personnel, planning, approvals, policies, procedures, compliance and reporting.
- Coordinate and maintain effective communication with all departments for delivering the incoming goods on timely.
- Follow up prices, specifications & delivery dates to determine the best bid price among potential supplies.
- Create time and action plan for all order and follow-up regularly. Track and report key functional metrics to reduce expenses and improve effectiveness
- Expect unfavorable events through analysis of data and prepare control strategies
- Carryout other duties and responsibilities as assigned by the Management from time to time.

2.5 Operations Practices:

United Group's 56 business units have operation practices for the overall group. They all contribute to the organizations operations. United Enterprise & Co. Ltd.(UECL) is the mother concern of united Group. There are other sister concerns which are United Property & Solutions Ltd. (UPSL), Unimart, United Securities, United Power Plants etc. Mainly, UECL is the core centre of all the operation of these business units. Those sister units need to depend on UECL for their operation to run mostly and at the end they have to share a part of their revenue with UECL. UECL has HR, Accounting/Finance, Admin, Security these core operations. They run their operations smoothly with the help of its sister concerns.



2.6 Accounting & Finance Practices:



2.7 SWOT Analysis:

Strength-

Recruitment: Their strategy of recruiting and selection is very powerful. By proper research, United Group hires promising applicants from the industry-written and interviewed. The written part includes standard questionnaires that are a renowned education institution in our country.

Work setting: I found the work environment very satisfactory during my stay. They are all polite, supportive and cooperative. There is no internal disagreement or agenda at play that is required for a positive working atmosphere to be enforced.

Transparency: They have a service rule book that they offer to every employee for direct communication to the HR Practice employees at United Group. The guide articulates crucial things and covers all the organization's HR activity. For both the staff and the boss, this is very good as it reduces the chances of misinterpretation, bias, etc.

Training: United Group emphasizes the training and growth of workers in order to upgrade its staff on an ongoing basis. For both the company and the employee, this is good as the organization gets more trained workers, and employees may learn and improve themselves.

Weakness-

- Sometimes Clients/Customers don't show the genuine invoice, candidates don't show up on the day of joining which create some obstacles to run the business smoothly.
- Information gap among the Procurement Clients & Different depts.
- Lack of Job Analysis - These are vital aspects of an organization's HR procedure but not implanted in United Group, which suggests that they are less aware of current business dynamics and that could contribute to the loss of future talent from their pool.
- Small no. of employees- A very small sector of the company is the HR division. Taking into account the large number of workers the company can grow itself.
- Human Resource Planning- With the exception of an annual need assessment for needed workers, there is not much human resource planning at the Company.

Opportunities-

Recruitment- The majority of United Group recruitment will diversify the pool of entry-level workers by campus recruitment through internal recruitment.

Outsourcing HR Strategy and Policy- In order to provide effective strategic HR Planning, the HR Division should outsource from companies specialized in HR outsourcing.

Salary Survey- Salary surveys may be performed externally to ensure that their rivals are in line with the remuneration they provide.

Threat-

Competition- With so many organizations, local and foreign operating within the country, this sector is highly competitive, United Group needs to regularly review their HR plan and policies so that they can attract the best talent. And discourage current employees from leaving at the same time.

Political turmoil- The political situation in the country has not been peaceful for several years.

Chapter: 3 Project Part:
HR Practices in United Group

3.1 Introduction

3.1.1 Background

United Group was created in 1978 by directors who founded & structured a business with a core set of practices that included responsibilities to its stakeholders in creative thinking and being responsible in all its activities. United Group, after more than three and a half decades of excelling in the industry, recently it has become one of the nation's most reputable and distinguished business houses. The major objectives and its fulfillment have been adding value for the betterment of the company. Our unique understanding of economic and industrial interests and our commitment to exemplary customer support have enabled us to branch out into a variety of business entities. Power supply, health care, real estate, yarn spinning, higher education, and port facilities are only a few of the fields in which we are actively engaged. As a consequence, the company has a current valuation of almost TK. 82,000 million, a very honorable accomplishment in 40 years' time.

3.1.2 Objective of the report:

Classification of the objective of this study can be divided into two parts:

General Objective:

The general purpose for conducting this study is to accomplish the course requirements: BUS400 (Internship) under the guidance of Mr. Jubairul Islam Shawon, my academic advisor. Another aim is to propose a formal report and associated appendix, my three months of internship experience in the United Group.

Specific objective

- To create and present a brief idea of the HR department activities including the organization's stakeholders' section.
- To get familiar with what I have experienced in my internship program for 3 months.
- To decide how United Group maintains the process of recruitment, selection and other HR functions.
- To review the training and development program introduced in United Group.
- To highlight the compensation and benefits that United Group offers.
- To learn how United Group manages the relationship between employers and their employees.

3.1.3 Significance of the Study:

United Group belongs to a Diversified Business Industry as it owns several types of investments (power, education, port-terminal & maritime, healthcare, manufacturing & textile etc.). Business organizations alike this is becoming competitive with passing time & the competition is getting fierce. So, from this particular company United Group's study analysis, we can easily identify differences among the local group of companies as well as how dynamic it's nature is compared to the existing global market regarding trade and commerce.

In covid 19 pandemic time, United Group continued adding value to its business by running their operations updated. They arranged performance appraisal on zoom or google meet specially for the employees who work in sites in several places of our country which is praiseworthy. They also assessed candidates who gave interviews via online platform and added to that conducted important meetings. Besides, United Group played significant role in setting out training program named E-Training associated with 10-Minute School. This training program provided Digital Training Solution for the employees of the organization which also increased their productivity.

So, HR Practices in United Group – this study carries significance to the similar business field which also lead to tailor necessary business solutions. I have tried to present all the issues about my selected topic and gave recommendations regarding it.

3.2 Methodology

To prepare this report I needed to go through several methods of collecting data. For making this report I followed some specific methods which helped me to gather significant information about my topic. The report is illustrative in nature. I stored data for my report from both primary and secondary sources of data collection.

Primary data were accumulated through various sources which are shown below:

- Face to face discussion with my team members from Human Resources Unit of United Group
- Participation in the practical field of the work
- Casual conferences with my colleagues and superiors

Secondary data sources from where I collected information are presented here:

- Several Annual Studies made by trainee or interns previously worked here
- Our company website
- Various Internet Resources
- Existing Trade News available in newspapers

3.3 Human Resources Practices in United Group:

Recruitment Type:

Regular:

Workers who plays regular full time job role in the organization are knows as regular employees. Their career development is expected to continue with the business until retirement. Without first receiving written order from the Company, regular employees can not involve into any sort of part time job or other business professions.

Contractual: An individual when employed for a specific period of time for specific job activity is known as contractual employee. Contractual workers can be paid on an annual, weekly and hourly basis, either full time or part time. When such employee gets appointed a contract paper

between the employer and the employee is signed based on the conditions they both agreed to in the interview. Salary, performance reward, facilities and future opportunities of such jobs etc. are negotiated detailed in the contract.

□ **Trainee:** The organization may employ a new or less experienced individual as a trainee to perform a specific job for a certain period of time. The incumbent may get further job offers upon satisfactory completion of such training.

□ **Intern:** The Organization to some extent appoints individuals as an intern for a specific phase with terms and policies assigned by organization management. It is planned that such interns will undergo practical training in a particular area of company operations. The incumbent may be given a regular or trainee job upon satisfactory completion of such an internship.

3.3.1 Recruitment & Selection:

Recruitment:

Recruitment is a term which defines selecting candidates for both temporary and regular positions and appoint them for several job positions. This evaluates employee capabilities. In United Group, they post job ads in several sources, attract suitable candidates for the right position, make screening from candidates' applications, arrange interviewing in multiple forms.

United Group conducts right recruitment for the company using different tolls like newspaper, bdjobs, professionals contacts, head hunting agencies, spot interview sessions in different career events, arranging walk in interviews, etc. ensures proper recruitment process through maintaining right standard of processing manpower requisition, cv sorting, ensuring interview board members, candidate summery preparation, interview assessment sheet preparing, different kind of tests (written, IT, etc.), PR, preparing result sheets, taking management approvals, ensuring proper signatory, issuing offer/appointment letters & non-judicial stamps, etc. Employees of United Group analyze business trends and set proper job specification in line with business objective and internal stake holders

- **Screening:**

Screening is the first and foremost step of recruitment system. It determines sorting and examining the candidates whether they are appropriate for specific job role or not. It involves checking resumes, listing suitable employees etc. There is also phone screening available. At this stage, candidates are measured in regard to the requirements demanded by the organization.

There are 3 steps which are followed while screening candidates in United Group. These are discussed below:

- **Initial At-a-glance Examination:**

It provides a quick summary or overview about candidates which helps to identify right applicant. It as well removes inappropriate candidates who applied for a job post.

- **Elaborative Screening:**

It is the stage where it is important to examine each CVs one by one and find out the suitable candidate for the vacant job position. It emphasizes on an appropriate (precise) cover letter, relevant job experience in the relevant field, standard educational background etc.

- **Screening from other sources:**

Screening for the unidentified group is also very important. It seeks knowledge, skills, ability as they are major criteria for checking competency. This comes with merit requisition. Besides, it relies on unknown or little known sources of collecting resumes.

- **Interviewing:**

Interviewing is an essential part of recruitment process. It is done in 2 or more stages to get the appropriate knowledge about the candidate. This also contains a series of relevant questions for the specified job role. Multiple interviews are required to some extent to shift an applicant to the next phase which is selection.

Selection:

Selection phase demands measuring pros and cons after interviewing an applicant to make sure right employee has become appointed. It is the final judgement where to hire the candidate for the organization or not. In United Group there are some hiring criteria which are sources of CV, prior work-experience, communication skills (both verbal & nonverbal), candidates' strengths and weaknesses, overall impression & recommendation etc. Based on these areas candidates are judged and thus they qualify the selection round. Once negotiation is done, some secondary selection methods can be observed: prior criminal history, driver's records check.

United Group ensures skilled recruitment to ensure technical manpower support by maintaining proper liaison with technical skill development institutions.

3.3.2 Training and Development:

Training is a program which provides knowledge, skills, techniques to develop one's abilities to perform better in the organization.

United Group arranges staff development trainings based on TNA, prepare modules, allocate internal and external resources in line with business objectives. Besides, United Group prepares yearly training calendar and budget for the arrangement of development programs. They supply training logistics supports.

- **On-the Job Training:** United Group usually arranges in-house trainings on the office premise where workers perform their job. They hire skilled, knowledgeable and skilled employees to train less experienced employees. They give instructions first over phone also by email to attend the training program. Employees are asked to describe about topic of the training. Then, trainer follows techniques (lectures, videos, questionnaire, games etc.) to meet the goal of the training. Later, trainer keeps feedback or problem solving session & let employees exercise. Added to that, trainer asses about post training improvement or failure. This is the most used training program in this organization.
- **Off the Job Training:** Off the job training is conducted at outside of the actual work place. Employees who attend such training need to go away from their own workplace. United Group plans off the job training like they sometimes send employees to various training centers with home country to participate the training program. Also, yearly conference is conducted by the HR team that is another form of off the job method. Employees get new ideas, thoughts from the top level managers and potential managers.

3.3.3 Payroll Policy:

United Group has payroll administration. They prepare and process monthly salary of Head Office and all business units through verifying attendance, attendance of outstation employees, all kind of deductions, food bill, mobile celling, loans, etc.). They keep the payroll status up to date by regular check on any sort of changes regarding increment, promotion, transfer, etc.

3.3.4 Other HR Operations:

- Maintain HR Information system relating to employee data (implementation of HRIS)
- Carry out all disciplinary issues for entire company
- Handle grievances, organize counseling sessions accordingly
- Ensure smooth employee separation process including exit interview, final payment and all clearance
- Ensure all employee transfer effectively for smooth business operations
- Maintain proper liaison with external stake holder like insurance company, banks, hospitals and other
- Ensure Compliance as per labor law and other related statutory bodies
- Maintain proper coordination with all units regarding HR issues
- Prepare and Issue different types of notes like – General Office notes & circulars, office orders, office memo and other necessary letters as and when required

3.3.5 Performance Appraisal:

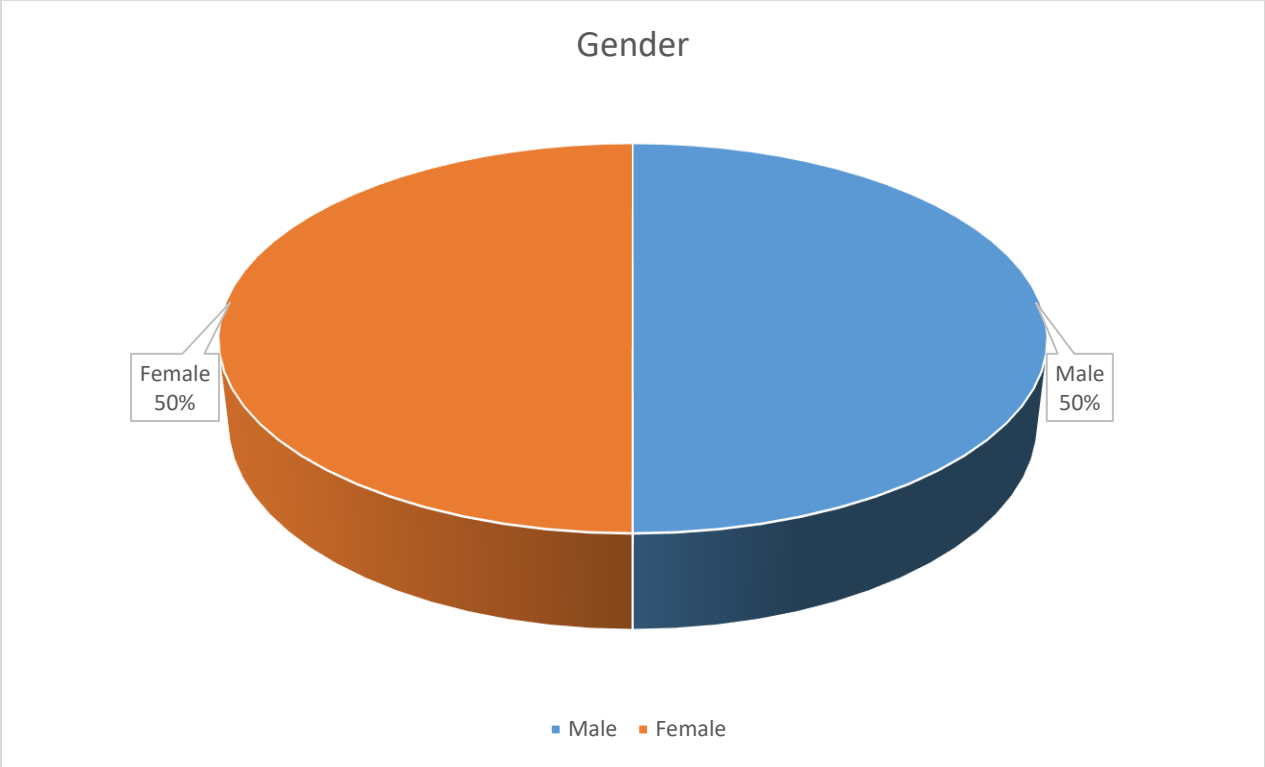
Performance Appraisal can be determined as a continuous process which measures employee is assessed by the supervisor or manager, against predefined standards, such as knowledge of the job, quality and quantity of output, leadership abilities, attitude towards work, attendance, cooperation, judgment, versatility, health, initiative and so forth.

United Group has yearly performance appraisal system all employees. This program includes reviewing performance with relevant KPIs of employees. Based on PMS, preparation of yearly increment proposal is done and modality to be linked with annual performance & roll out companywide appraisal process. It measures achievements against agreed targets.

3.4 Findings and Analysis:

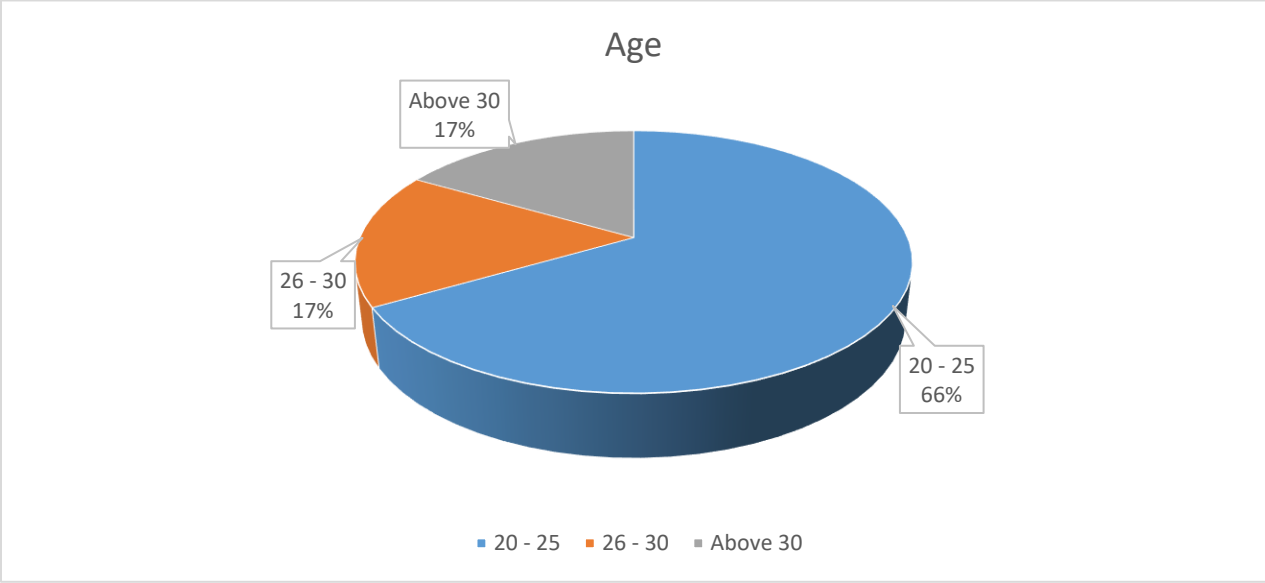
Challenges:

- Feelings of not being appreciated: Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.
- Inadequate or lackluster supervision and training: Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking
- The economy: In exit interviews, one of the most common reasons were given for leaving the job is the availability of higher paying jobs. Obviously, in a better economy the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
- The person: - In addition to the factors listed above, there are also factors specific to the individual that can influence turnover rates. These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.
- Lack of opportunity for advancement or growth: If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.
- Employees need to be understood by their managers or supervisors in the organization & treated as liquid asset equally without biasness which may ensure the organization to withstand the waves of the competition.



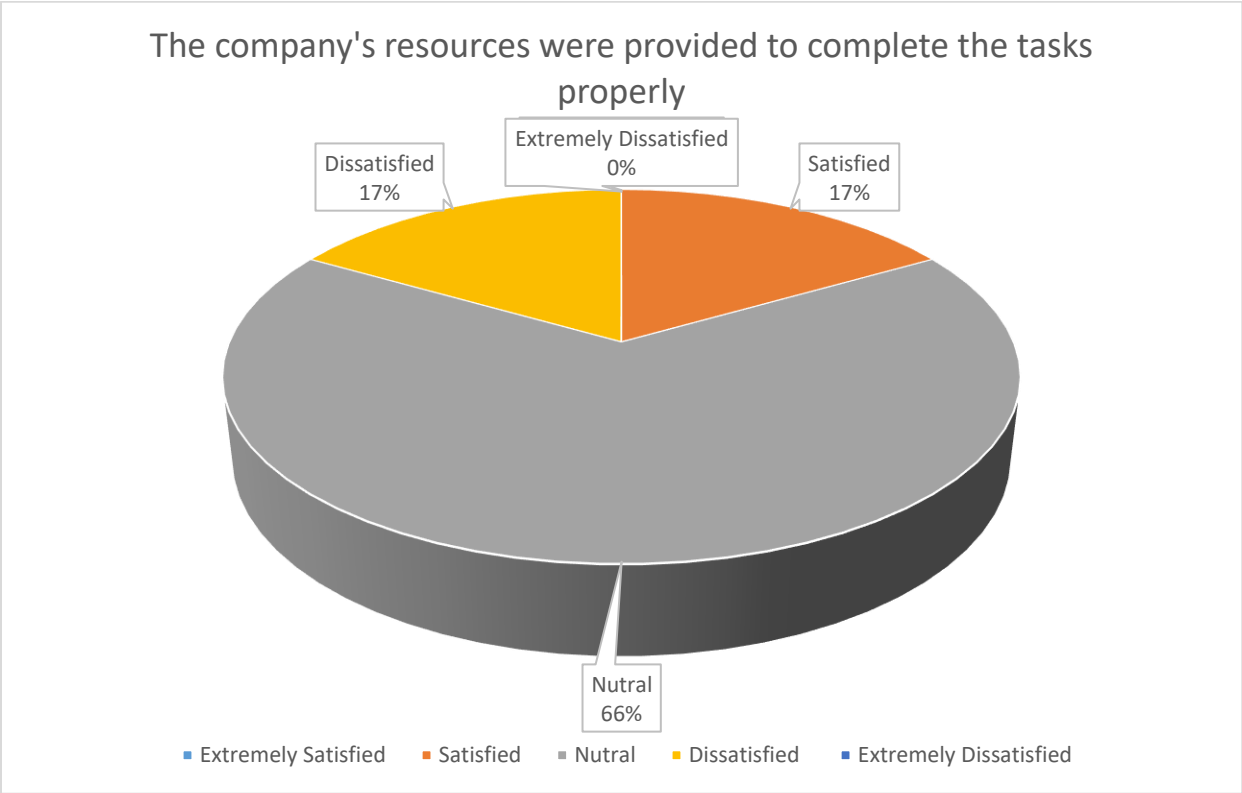
Respondents in %	50%	50%
Number of Respondents	15	15

The population whom I have taken responses from are 50% male & 50% female. They are working currently at United Group specifically at their corporate office. They are working in different positions starting from executive level to the managerial one.



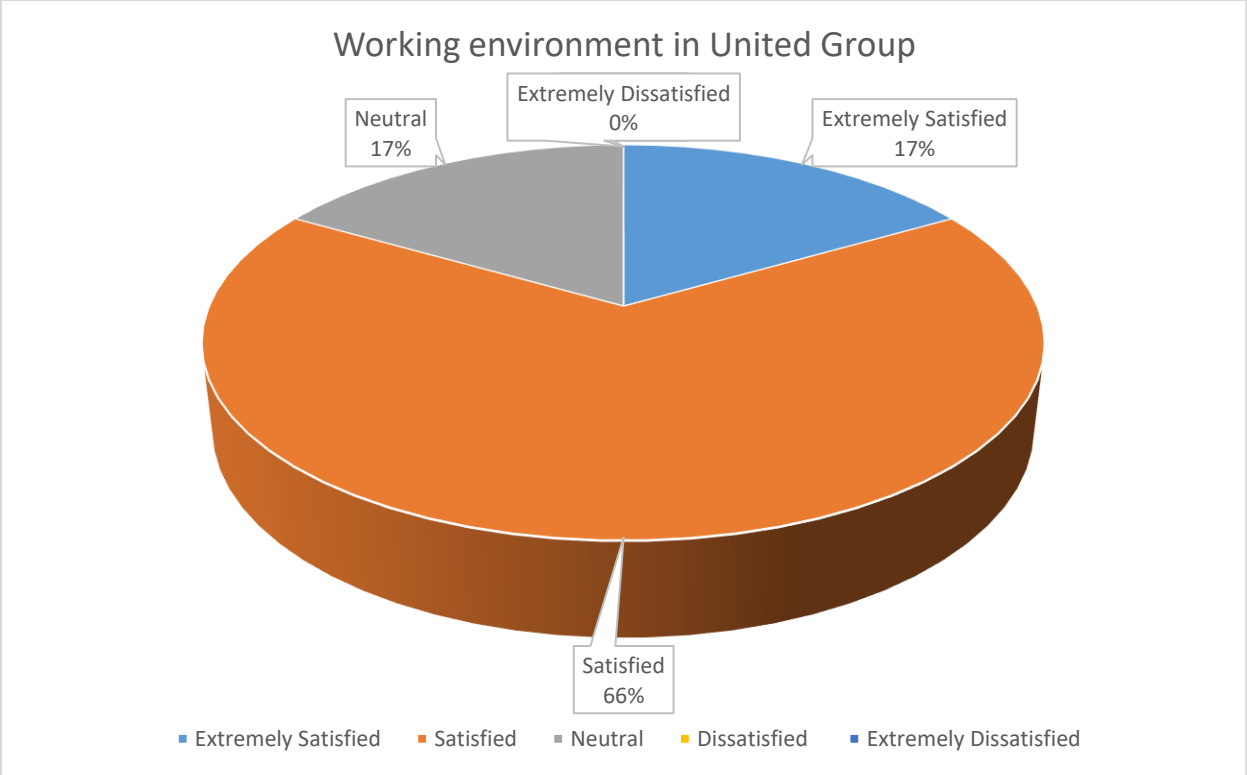
Respondents in %	17%	17%	66%
Number of Respondents	5	5	20

From this pie chart its presented that, people who gave me their responses, are majority of 20-25 years of ages. It is also observed that 17% of population contains ages 26-30 & other 17 % contains ages above 30 years. So in this regard, it is obvious that most people are 26-30 years aged.



Respondents in %	66%	17%	17%
Number of Respondents	20	5	5

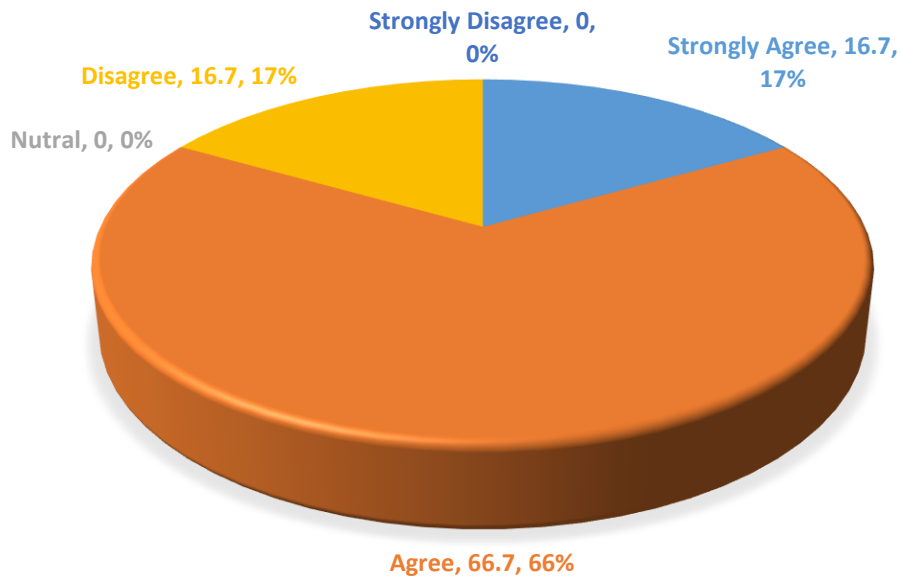
For the satisfactory performance, it is needed to provide employees with the resources properly. Indeed, is important as resources supplied to the employees with proper quantity increases productivity of the employees. This pie chart shows, 66% of the population I took responses from seem neutral while it was asked to them. So there is no extreme satisfaction or dissatisfaction about the resources which are available to them for performing their tasks.



Respondents in %	66%	17%	17%
Number of Respondents	20	5	5

It is clearly portrayed that, 66% of the respondents are contented with the workplace environment at United Group. There is no extreme dissatisfaction about the workplace issue. It is also noticeable that, some people stands at neutral and extremely satisfied arena. So it is a pleasant observation that, people who are currently providing services at united group are more and less having positive insights about the workplace.

UNITED GROUP GIVES IMPORTANCE ON TRAINING AND DEVELOPMENT?



Respondents in %	66%	17%	17%
Number of Respondents	20	5	5

From this survey it is clearly shown that, 66% of the respondents stands at neutral position while judging the work environment at United Group. 17% of the population whom I took survey from stands both at agree and disagree sections. So, lion's share of the people doesn't agree or disagree strongly which falls under neutral responses.

3.4 Summary and Conclusions:

One of the most critical elements in the HR department is HR operation. How the HR work process begins and how much commitment the HR team has to provide during recruiting and selection? How the CV can be compared to the job description? Comparing and comparing the CV with the work description and showing the contrast and why I do not consider the CVs for that job position. It is very much required to be an effective, relentless commitment and dedication of human resource management organizations. The job of HR managers has become even more difficult in today's ever changing business climate to compete in adverse conditions in both the international and local markets. Developing strategies in a complex situation involves critical consideration of the situation and strict adherence to the organization's core concept.

I have tried my best to classify United Group's HR operation in this study. What and how their workers are hired & picked. In this review, my gained experience from the HR course is inferred and I strive to comply with the company's techniques and systems. The government of Bangladesh should also be important and cooperative in order to help companies grow.

3.5 Recommendations:

The United Group is a corporation that is 40 years old and a very well-known organization in the country. It's growing day by day, so these new entry firms need to be concentrated so that their vision does not fail. The HR department sometimes lacks because of work pressure adding some qualified HR new employee can boost them up and help the HR department to reach its mission for the upcoming future. From my perspective there are some underlying measurements can be considered which are described below:

- The entire recruiting and selection process is truly lengthy, traditional and monotonous. They follow the manual method in this advance age in where everything is digitalized. It wastes time and money for this purpose. They should incorporate these functions under HRIS software. The workers' information can be updated by providing details online and the hustle of traditional file keeping and sorting phase can be removed.
- United Group has basic screening such as CVs & biodatas, telephone screening, job previews, references etc. They should incorporate position wise more specific tests for screening process like cognitive ability test, personality test, integrity & honesty test and others so organization can be benefited from the recruitment. Also some skill tests can be added to the screening procedure such as typing test, grammar & pronunciation test, mathematics, data entry, computer literacy etc. These may help to get the better knowledge about applicants which also ensure equal & fair opportunities for the applicants.
- Only in orientation can't cover all the information and important characteristics so they should also arrange a tour after orientation program so new recruits can get realistic and clear idea about top management and the organization as well.
- They have very limited vacancy posts in social media. As they are operating mostly as B2B, so they don't have specifically marketing practices like that but I think they should broaden their promotional & branding activities as it has become a large group of industry of Bangladesh right now which has started its B2C operations lately. They can do electronic marketing. For example, they can build a Facebook page that can provide numerous job offers. It is less costly, less time-consuming, and more effective.

- Since the young generation is actively engaged in social media, the flow of the new age also goes with it. Again, it will find more vitality as it participates more in these activities and new tactics.
- These surveys lead to understanding the organization's attitudes and viewpoints of workers. The Employee Climate Survey aims to strengthen the organization's working environment by recognizing current issues and offering solutions to known problems. It takes into account the happiness and frustration of workers and areas that need enhancement.
- United Group has plenty of provision for improvement in Strategic HR Preparation. To avoid employee shortages or overstaffing, they should perform demand forecasting.
- This can be conducted annually or at least every two years to ensure that their performance fits current trends in the industry. This is key in hiring the right kind of individuals for the right work.
- They should more work on incentive planning for their regular employees and reward or promotion system should be updated and effective so the productivity of the employees get richer with time.

3.7 References:

<http://www.united.com.bd/>

<https://www.aafp.org/fpm/2003/0300/p43.html>- performance evaluation system

[http://apptitive.com/projects/web/unitedgroup_live/research-investor/corporate-brochure-1/ united-group](http://apptitive.com/projects/web/unitedgroup_live/research-investor/corporate-brochure-1/united-group)

Company Policy & Procedure

Text Books: Fundamental of Human Resource Management by S. P. Robbins, David A.

DeCenzo

United Group Annual Report

United Group HR Team

- ✓ **Mrs. Farhana Afreen Mahmood, General Manager & Head of HR**
- ✓ **Md. Rasel Kabir, Manager-HR**
- ✓ **Md. Rasel Hossen, Assistant Manager-HR**
- ✓ **Md. Hasibur Rahman, Assistant Manager-HR**
- ✓ **Ms. Tahsin Nabila, Senior Executive-HR**
- ✓ **Mr. Kazi Zakirul Huq, Executive-HR**

Appendix:

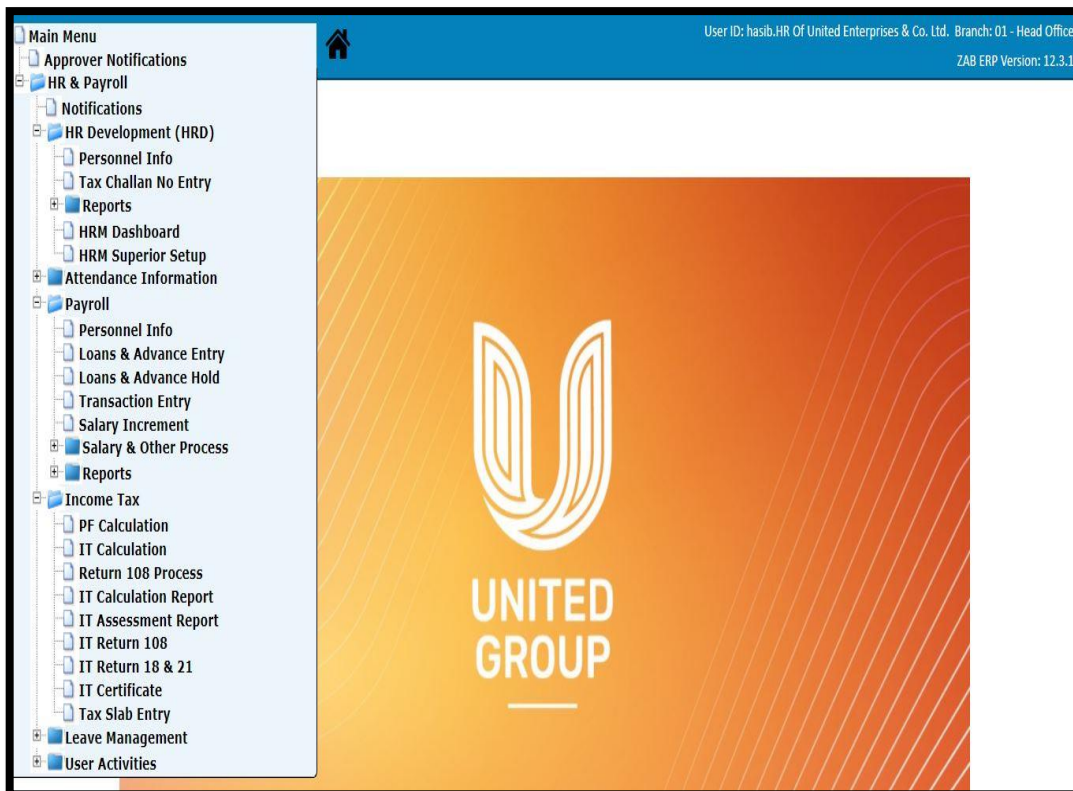


Photo-1 & 2: HRIS Software ZAB

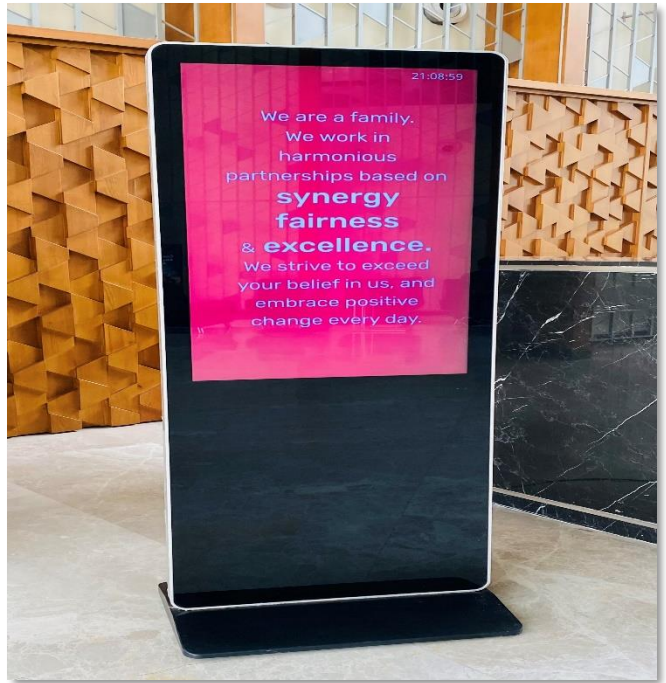


Photo-3: Motto

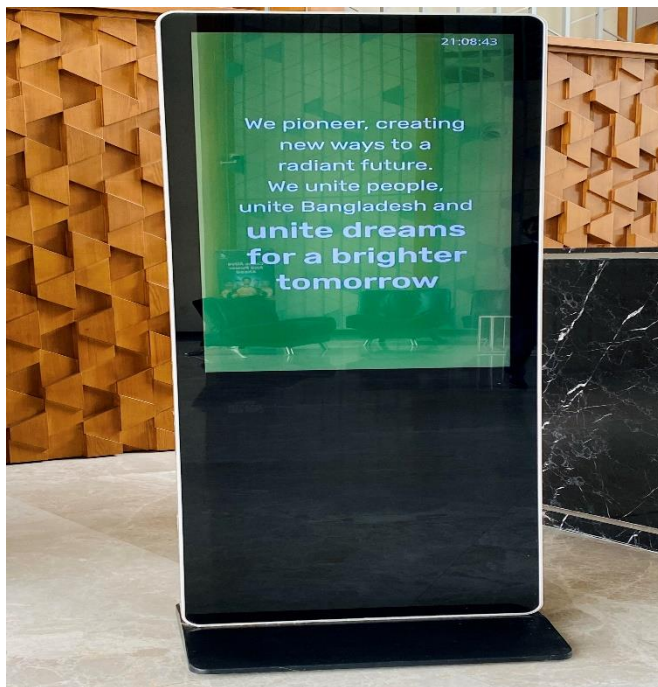


Photo-4: Corporate Theme



Photo-5: Personal Files Database



Photo-6: Corporate Branding & Marketing Banners



Photo-7: Corporate HR Team:



Photo-8: Corporate HR Team:

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Photo-9: E-Training Sponsored by 10 Minute School

*** Thank you ***