

Report On

“Challenges Concord Group of Companies might face while switching from centralized HRM to decentralized one”.

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelor of Business Administration

BRAC Business School

BRAC University

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Declaration

It is hereby declared that

1. The internship report submitted is my 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 any material submitted for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Sumaia Rashid

18104170

Supervisor's Full Name & Signature:

Mohammad Atiqul Basher

Lecturer, BRAC Business School

BRAC University

Letters of Transmittal

Mohammad Atiqul Basher

Lecturer

BRAC Business School

BRAC University

66, Mohakhali, Dhaka – 1212

Subject: Submission of Internship report.

Dear Sir,

This is my pleasure to submit my internship report on “Challenges Concord Group of Companies might face if they switch from centralized HRM to decentralized one”.

This report is a summary of the lessons I learned and the experiences I had throughout my three-month internship. This report is a reflection of the knowledge I've gained and the experiences I've had throughout the course of my three-month internship. I have tried my best to finish my report as meaningfully, cohesively, and comprehensively as I could, with the essential information and recommendations. I hope you find this report to be insightful and reliable.

I want to express my gratitude for all of your support and guidance.

Sincerely yours,

Sumaia Rashid

18104170

BRAC Business School

BRAC University

Non – Disclosure Agreement

This agreement is established and entered into by and between Concord Group of Companies and signatory BRAC University student named Sumaia Rashid for the commitment of avoiding the unauthorized disclosure of confidential information of the organization.

Acknowledgement

I want to start by expressing my sincere gratitude to the Almighty Allah for granting me the ability to complete this report on time.

My heartfelt gratitude to my academic supervisor Mohammad Atiqul Basher and my co-supervisor Jubairul Islam Shawon for their support and advice. Without their guidance it was not possible to complete this report properly.

I am also thankful to my on-site supervisor- Ruma Yeasmin (Assistant Manager- Human Resource Department) at Concord Group of Companies for providing me all the necessary information that I needed to complete this report.

I am also grateful to Sadia Afrin (Senior Executive – HRD), Lutfun Nahar Monika (Executive – HRD) for their support and assistance.

Last but not the least, I'd want to sincerely thank every senior colleague, Rawnak Tasnim (Executive – HRD), Ruhana Sultana Chowdhury (Executive- HRD), Nourin Nazir (Senior Executive – HRD) and other people in the Human Resource Department for supporting me throughout my internship period.

Executive summary

My work experience at the Concord Group of Companies served as the foundation for the preparation of this report. Through this internship program I have gained knowledge about the companies of Concord Group and about the companies' methods for recruitment and selection of employees.

One of Bangladesh's largest and most prosperous companies is Concord. It was founded in 1972 as a small engineering and construction company. It has grown its business outside real estate during the last 50 years.

It has established itself as a successful organization since its founding, and that success has led it to other areas, such the entertainment sector, an advertising firm, Clothing Industries, etc. It's difficult to run such a vast organization, especially if it is one of Bangladesh's top organizations. With the help of its' effective HR department and a very well-structured Admin department Concord is successfully managing all the challenges. Together, HRD and administration manage the huge number of employees that Concord has. Administration primarily focuses on strict policies, and HRD is in responsible for putting those rules into practice. Concord established its HRD in such a way that from hiring to resignation, it provides solutions to any issue that an employee can have, including retirement during his or her service time in the company. The current HR system of the company is centralized. It has one human resource department for all the business units which is located at the head office of Concord Group.

I have observed both strong and weak aspects of human recourse from my overall research and the time I spent doing my internship. Lack of personnel in the HR department, time consumption, lack of comfortable workspace all these factors have an impact on how well employees perform. There are also some positive findings. For instance, HRD is very aware and alert while choosing candidates, and the process is highly transparent so that they can select from the applications the best ones.

As a centralized HR system there are many positive sides along with some obstacles. A company can choose to centralized or decentralized its' HR system based on proper evaluation of both systems. If Concord Group moves to decentralization, it may face some challenges which need to

be identified and evaluated before taking the action. The main focus of this report is to identify those challenges that the company might face if it switches to decentralization of human resource department.

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CHAPTER – 1 (Overview of Internship)

1.1 Information of the student

Name: Sumaia Rashid

ID: 18104170

Program: Bachelor of Business Admission

Major: Human Resource Management

Minor: Computer Information System

1.2 Internship Information

1.2.1 Period, Company, Department, Address

Period: 3 Months (16 May – 16 August)

Company Name: Concord Group of Companies

Department: Human Resource Management

Address: Concord Center, Gulshan 2

1.2.2 Internship Company Supervisor's Information

Name: Ruma Yeasmin

Position: Assistant Manager – HRD, Concord Group of Companies

1.2.3 My recruitment

After giving an initial interview at the Head Office of Concord Group I was selected for the final interview. Based on the evaluation of the two interviews the company selected me for its' Talent Acquisition Team of the Human Resource Department. Concord has Talent Acquisition, Talent Management and Talent Engagement team in its' Human Resource Department. I got the opportunity to do my internship in the Talent Acquisition team.

1.2.4 Job Description

In order to succeed in this position, one needs to be able to work long hours and should have sound knowledge on computer and Microsoft Office. Moreover, one must have good communication skill in both Bangla and English for this job. The working hour of the office is from 9:30 AM to 5:30 AM. Under strict supervision the selected candidate has to perform the tasks mentioned below:

- CV screening is one of the main jobs of the intern. He or She needs to find out the qualified candidates based on requirements from the CVs that the company will receive for any position.
- After CV sorting the intern need to schedule the interview. He or she will allocate time for each candidate following the direction of the supervisor.
- Confirming candidate's attendance in the interview is another task for the intern. He or she needs to communicate with the candidates and confirm that weather they will attend the interview or not.
- The intern will update the database regularly.
- He or she will prepare documents, such as, approval letter, offer letter, appointment letter.

1.3 Internship Outcomes

1.3.1 Contribution of the student

During my three months internship period I have performed different administrative tasks which I am broadly explaining below.

CV sorting: As an intern of the HR, I was involved in the recruitment and selection process. The first and essential task is to screen the CVs and sort them on the basis of the position's requirements. This process helps to find the best matches for the position. I sorted CV of various positions, such as, executive- purchase, junior programmer- MIS, Assistant Manager- Visualizer and many more.

Communicating with the candidates: One of my major responsibilities was to communicate with the candidates regarding interview schedule, selection, asking to attend the next process, collecting information for official purpose etc.

Assisting in the interviews and exam process: I helped in the interview process by making files of the candidate's CV and making interview schedules for the panel. Also, I assisted the HR team in evaluating the exam papers.

Official Documents creating: I had prepared several official documents of the candidates who have been selected for different positions and the company offered them to join. For example, Approval, appointment letter, offer letter.

Database updating: Updating the database that the HR department uses for various purposes was one of my tasks. For instance, updating the recruitment states, appointment reference file, manpower requirement vs hired status etc.

Assisting my co-worker: During my internship, I assisted my senior co-workers in their daily tasks. For example, scanning documents, printing, making organogram of the departments, file management, reference verification of the selected candidates.

1.3.2 Benefit to the student

The most important lessons I have for my future career are from my three months internship at Concord Group of Companies. My experience of working for one of the Bangladesh's top conglomerates has taught me a lot. My most significant lesson came from experiencing a huge company's operations and working environment. This experience will help to enhance my ability to adopt various work cultures. Doing my internship in Concord Group has been remarkable for me because I was considered like a regular employee and required to follow all the rules that are applied to other regular employees. I believe, this experience has helped me to improve my professionalism.

However, during completing the tasks, I had made some mistakes but with the proper guidance of my seniors I have identified my shortcomings and improved myself. Internship in the HR department specially helped me a lot to improve my communication skill, which will benefit me in future. Due to the constant workload, HR professionals are under a lot of pressure to complete their tasks on time. I also worked on improving my capability to work under pressure.

I was assigned as an intern of the recruitment and selection process, but, I also got the opportunity to learn about other functions of the HR, such as, joining process, conducting training programs.

My supervisor and co-workers always motivated me to learn different functions of HR and I got proper appreciation for completing every task.

1.3.3. Challenges faced by the student during the internship

It's inevitable that new experience may present some obstacles along with valuable lessons. But in the end how we overcome those challenges that counts. I faced some difficulties at the beginning of my internship though the work environment was very healthy.

As Concord is a group of companies, at the beginning it was very tough for me to remember all the company's names and differences from one another. But gradually I was able to overcome this obstacle. Despite the fact that everyone was very friendly in the workplace, communication was a challenge for me. As everyone was senior than me and it was my first experience of a

working culture, I was somewhat hesitant to ask them questions. With the care of my co-workers I was able to improve my communication skill very quickly.

Otherwise, Concord Group was a remarkable and wonderful experience for me. With the support of my seniors I have improved myself by overcoming the difficulties.

1.3.4 Recommendations

I truly enjoyed the work environment at Concord Group of Companies and specially I liked how they treated the interns. They always motivated us to learn and considered us as a part of the organization.

However, I would like to suggest some changes which will make the company more valuable to its' interns. As a top conglomerate of the company, Concord's business is very vast and diversified. It is difficult for a fresher to understand the operation of the company. Concord should give a briefing about its' companies at the beginning of internship period.

Also, as an intern of the talent acquisition team of the HR department, my work involved the recruitment and selection process only. However, HRD is in charge of a huge number of critical duties. They should give more scope to learn about different roles and duties of HRD. If the interns get the opportunity to learn about other activities of HRD, it will enhance their experience.

CHAPTER – 02 (Company Overview)

2.1 Introduction

In order to graduate from BRAC University, I must do a three-month internship. I was given the chance to complete my internship in the human resources department of Concord Group of Companies. I gained knowledge of the company's human resource procedures throughout my internship. Additionally, I learnt different departments of the company.

I have prepared my report using the knowledge and experience I received throughout my three-month internship.

2.1.1 Primary Objective

The primary objective of this report is to fulfill the criteria of the internship course by doing a report on the challenges Concord Group of Companies might face while switching from centralized HRM to decentralized one with the help of my knowledge about HRM that I have acquired from my academic courses. The purpose of the report is to know about the Human Resource Management of the organization and find out the challenges of decentralization of HR department.

2.1.2 Secondary Objectives

- To understand the human resource practices of the organization.
- To collect information about the challenges they might face in decentralized HRM.
- To find out opportunities that can enhance the effectiveness of the process.

2.1.3 Limitations

My major drawback is the internship's shorter duration since I won't have enough time to explore all of the department's activities. Day by day every sector is expanding, and its functions are also growing to keep up with the demands of the market.

The HR process cannot be fully understood in three months. I was only able to focus on the hiring and selection process. Instead of participating in the different procedures, I had to learn about them through one-on-one conversations.

Another obstacle to the report was information confidentiality. Moreover, there was very few information about the company on internet.

2.2 Company Overview

2.2.1 Background of the Company

The largest real estate, engineering, and construction business in Bangladesh were established by Concord Group, a conglomerate from Bangladesh. The Concord group is ever-changing. To succeed in the highly competitive business world of today it is crucial to be adaptive, active, and able to pursue new opportunities in business. Since its founding in 1973 by S.M. Kamaluddin, Concord Group has continued to develop its strengths in the industries that served as its pillars: engineering and construction.

Concord has developed over time into one of Bangladesh's major construction and entertainment conglomerates. Their expertise and commitment to quality are well known, and they have won some of the most prestigious and technically difficult projects in Bangladesh.

More than 1,000 important, technically difficult construction projects have been completed by Concord Group in Bangladesh and overseas. Concord has established a very high standard for itself in the building and engineering industries. It is a well-known fact that the Concord Group is the first in our country at several things, whether it is utilizing the most recent technology, making use of ecologically friendly building materials, or creating something in Bangladesh that never been built before.

Concord has a number of first in Bangladesh:

- Concord was the first developer to adopt environment friendly building materials. Since 1998, Concord Blocks have been used in place of kiln-baked clay blocks.
- Concord was the first organization to complete a project with three basements (Shilpa Bank).
- Top Down construction was initially introduced and used in a project by Concord (World Trade Center).
- The first satellite township has been established by Concord in Bangladesh.
- In the past ten years, Concord has built seven theme parks of international standing in Bangladesh.
- The only gated, landscaped luxury villa complex in the nation has been established by Concord at Ashullia.

- In Bangladesh Ready-Mix concrete was first made commercially available by Concord.
- Concord built the first rotating restaurant in the nation in Chittagong (height: 71 meters).
- RCBM, or reinforced concrete Block Masonry technology was introduced by Concord.

2.2.2 Overview of the companies of Concord

Engineering & Construction: Concord is the top engineering and construction company in Bangladesh, and it has worked on some of the most renowned and technically difficult projects in the nation.

Residential and Commercial Real Estate Development: In terms of real estate development, Concord is the industry leader. They are active in every market segment. Additionally, Concord has worked on several eye-catching commercial projects.

City & Township Projects: Developing high-risk residential cities (such as the Lake City project); creating townships and satellite cities with all the amenities and infrastructure needed; developing land projects; and developing gated luxury villa projects.

Manufacture of Construction Materials: Construction material production: Concord has a terrazzo tile factory, 4 block plants that produce concrete products and 5 ready-mix concrete plants. Furthermore, a factory that manufactures furniture.

Architectural, Engineering, and Interior Design Service: Concord has a section for interior design in addition to a highly capable division for architectural and engineering design.

Tourism, Entertainment & Hospitality: In 2002, Concord established Fantasy Kingdom. There is no other theme park of this caliber in Bangladesh. Since then, Concord has built 7 such facilities as well as 2 all-inclusive resort hotels in Chittagong and Dhaka.

2.2.3 Featured Projects

- National Monument
- Hazrat Shahjalal International Airport
- Fantasy Kingdom

- Lake City Concord
- Janata Bank Head Office
- Police Plaza Concord
- SingTel Tower, Singapore

2.2.4 Mission

- Transforming the skyline of the country.
- Introducing innovative real estate and construction goods.
- Offering comprehensive and effective construction and engineering solution to accommodate the need of amusement of the people of Bangladesh.

2.2.5 Vision

The vision of Concord Group is to improve the quality of life of the people of Bangladesh.

2.2.6 Values & Principles

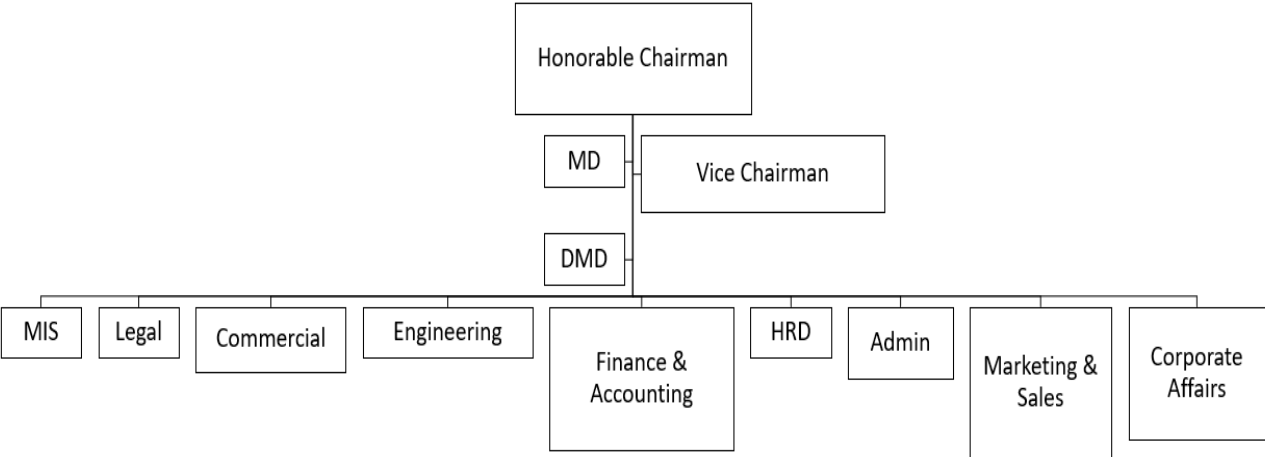
Consumer, employee, and societal wellbeing are the three cornerstones of Concord Group of Company's values and principles. The Concord Group is of the belief that it is their responsibility to be concerned about and promote the wellbeing of society. Despite being a commercial corporation, it does not have the sole purpose of generating profit. All of its efforts are directed toward fulfilling its social responsibility. Concord Group strives to uphold a sense of responsibility for its consumers, staff, and society. The company's guiding beliefs and principles are reflected in how it runs on a daily basis.

2.2.7 Plants of Concord Group

Concord Group is always concern about their quality. In terms of producing products, along with expending their capacity, Concord Group tries to enhance their innovativeness. For their

construction and ready-mix products they concentrated fully on research and development and tries to be updated and environment friendly. Concord has 5 ready-mix concrete batching plants, a tiles manufacturing plants, 4 block plants for manufacturing concrete products and a furniture manufacturing plant. Concord has high-quality technology and machineries for maintaining the quality of products. During production processes GMP of production is maintained strictly.

2.2.8 Company’s Organogram



2.3 Management Practices

2.3.1 Leadership Style

A company's motivation and employee contribution levels are directly impacted by a leader's leadership style. Additionally, the degree of transparency in every decision can be influenced by leadership style. Participative leadership is the preferred style of management at Concord Group

of Companies. Every concerned employee was involved in the decision-making process. As a result, employees are motivated because they believe their input is valuable to the organization. The level of transparency is strong for each relevant party's participation, which lowers the probability of internal conflict.

I've observed in the HR department that the department head schedules meeting with his team before making any significant decision.

2.3.2 Training and Development

The majority of businesses provide employees with training and development opportunities to improve their performance and inspire them. A worker does several tasks during their employment while also building up new competencies.

Because of this, Concord Group provides its workers with a variety of training and development options based on their individual needs and positions. The following are some of the most notable training and development programs:

Field training: This sort of training is primarily provided to individuals who are involved in sales activities because they are the field force and operate directly in the markets. A field training is provided by the company when this type of person is employed. After the training, their manager assesses their performance.

On-the-job training: Every employee has a probationary term that lasts for six months after joining the company. An employee gains knowledge about the job and responsibilities throughout this time. Senior managers also assign certain tasks that are relevant to the job. Under the proper supervision of a supervisor, an employee is considered as a trainee. An employee receives employment confirmation based on how well they perform during the probationary phase.

Managerial Training: Concord also offers managerial training for its employees so that they may grow personally, which in turn can help the business as a whole. The majority of Concord's

managerial trainings are provided in its training center at Gulshan. An average of 25 people participates in each training session. Concord Group encourages employee engagement by allowing each individual to select the training session they would want to attend.

2.3.3 Compensation & Benefits

Whenever there is a human resources department in an organization, it is their responsibility to create a compensation package and benefits that will both attract top talent and encourage current employees to perform better. There is a defined basic salary structure with additional benefits at Concord Group of Companies.

Compensation:

Basic Payment: Concord Group has a salary range for each position, and depending on a candidate's experience and credentials, Concord will offer him a salary that is appropriate for the position. The company's base pay falls short of expectations.

Bonus: Concord Group employees are also entitled for two festival bonuses, just as the majority of the organization.

Benefits:

Transportation: Concord offers transportation services to all workers. It has its own buses that are spread throughout the metropolitan area of Dhaka. Furthermore, Concord offers higher-ranking official's personal cars.

Earn leave: Every employee is entitled to a certain amount of leave, which they can utilize as needed. If they don't require such leaves, they can get the same amount of money set aside for the leaves during their separation or retirement. However, a specific number of earned leave days will be subtracted each year if they aren't used, and the rest will be added for financial compensation.

Sick Leave and Casual Leave: Concord group also provides a certain number of sick leave and casual leave.

Other benefits: In addition to the ones mentioned above, Concord provides its employees with a few further benefits. If an employee needs to stay in the hospital, Ibne Sina hospital offers a particular proportion off. Additionally, employees receive a discount at Lavender Department Store. Considering the position employees get a sim card and official mobile phone. Additionally, gratuity is listed among Concord's benefits.

2.2.4 Marketing Practices of Concord Group

Being one of the largest conglomerates, Concord Group has its separate marketing strategy for its business units. As a group of companies, it focuses on quality and through its promotional activities it tries to uphold its commitment towards quality. For promoting and marketing purpose almost all the business units of Concord Group uses social media marketing.

Concord Ready-Mix & Concrete products Ltd. has recently achieved national award for its contribution to the environment. “Committed to the Environment” is its motto and the company puts its effort to position its products as environment friendly. For ready-mix and concrete products concord mostly uses digital marketing for promotion.

Concord Entertainment Company Ltd. always has the greatest position in the market for maintaining its standard and quality rigorously. This company uses six components to promote its business. Digital Marketing, Direct Marketing, Advertisement, Sales Promotion, Personal Selling and Public Relation are the components used by the company. Though the company mainly focuses on digital marketing and sales promotion but all other components are also used by company.

For marketing strategy Concord Group always tries to be updated and innovative. By observing the current market trend Concord quickly moved to digital media from print media for promoting its business.

2.3.5 Information Management System

The effective management of data and information can result in a competitive edge in this era of information and technology. Every department must keep data or information and quickly access it in order to make sound decisions. At the headquarter, Concord has an Information Management Department that oversees all activities related to information management. Particularly, HR professionals deal with information in regards to employees, and they urgently need information to process further procedures. To properly manage the information, Concord Group has its own HRIS, or human resource information system. Employees in the HR department use the HRIS for a variety of objectives.

Among them are:

- 1) A LAN connection has been installed for internal communication.
- 2) Automated software is used to monitor staff attendance. The software instantly transfers the timing with the employee's information to the software after employees scan their identity cards. HR officials can get the information from the software.
- 3) Concord uses its HRIS to record all essential employee data, including position, joining date, basic information, company, and wage unit.
- 4) The HRIS also contains information regarding projects and plants in addition to official data. like the project's fundamental facts.
- 5) Employees use connected emails to communicate information.
- 6) Workers are told to regularly update the database. Information about the status of recruitment should be updated timely.

2.3.6 Recruitment and Selection Process

The performance of a company can be improved by choosing the appropriate applicant for the right position. Because of this, one of the most important tasks performed by the Concord Group

of Companies is recruitment and selection. Finding the right person is the HR department's responsibility.

Employees in Concord can be divided into two categories: management employees and non-management employees. Offers given to the employees are for:

- Permanent Employment: This Type of employment is offered to those who has been chosen on a permanent basis.
- Apprentice: For completing an apprenticeship company offer this type of employment and offer them an allowance.
- Casual: A job that is casual in nature.
- Temporary Employment: This type of employment is offered when company needs employee for a job which is temporary in nature.

Recruitment and selection are long processes that involves several steps that starts with analyzing the job requirements and ends with appointment of the employee. The recruitment process involves:

- Analyzing job requirement
- Advertising the vacancy
- Attracting candidates to apply for the job
- Managing response
- Scrutiny of applications
- Shortlisting candidates

After attracting candidates, Concord selects a fix number of candidates from the large number of applicants. From here the selection process starts which involves:

- Screening
- Eliminating unsuitable candidates
- Initial interview
- Practical test (For some position)
- Final interview

- Selection based on evaluation
- Reference checking

2.3.7 SWOT Analysis of Concord Group

SWOT signifies Strengths, Weaknesses, Opportunities, and Threats. SWOT analysis is used to pinpoint an organization's strong and weak points, as well as the main opportunities and dangers the business can take advantage of. The Concord Group of Companies' SWOT analysis is shown below:

Strength: The company's brand value is its greatest asset. It is among the top real estate and construction firms in Bangladesh and is one of the nation's oldest businesses. Concord is well known to everyone in this country because it has numerous "firsts" there.

Concord's ability to use the profit from one business unit in another business, if required, is a huge benefit of being a group of companies. Concord Group continually introduces new products and has substantial investment capital. Another benefit is that because conglomerates must incur substantial costs and adhere to strict entrance regulations, the threat of new competitors is minimal. Moreover, concord has experienced workforce. As concord is operating in the market since a long time, it has trained up its' employees for the current market.

Weakness: Its pay scale, which offers a very low compensation compared to other competitors in the current market, is one of its biggest weaknesses. The company's decision-making autocracy is another issue. Additionally, Concord has a centralized management structure for all of its business divisions, which can occasionally result in lengthy decision-making processes. For instance, the head office hires candidates for every business unit. Because of this, it can be challenging to fill a position immediately with a candidate. The company's minimal promotional effort is another flaw. Although it now largely relies on Facebook marketing, it is insufficient for reaching the target market.

Opportunity: Bangladesh's real estate market is booming. Employees of the government are eligible for house loans up to TK 70–75 lakh. The growth of the land and flat business has been significantly influenced by this facility. Additionally, the government's announcement of the approval of non-tax income investments has been crucial in this regard. Moreover, if the current inflation rate persisted, many people will prefer to buy apartments than saving their money in the bank. People these days want eco-friendly products, and the challenging environmental scenario presents opportunities for Concord Group's ready-mix products since it provides eco-friendly goods. Concord can produce more environment friendly products and engage in more advertising campaigns for them. Additionally, there is possibilities for the introduction of smart villages in rural areas. Bangladesh's rural areas still need more development. For the rural residents, Concord can construct well-planned small villages that take into account both their needs and the environment.

Threat: Many competitors in the market today pay better salaries than Concord, and many experienced employees are moving to those companies as a result. It represents a significant challenge to the company. In this competitive industry, it is impossible to succeed without skilled staff. Moreover, Concord's reputation may suffer as a result of the low pay scale. The current state of the economy can also pose a threat to the company. If the nation's economy continues to deteriorate and the rate of inflation rises, costs for the business will be high and there will be fewer clients than there are now. If the economy worsens, particularly the entertainment industry will be hit hard.

Chapter – 3

“Challenges Concord Group of Companies might face while switching from centralized HRM to decentralized one.”

3.1 Introduction

The world is getting more competitive and the success of a company depends largely on its' ability to adopt new changes along with its' strategies. Concord group is always concern about its' managerial practices and continuously focuses on improving the managerial aspects One of the key managerial priorities for the organization is human resource management. The Concord group has a central HR department that manages all of the HRM tasks for all of the Concord business units. As a group of companies, the business area is very vast including construction, ready mix products, Entertainment (Fantasy Kingdom, Foy's lake), Education (Lake city Concord School), Interior and so on. All the HR activities of the companies are done by one HR department. HR department of Concord Group includes three teams: Talent Acquisition, Talent Management and Talent Engagement. Each team is assigned with specific functions of HR.

A centralized human resources department has both advantages and drawbacks. I had the opportunity to observe the difficulties that the HR team is having as a result of the centralized system throughout my internship period. Though it is challenging to handle the centralized HRD but before moving to decentralization the company should consider all the pros and cons. The development of a sound business plan is crucial to a company's sustainability. The strategy adopted by your rivals may not necessarily be the right one for your business.

Decentralizing the management of Concord Group's human resources will undoubtedly have certain advantages, but it's still important to consider the drawbacks. The difficulties the business may have if it switches to a decentralized method of human resources management will be the main topic of this chapter.

3.1.2 Origin of the Report

This three-month internship program is a requirement for BRAC University students in order to get their certified graduation. The grade on the following report is equal to a four-credit course. So, in order to satisfy the BRAC Business School's requirement, this report must be finished. The internship program's major goal is to expose students to business culture and have real life working experience. Some of the major purpose of this internship report are:

- Fulfilling the requirement of BRAC Business School
- Have the experience of working in a corporate culture
- Applying the theoretical knowledge of the academic courses in real workplace

3.1.3 Statement of the problem

Concord Group of Companies followed a centralized approach for its' human resource department. It has a unified HRD in its' head office for all business units. While doing my internship in Concord Group, I found that the HR employees faces some challenges in the centralized system. For overcoming the challenges of a centralized system some companies prefer decentralization of HRD for all business units. But, sustainability and success depend largely on the proper evaluation of a plan before taking final action. Though decentralization of HRD can give some solution but it also brings some challenges which every company is not able to handle properly. It could be problematic to decentralized HRD without identifying the challenges and finding solutions for those.

3.1.4 Significance of the issue

The report will help readers to understand the downsides of a decentralized Human Resource System. The findings will point out the major difficulties that employees might have as a result of the decentralized human resource system. The findings and recommendations will help the organizations who are following a decentralized system or planning to go for decentralization.

3.1.5 Literature Review

Over the last decade, many HR departments have changed their HR structures. Increased dissatisfaction with HR's involvement, corporate strategy changes, and economic downturns have driven executives to explore better effective HR function designs that enable more precise measurements of the results, decrease cost by enhancing the flexibility and productivity of HR (Holly, 2009). It is possible to centralize or decentralize the human resource management based on the need of the organization.

In a centralized HR system there is a strong corporate HR office that acts as a central authority for decision-making and serves HR functions throughout the organization (SHRM, 2016). Standardized HR procedures encourage more fair employee treatment (such as equal compensation for equal work) and consistency in the provision of HR services (Selden, Ingraham, & Jacobson, 2001). The goal of centralized human resources recruiting, which is related to centralized human resources management, has been to address the issue of nepotism in the hiring process, provide equitable opportunity, and make it easier to find qualified candidates to fill positions in decentralized units (Berman et al. 2012 cited in Njovu, 2013). In reality, there are several issues and problems with centralized HR systems. For instance, centralized systems usually receive criticism for being inflexible, complicated, slow, and unresponsive (Coggburn, 2005). Central HR processes are criticized for their ineffectual and time-consuming nature: by the time the central office makes job offers, the most qualified candidates have already accepted other positions (Kettl, Ingraham, Sanders, & Horner, 1996).

Due to these disadvantages some organization may prefer decentralized HR system. It refers independent HR departments situated in distinct business units that operate and make decisions mostly independently of the different units (SHRM, 2016). Decentralized recruitment and selection practice is less time consuming. As it offers manager the ability to tailor the HR programs to meet the specific needs of the organization, decentralized HR is more effective and responsive. This flexibility is an integral component of "strategic HR" (Perry & Mesch, 1997 cited in Coggburn, 2005).

However, decentralized HR structures are plagued by lesser economies of scale, higher transaction costs, and inconsistent standards of HR practices, which frequently result in

redundant activities inside HR departments (Holly, 2009). Compared to centralized system, decentralized HR systems are more vulnerable to political exploitation, mainly when it is accompanied by HR deregulation (Thompson, 1994). Fairness and consistency in HR decision making are essential which may be jeopardize in decentralized system (Kellough, 1998). Moreover, the assumption that underlie the move toward decentralization may be more alarming. When decentralization occurs, there can be lack of expertise as the function specialists (Staffing Specialist, Compensation Specialist etc.) may not have the general HR knowledge that is required for their new role (Coggburn, 2005).

3.2 Methodology

I have used qualitative research methodology for this research. Qualitative research refers to collecting and analyzing non-numerical data that could be textual data or spoken words. For my research I have used interview data. It was a face to face interview with the participants. The pattern of the interview was semi-structured. There were a few prepared questions along with the flexibility to follow a free-flowing format.

Sampling Design: For this research I have used judgement sampling or purposive sampling which is a type of non-probability sampling. I have selected those employees who are working in the HR department of Concord for a long time. Moreover, as concord has three teams in the HR department which are assigned with specific tasks, I have selected the most experienced persons from each team. From my view, people who have more experience can give the most reliable answer.

Sample size: Sample size of this research is four people who have been selected from the HR department based on judgement sampling.

Data Analysis method: From the methods of qualitative data analysis, I have used thematic data analysis method. This technique is appropriate for analyzing set of texts, such as interview data. Based on the suggestion of researchers, thematic analysis is appropriate for new qualitative researchers (Braun & Clark, 2006) (Baron & Clark, 2012). Thematic analysis is one of the easier

qualitative research methods to understand and use when compared to many others (Kiger & Varpio, 2020). It does not require the application of theory to guide analysis and there are enough published demonstrations about the use of this methods (King, 2004).

I have examined my interview data and highlighted important sections and coded that sections. From the codes I have developed common themes which were coming repeatedly from the participants during the interviews. After that I have analyzed my findings based on the themes.

Tools used: For doing the thematic analysis I have used Microsoft Word to code my interview data and Microsoft Excel to filter my data.

3.4 Findings and analysis

3.4.1 Findings

The first step of thematic analysis is to familiarizing with the entire dataset by reading the data repeatedly and actively (Braun & Clark, 2006). I have presented my interview data in the appendix 01. Then I have highlighted important parts of data and generated my codes for the highlighted parts. which is represented in the appendix 02. A code is the most basic element of the raw data that can be analyzed in a meaningful manner with reference to the phenomenon (Boyatzis, 1998).

From the codes I have developed my themes. Related codes fall under one theme. Themes are not automatically drawn from the data, but rather are created by the researcher through combing, contrasting the relationship between the codes (Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2017).

The table below shows my themes and the codes for each theme. Using excel I have found out how many times did each theme come up during the interview. In the appendix I have attached the findings using excel.

Serial	Themes	How many times mentioned (During the interviews)	Codes
1	Financial challenge	07	Cost increase
			Huge initial investment
			Separate budget allocation
2	Structural problem	14	Inconsistency in standard
			New reporting relationship
			New roles and duties
			Restructuring the department
			Structuring new departments
			Time consuming process
3	Lack of expertise	08	Job switching
			Lack of expertise
4	Lack of transparency	08	Lack of transparency
			Nepotism will increase
5	Uncertainty	02	Job insecurity
6	Emotional break down	02	Emotional break down
7	Violation of confidentiality	3	Violation of confidentiality

3.4.2 Analyzing the findings

1) Financial Challenge: If a company moves towards decentralization of HR system, it needs to invest a lot on structuring new departments, recruiting new HR experts, designing new processes. Moreover, now for the centralized HR, company can allocate one single budget for the HR department which is not possible in decentralization. Then company needs to allocate separate monthly budget for all the departments. Monthly maintenance cost will increase. Decentralized HR structures are plagued by lesser economies of scale, higher transaction costs (Holly, 2009).

During the interviews all the participants mentioned that financial challenge will be the biggest challenge for Concord group while decentralizing the HR. All the financial challenges were mentioned seven times during the interviews as the biggest challenge. One participant said that the current centralized system is beneficial in terms of cost cutting, but decentralization can be too much costly for the company. One senior executive claimed that it will not be a wise decision to move to decentralization as the current centralized system is capable to maintain all the HR functions properly and it is quite effective in terms of cost cutting.

2) Structural problems: For decentralization, Concord will need to restructure the current HR department along with structuring new ones. It is a quite complicated process and also time consuming. The success of the departments largely depends on the proper structuring and restructuring. There will be new reporting relationships for all the companies. Working process will be different from the current process. The current process includes all companies of concord. In decentralization, Concord has to create new processes and formats considering one company. There will be changes in the roles and duties of the employees. As decentralization will decrease the work load on the current team, there will be new roles and duties for them. Company needs to plan new roles and duties for the current employees. One participant said that now she only works on the joining process. But in decentralization the number of new joiners will be less and the company may assign her new duties.

If there is changes in roles and duties then the employees may need time to learn new tasks. Initially it will affect the performance. If Concord group decentralizes its' HR system, then the standard of the departments may vary from company to company. In the centralized HR

department, there is one standard for all the business units, but in decentralization it is difficult to maintain the same standard. One drawback of decentralization is inconsistent HR standards, which leads to redundant activities within the HR departments (Holly, 2009). Decentralization may negatively affect the standard of the HR department which may result in poor performance of the company. All the challenges related with structuring new departments were mentioned 14 times during the interviews by different participants which give us a hit that structural challenge is one of the notable challenges while decentralizing the HR system.

3) Lack of expertise: Concord Group has three teams in their HR department. Roles and duties vary from team to team. Each team has experts to perform the responsibilities of that team.

Though concord is well-known as a real estate company, it has a vast area of business. The current HR team is experienced about the business of Concord. But recruiting new employees for new HR departments can bring hassle as they will not be well known about the business and process of concord. Moreover, as the roles and duties of the current employees will be changed in decentralization, some of the experienced employees may move to other companies. Concord will face the challenge of lacking of expertise at the beginning stage of decentralization. Furthermore, decentralization can lead to a lack of expertise since the function specialist may lack the broad HR knowledge necessary for their new position (Coggburn, 2005). 'Lack of expertise' as a difficulty was mentioned 8 times by the participants. Decentralization will require a lot of new HR professionals. It is difficult to find candidates who have experience in this field. Initially, it will negatively affect the company's performance if it couldn't find experts of HR.

4) Lack of transparency: In the centralized HR system, Concord has a proper chain of command. Also, as all the recruitment and selection of all companies of Concord is done by one HR department, all the processes are transparent. Due to strict accountability there is no scope of biasness.

Decentralization may compromise the crucial HR decision-making principles of fairness and consistency (Kellough, 1998). According to the participants of the interviews, transparency of the processes of decentralized units can be questionable. They think that it will be hard to

maintain the same level of transparency alike the head office. Nepotism will increase in decentralized units as the head office will not directly control the units. According to a senior executive, “There will be little room for strict accountability in decentralized units which will increase unwanted actions in the recruitment and selection process, such as, nepotism, offering higher salary than what the candidate deserves, lack in transparency etc.”.

5) Uncertainty: Before taking the actions to decentralize the HR system, proper communication with the employees about the purpose, process and changes must be done by top management. Otherwise, there will be uncertainty among the employees about their job and roles which can create job insecurity among them. If employees feel insecure, they may look for other jobs. Also, uncertainty and insecurity negatively affect the performance. Dealing with the uncertainty will be a challenge for the company. Top management should know how to present the actions in a way which will motivate the employees without creating any uncertainty.

6) Emotional break down: Though this theme was mentioned only two times by the participants, it is also a challenge to handle the emotional break down of employees. Due to decentralization, many employees will be transferred to different new HR departments. There will be uncertainties as mentioned before. Every employee is not emotionally strong enough to handle such changes. Some employees might face emotional break down. It is a challenge for the company to give necessary mental support to the employees during the process. Understanding employee's psychology and taking steps to motivate them is not an easy task.

7) Violation of confidentiality: Adopting decentralization will include exchanging of important and necessary data for structuring new HR departments for all the companies. Confidentiality of the company can face a great challenge in this process. All the participants agreed with that point. As a group of companies there are several confidential data or issues that cannot be shared. Only Human Resource Department has the access to those data. But while moving to decentralization, HR team has to share confidential data with new HR departments which can be threatening. One mistake can break the confidentiality. It is very risky to share data

of specific company from a huge amount of data stored in a centralized system. Arranging information and data from the centralized HRIS based on company is challenging.

3.4.3 Outcomes

- 1) Initial Cost for adopting decentralization and the increasing maintenance cost of the departments are the notable challenges for Concord.
- 2) Concord will face challenges while structuring new HR departments.
- 3) Concord will face lack of expertise initially.
- 4) There will be lack of transparency and increasing nepotism in decentralized units.
- 5) Concord has to deal with the uncertainty that will arise among employees during the process of moving to decentralization. Some employees may face emotional break down which will affect the performance.
- 6) There is always risk of violation of confidentiality while exchanging data during the process.

3.4.4 Recommendations

Concord is still following the centralized system. It hasn't made any plan to move to decentralization yet. I would like to recommend some actions which can improve the current system. Along with that I am suggesting some actions that can be helpful, if the company adopt decentralization in future.

- 1) It is very difficult for one recruitment & selection team to find candidates for each business units based one the requirements. Concord has HR business partners for some of its' business units who helps in the HR tasks.

HR business partners can take the responsibility of finding suitable candidates for a position. Head office will arrange the interviews and do other procedures. It will be less time consuming.

- 2) The current HR department has three teams. Each team is assigned with some specific tasks. Concord should motivate the employees to learn other tasks beside the assigned tasks. It will help them in decentralization as there can be a change in roles and duties.
- 3) All the data should be arranged company wise. Company wise arranging data will help to create reports of the companies easily. Also, it will be helpful for decentralization.
- 4) If in future Concord plans to adopt decentralization, it should consider the downsides of decentralization and whether decentralization is cost-effective for Concord.
- 5) If decentralization for all business units is difficult, Concord can decentralize some of the HR functions. For example, Recruitment and Selection function can be decentralized. There will be separate Recruitment and selection teams for each business unit. Joining of the candidates will be done in the head office.

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Appendix

Appendix 01:

Interview Data

Question 1. If Concord moves to decentralization of HR system which one will be the biggest challenge?

Participant 1: Decentralizing the HR system will require huge investment which will be the greatest challenge for Concord Group. In the Head Office there is not enough place to set up HR department for all the companies of Concord. So, Concord has to arrange several offices, set up all necessary equipment and hire new employees. Costing will be number one challenge.

Participant 2: There will be several challenges that Concord will face. But number one challenge will be the initial investment. Concord has to allocate a huge budget for decentralization. I think it will be tough for the company to manage the initial costing. Moreover, now it allocates a single budget for the centralized HR department every month. In decentralization, Concord needs to allocate separate budget for all the companies.

Participant 3: Increasing cost and restructuring the department will be great challenge for Concord. It will not be a wise decision to move to decentralization as the current centralized system is capable to maintain all the HR functions properly and it is quite effective in terms of cost cutting.

Participant 4: Actually, for a group of companies the main problem in a decentralized HR department is the increase in cost. Concord has more than ten companies and it is expanding its' business are. If it goes for decentralization then it will need to structure HR department for all of its' companies. As a conglomerate the current centralized system is beneficial in terms of cost cutting.

Question 02. What other challenges Concord may face?

Participants 01: As a group of companies there are several confidential data or issues that cannot be shared. Only Human Resource Department have the access to those data. But while moving to decentralization, Confidential data may need to be shared with new HR departments which can be threatening. Also, Concord will face the challenge to hire experienced employees for the new positions. It will be very time consuming to find the best candidates.

Participant 02: Other challenges will be structuring and designing new HR departments, Confidentiality can be broken in the process of moving to decentralization. Also, creating new reporting relationship is another challenge. All the process will be changed.

Participant 03: Initially, lack of expertise will a difficulty. I am experienced about this process. I know the positions and the requirements of those position of the companies of concord. But if Concord moves to decentralization, maybe I'll look at only one company's recruitment and selection. It will be challenging to find experts for each business units.

Participant 04: Confidentiality is very important is HR department. Salary structure for the companies of Concord is a very confidential issue. As a group of companies sharing this information can break the confidentiality. But in decentralization process, we have to share information about salary and benefit to new HR employees. It is very risky to share specific data from a vast data set. One mistake can break the confidentiality. Moreover, structuring new HR departments will require huge number of new employees who need to be guided to learn the processes and culture of Concord. Is like starting from the start which is time consuming and because of the lack of expertise the efficiency level will be negatively affected.

Question 03: Will it affect the standard of HR department if Concord moves to decentralization?

Participant 01: If Concord Group decentralizes its' HR system, then the standard of the departments may vary from company to company. In the centralized HR department, there is one standard for all the units. But in decentralization it is difficult to maintain the same standard.

Participant 02: Decentralization may have negative impact on the standard of human resource management of Concord Group which will result in poor performance. It will be tough to maintain the same standard within the departments.

Participant 03: I think decentralization will not affect it. Concord already has a well-structured and standardized HR department. If it moves to decentralization, all the new HR departments will be structured following the current standard.

Participant 04: It will be difficult to follow or maintain the same standard in all HR departments, but it is not impossible. The advantage of centralized HRD is that if one company is in loss, we can support the company with another company's revenue. Decentralization will not allow us to do that. So, it will be difficult to have the same standard.

Question 04: What challenges it will bring to your roles and duties?

Participant one: I think it will add some new duties. Now I only work on joining process as every day many people have to join different companies of Concord. But if decentralization happens then maybe I have to look at other tasks also, since the number of joiners will be less. It will be a challenge for me.

Participant 02: I don't think it will bring any challenge to my roles and duties. Now I work on payroll. As I am experienced in this job, I will work on payroll in a decentralized unit.

Participant 03: From my view, due to decentralization there will be less work pressure on us than now. In the centralized system we have to recruit a lot of employees, but, in decentralization we will work for only one company. So, work pressure will be low.

Participant 04: Now we have different teams for different HR tasks. In a decentralized HR department HR employee will be less than now. So, the roles and duties may increase for each person which will be challenging. Everyone will not be comfortable to perform different task.

Question 05: Do you think moving to decentralization can have negative impact on the recruitment and selection process? What will be the impact?

Participant 01: In the centralized HR system, Concord has a proper chain of command. Also, as all the recruitment and selection of all companies of Concord is done by one HR department, all the processes are transparent. Due to strict accountability there is no scope of biasness. But in a decentralized HR, there will be scope for nepotism as there will be less people in the chain of command. And the level of Transparency will not same as now.

Participant 02: Transparency of the process of decentralized units can be questionable. It will be hard to maintain the transparency as there will be less accountability. Nepotism will increase and departments may take more staffs than the need.

Participant 03: biasness, nepotism will increase in the recruitment and selection process.

Participant 04: There will be little room for strict accountability in decentralized units which will increase unwanted actions in the recruitment and selection process, such as, nepotism, offering higher salary than what the candidate deserves, lack in transparency etc.

Question 6: How moving to decentralization can affect the psychology of the employees?

Participant 01: From a very long period we are working together. So, if someone moves to any other HR department it will make us emotional. And in a decentralization process many people may need to move to other HR departments. As the roles and duties will change and the workplace will change, many will switch their jobs. Moreover, due to uncertainty about future job switching will take place among employees.

Participant 02: If the top management doesn't explain their plan properly to the employees, it will create insecurity among them. And many employees may look for other jobs. So, it is important to communicate the plan and action properly.

Participant 03: Starting a new thing is always exciting, but it may bring some uncomfortableness. We are comfortable with our work as we are performing the tasks for a long time. Decentralization will bring changes to our works which may be uncomfortable for many and some might leave the company. Moreover, due to decentralization many of us may be transferred and there will be emotional break down among us.

Participant 04: There will be both positive and negative impact on our psychology. Many employees may feel excited and motivated. On the other side there will be insecurities, disappointments. It is very natural that everyone will not be happy with all the divisions of the top management. Being disappointed, some employee may move to other companies.

Appendix 02:

Page No.	Line No.	Textual Data	Code	Date
1	4	Decentralizing the HR system will require huge investment	Huge initial investment	27-Aug-2022
1	7	Costing will be number one challenge.	Cost increase	27-Aug-2022
1	8	But number one challenge will be the initial investment. Concord has to allocate a huge budget for decentralization.	Huge initial investment	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
1	11	. In decentralization, Concord needs to allocate separate budget for all the companies.	Separate budget allocation	27-Aug-2022
1	13	Increasing cost and restructuring the department will be great challenge for Concord.	Cost increase	27-Aug-2022
1	13	restructuring the department will be great challenge for Concord.	Restructuring the department	27-Aug-2022
1	17	for a group of companies the main problem in a decentralized HR department is the increase in cost.	Cost Increase	27-Aug-2022
1	19	If it goes for decentralization then it will need to structure HR department for all of its' companies.	Restructuring the department	27-Aug-2022
1	24	while moving to decentralization, confidential data may need to be shared with new HR departments which can be threatening	Violation of confidentiality	27-Aug-2022
1	26	Concord will face the challenge to hire experienced employees for the new positions.	Lack of expertise	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
1	27	It will be very time consuming to find the best candidates.	Time consuming process	27-Aug-2022
2	1	challenges will be structuring and designing new HR departments	Structuring new departments	27-Aug-2022
2	2	Confidentiality can be broken in the process of moving to decentralization	Violation of confidentiality	27-Aug-2022
2	2	creating new reporting relationship is another challenge	New reporting relationship	28-Aug-2022
2	4	Initially, lack of experience will a difficulty	Lack of expertise	27-Aug-2022
2	7	It will be challenging to find experts for each business units. Another thing is that now we can arrange training and development program for all the companies from the head office. But in decentralization, each company will organize separate training programs which will increase the cost.	Lack of expertise	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
2	9	in decentralization, each company will organize separate training programs which will increase the cost.	Cost increase	28-Aug-2022
2	14	It is very risky to share specific data from a vast data set. One mistake can break the confidentiality.	Violation of confidentiality	27-Aug-2022
2	17	It is like starting from the start which is time consuming	Time consuming process	27-Aug-2022
2	18	because of the lack of expertise the efficiency level will be negatively affected	Lack of expertise	27-Aug-2022
2	21	the standard of the departments may vary from company to company	Inconsistency in standard	27-Aug-2022
2	23	in decentralization it is difficult to maintain the same standard	Inconsistency in standard	27-Aug-2022
2	25	It will be tough to maintain the same standard within the departments.	Inconsistency in standard	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
3	1	It will be difficult to follow or maintain the same standard in all HR departments	Inconsistency in standard	27-Aug-2022
3	4	it will be difficult to have the same standard	Inconsistency in standard	27-Aug-2022
3	6	I think it will add some new duties.	New roles and duties	27-Aug-2022
3	7	if decentralization happens then maybe I have to look at other tasks also	New roles and duties	27-Aug-2022
3	16	the roles and duties may increase for each person which will be challenging.	New roles and duties	27-Aug-2022
3	22	But in a decentralized HR, there will be scope for nepotism	Nepotism will increase	27-Aug-2022
3	24	the lever of Transparency will not be same as now	Lack of transparency	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
3	25	Transparency of the process of decentralized units can be questionable.	Lack of transparency	27-Aug-2022
3	26	hard to maintain the transparency as there will be less accountability	Lack of transparency	27-Aug-2022
3	26	Nepotism will increase	Nepotism will increase	27-Aug-2022
3	28	: biasness, nepotism will increase in the recruitment and selection process	Nepotism will increase	27-Aug-2022
4	1	There will be little room for strict accountability in decentralized units which will increase unwanted actions	Lack of transparency	27-Aug-2022
4	2	unwanted actions in the recruitment and selection process, such as, nepotism, offering higher salary	Nepotism will increase	27-Aug-2022
4	5	if someone moves to any other HR department it will make us emotional	Emotional breakdown	27-Aug-2022

Page No.	Line No.	Textual Data	Code	Date
4	8	many will switch their jobs	Job switching	27-Aug-2022
4	10	If the top management doesn't explain their plan properly to the employees, it will create insecurity among them	Job insecurity	27-Aug-2022
4	11	many employees may look for other jobs	Job switching	27-Aug-2022
4	15	Decentralization will bring changes to our works which may be uncomfortable for many and some might leave the company	Job switching	27-Aug-2022
4	16	many of us may be transferred and there will be emotional break down among us.	Emotional breakdown	27-Aug-2022
4	19	there will be insecurities, disappointments.	Job insecurity	27-Aug-2022
4	21	Being disappointed, some employee may move to other companies.	Job switching	27-Aug-2022

Appendix 03:

	A	B	C	D	E	F	G	H
1	Page No	LineN	Textual Data	Code	Theme	Code	Date	
38	4	5	if someone moves to any other HR department it will make us emotional	Emotional breakdown	Emotional breakdown	Dell	27-Aug-22	
43	4	16	many of us may be transferred and there will be emotional break down among us.	Emotional breakdown	Emotional breakdown	Dell	27-Aug-22	
46								
47								

Appendix 04:

	A	B	C	D	E	F	G	H
1	Page	Line	Textual Data	Code	Theme	Code	Date	
2	1	4	Decentralizing the HR system will require huge investment	Huge initial investment	Financial Challenge	Dell	27-Aug-22	
3	1	7	Costing will be number one challenge.	Cost increase	Financial Challenge	Dell	27-Aug-22	
4	1	8	But number one challenge will be the initial investment. Concord has to allocate a huge budget for decentralization.	Huge initial investment	Financial Challenge	Dell	27-Aug-22	
5	1	11	. In decentralization, Concord needs to allocate separate budget for all the companies.	Separate budget allocation	Financial Challenge	Dell	27-Aug-22	
6	1	13	Increasing cost and restructuring the department will be great challenge for	Cost increase	Financial Challenge	Dell	27-Aug-22	
8	1	17	for a group of companies the main problem in a decentralized HR department is the increase in cost.	Cost Increase	Financial Challenge	Dell	27-Aug-22	
18	2	9	in decentralization, each company will organize separate training programs which will increase the	Cost increase	Financial Challenge	Dell	28-Aug-22	
46								
47								
48								

Appendix 05:

	A	B	C	D	E	F	G	H
1	Page	Line	Textual Data	Code	Theme	Code	Date	
11	1	26	Concord will face the challenge to hire experienced employees for the new	Lack of expertise	Lack of Expertise	Dell	27-Aug-22	
16	2	4	Initially, lack of experience will a difficulty	Lack of expertise	Lack of Expertise	Dell	27-Aug-22	
17	2	7	It will be challenging to find experts for each business units. Another thing is that now we can arrange training and development program for all the companies from the head office. But in decentralization, each company will organize separate training programs	Lack of expertise	Lack of Expertise	Dell	27-Aug-22	
21	2	18	because of the lack of expertise the efficiency level will be negatively affected	Lack of expertise	Lack of Expertise	Dell	27-Aug-22	
39	4	8	many will switch their jobs	Job switching	Lack of Expertise	Dell	27-Aug-22	
41	4	11	many employees may look for other jobs	Job switching	Lack of Expertise	Dell	27-Aug-22	
42	4	15	Decentralization will bring changes to our works which may be uncomfortable for many and some might leave the company	Job switching	Lack of Expertise	Dell	27-Aug-22	
45	4	21	. Being disappointed, some employee may move to other companies.	Job switching	Lack of Expertise	Dell	27-Aug-22	
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Appendix 06:

	A	B	C	D	E	F	G	H
1	Page	Line	Textual Data	Code	Theme	Code	Date	
10	1	24	while moving to decentralization, confidential data may need to be shared with new HR departments which can be threatening	Violation of confidentiality	Lack of Transparency	Dell	27-Aug-22	
14	2	2	Confidentiality can be broken in the process of moving to decentralization	Violation of confidentiality	Lack of Transparency	Dell	27-Aug-22	
19	2	14	It is very risky to share specific data from a vast data set. One mistake can break the confidentiality.	Violation of confidentiality	Lack of Transparency	Dell	27-Aug-22	
30	3	22	But in a decentralized HR, there will be scope for nepotism	Nepotism will increase	Lack of Transparency	Dell	27-Aug-22	
31	3	24	the lever of Transparency will not be same as now	Lack of transparency	Lack of Transparency	Dell	27-Aug-22	
32	3	25	Transparency of the process of decentralized units can be questionable.	Lack of transparency	Lack of Transparency	Dell	27-Aug-22	
33	3	26	hard to maintain the transparency as there will be less accountability	Lack of transparency	Lack of Transparency	Dell	27-Aug-22	
34	3	26	Nepotism will increase	Nepotism will increase	Lack of Transparency	Dell	27-Aug-22	
35	3	28	: biasness, nepotism will increase in the recruitment and selection process	Nepotism will increase	Lack of Transparency	Dell	27-Aug-22	
36	4	1	There will be little room for strict accountability in decentralized units which will increase unwanted actions	Lack of transparency	Lack of Transparency	Dell	27-Aug-22	
37	4	2	unwanted actions in the recruitment and selection process, such as, nepotism, offering higher salary	Nepotism will increase	Lack of Transparency	Dell	27-Aug-22	
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Appendix 07:

	A	B	C	D	E	F	G	H
1	Page	Line	Textual Data	Code	Theme	Code	Date	
40	4	10	If the top management doesn't explain their plan properly to the employees, it will create insecurity	Job insecurity	Uncertainty	Dell	27-Aug-22	
44	4	19	there will be insecurities, disappointments.	Job insecurity	Uncertainty	Dell	27-Aug-22	
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Appendix 08:

	A	B	C	D	E	F	G	H
1	Page	Line	Textual Data	Code	Theme	Code	Date	
7	1	13	restructuring the department will be great challenge for	Restructuring the department	Structural Problem	Dell	27-Aug-22	
9	1	19	If it goes for decentralization then it will need to structure HR department for all of its' companies.	Restructuring the department	Structural Problem	Dell	27-Aug-22	
12	1	27	It will be very time consuming to find the best candidates.	Time consuming process	Structural Problem	Dell	27-Aug-22	
13	2	1	challenges will be structuring and designing new HR departments	Structuring new departments	Structural Problem	Dell	27-Aug-22	
15	2	2	creating new reporting relationship is another challenge	New reporting relationship	Structural Problem	Dell	28-Aug-22	
20	2	17	It is like starting from the start which is time consuming	Time consuming process	Structural Problem	Dell	27-Aug-22	
22	2	21	the standard of the departments may vary from company to company	Inconsistency in standard	Structural Problem	Dell	27-Aug-22	
23	2	23	in decentralization it is difficult to maintain the same standard	Inconsistency in standard	Structural Problem	Dell	27-Aug-22	
24	2	25	. It will be tough to maintain the same standard within the departments.	Inconsistency in standard	Structural Problem	Dell	27-Aug-22	
25	3	1	It will be difficult to follow or maintain the same standard in all HR departments	Inconsistency in standard	Structural Problem	Dell	27-Aug-22	
26	3	4	it will be difficult to have the same	Inconsistency in standard	Structural Problem	Dell	27-Aug-22	
27	3	6	I think it will add some new duties.	New roles and duties	Structural Problem	Dell	27-Aug-22	
28	3	7	if decentralization happens then maybe I have to look at other tasks also	New roles and duties	Structural Problem	Dell	27-Aug-22	
29	3	16	the roles and duties may increase for each person which will be challenging.	New roles and duties	Structural Problem	Dell	27-Aug-22	
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