

Report On

A Comparative Analysis of HR Practices at Bashundhara Group

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
September, 2024

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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.

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Letter of Transmittal

Md. Shamim Ahmed
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Subject: Submission of Internship Report on A Comparative Analysis of HR Practices at
Bashundhara Group

Dear Sir,

I am pleased to present this report on “A Comparative Analysis of HR Practices at Bashundhara Group”. for the fulfillment of the BUS 400, the internship.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Nabil Ahmed

20304027

BRAC Business School

BRAC University

Date: 29th September, 2024

Non-Disclosure Agreement

As an intern, I understand and agree that any and all proprietary and sensitive information revealed to me while I'm working with the company is confidential. I thus pledge to keep such information private and not to divulge it to anybody else without the Company's prior written authorization. Once my internship with the company comes to an end, I will still be obligated to fulfil this duty.

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Acknowledgement

The report titled as “A Comparative Analysis of HR Practices at Bashundhara Group” has been prepared to fulfill the requirements of the BBA internship program. While preparing this report I have received utmost and sincere guidance, supervision and co-operation from numerous persons and organizations.

First of all, I would like to express my deepest appreciation to Md. Shamim Ahmed, Lecturer, BRAC Business School, Assistant coordinator of the BBA Program, BRAC University instructor of internship program, who inspired me to take this study and advised me continuously during preparation of the report. His sincere guidance, untiring cooperation, valuable advice and endless inspiration enabled me to overcome all the problems that cropped up during the course of my internship program and while preparing this report.

I am also indebted to Ferdousy Khokomony (Dy. Manager), (AHR), EWPD C/O, Bashundhara Group who contributed a lot by going through the manuscript and making valuable suggestions for its improvements.

I would like to thank all who provided me necessary information and helped me in every step. I express my deepest sense of regards and gratitude to them.

Executive Summary

Bashundhara Group, one of the largest corporate and manufacturing companies in Bangladesh which has the top HR Department plays a crucial role in their current strategic development and growth. BG has been handling and improving this HRP since 1987 by including both centralized and decentralized recruitment procedures. They're HR Team mainly focuses on the systematic recruitment and selection process in which they offer cultural value, company's objectives alignment, innovative training programs, performance management and employment management relations. The main purpose of this report is to acquire and share knowledge of the HRM process and practices of BG in the dynamic business environment of today. This HRM process talks about all HRM activities, policy and standards HRM operations of Bashundhara Group. The HR and Admin department of BG dedicated themselves to improve their greater growth of their employees through mass communication, decision-making engagement activities and critical situations handling procedures. As a result, these methods boost up their individual and teamwork skills which result in sustainable success for the whole company.

This paper describes the worth of a HRM system for the largest corporate organization, where they see employees as an effective resource for the company by managing them with the right position at right time and with right quantity. In the present time with our competitive market and economic situation it's really hard for big companies to sustain so long that's why they're more focusing on HRM analysis and development as HRM plays a significant role in managing employee responsibilities, selection of the right people, training and development for the company.

Keywords: decentralized, sustained

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List of Acronyms

BG	Bashundhara Group
GM	General Manager
DGM	Deputy General Manager
EWPD	East West Property Development
AGM	Assistant General Manager

Chapter 1

Introduction

1.1 Origin of the Intern report

It is necessary to do an internship in any institution and prepare a well detailed report on my internship experience and engagement with the company, for my undergraduate program. With the help of my supervisor, I'm easily able to find the topic of my report which is “A Comparative Analysis of HR practices at Bashundhara Group.”

1.2 Objectives of the document

The main objective of this paper is to thorough analysis of the company's HRM functions and prepare a well comprehensive report and submit it on time.

1.3 Purpose of the paper

The main purpose of this report is to share and give pragmatic insight of Bashundhara's strategic human resource management and to compare practical aspects of HRM between the competitors.

1.4 Methodology

My research for the report is mostly empirical in nature because as an intern I was observing, exploring every detail, features and steps of HR functions. Also, I was lucky enough to have interview with my company's manager which gave me a lot of information and helped me to set my questionnaire. And also, a secondary database was needed as I was limited with documents.

Primary Data

- Consultation with the Manager

Secondary Data

- Company page
- Article and Newspaper

1.5 Limitations

Limitations and some restrictions are common things to occur in preparing an internship report or any report. Some major issues were time, lack of important secondary data, confidentiality, low experience and expectations.

Chapter 2

OVERVIEW

2.1 BACKGROUND OF THE BASHUNDHARA GROUP

The Bashundhara Group first emerged as a real estate enterprise as East West property development (EWPD) in 1987. Because of their record-breaking money making and success, they started thinking about which resulted in the creation of large manufacturing and trading sectors. After that, Bashundhara has now owned more than 20 enterprises in the country. And also, Bashundhara Group has the largest city project which includes commercial activities.

BG has Bangladesh's one of the biggest multifaceted shopping-mall and amusement facilities. Bashundhara always improve themselves through emphasis on customer service and satisfaction, learning from their mistakes. Bashundhara plays a vital role in improving financial and economic development of the country through systematic investments.

2.2 Mission, Vision, Goal of BG

Bashundhara always emphasizes sustainability, environmental issues and benefits, employee relations and employment production, and poverty reduction with a slogan of “For the people, for the country.” The company's main objective is to contribute to the country's financial stability, securing a sustainable competitive position, maintaining proper ethics, health and hygiene with latest technology standards, employee relations, demonstrate commitments to customers and environmental performance, achieve long-term financial goals, effective investment opportunities, enhance versatility and development of new administrative structures.

Bashundhara precisely set their Mission and Goal for their betterment and long-term sustainability. They're-

- provide affordable housing for the people
- promote higher-end and clean environments and monumental surroundings.
- secure sustainability while environmental issues in mind
- exercise the proper use recycled waste and raw materials in manufacturing
- providing better work conditions for employers.

2.3 EWPD

Before Bashundhara, there was EWPD - East West property development which was created in 1987 only to address Dhaka housing demands. After that EWPD becomes a separate enterprise for Bashundhara. Bashundhara Housing, a high-end housing enterprise, has constructed integrated townships including residential developments and essential infrastructure. The company's success began with the "Bashundhara Baridhara Land Project," the country's first well-planned housing project approved by Rajuk. Other initiatives include the "Savar Project," "Riverview Project," "Mouchak Project," "River-View Dokhina Project," and "River View Green Town Project." Bashundhara Housing has also created satellite projects for professional groups as BCS Administration Housing Society, Police Officer's Housing Society, and Judicial Officers Housing Project. The company wants to establish attractive land projects in Purbachal sector 21 and beside the Shitolakha River.

2.4 Org chart of BG-

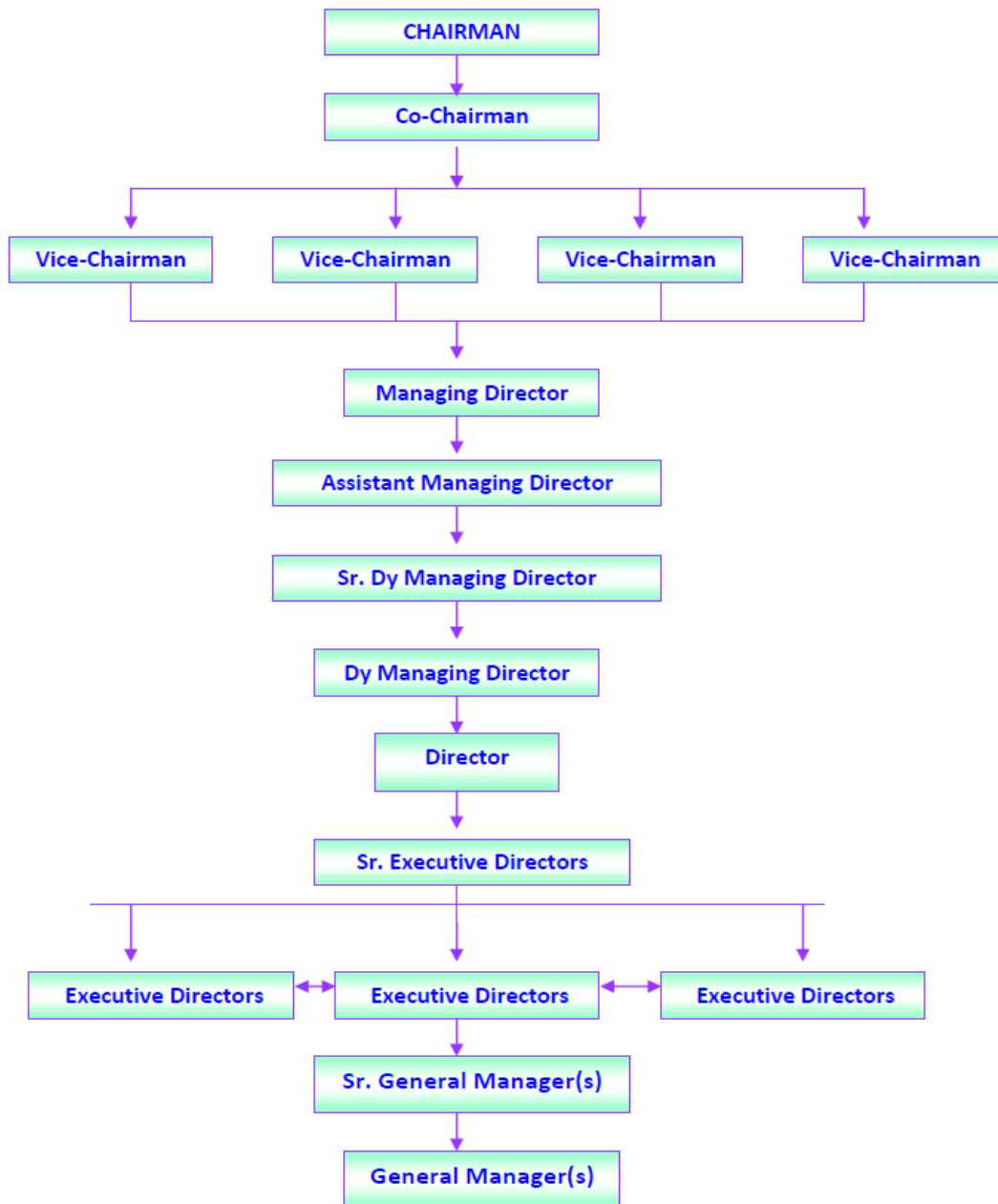


Figure 1 Organogram of Bashundhara Group

2.5 Enterprises of Bashundhara Group

As of now Bashundhara Group manages about 50 enterprises. Some of them are -

- East West Property Development (Pvt) Limited
- Meghna Cement Mills Limited
- Bashundhara Shipping Lines Limited
- Bashundhara Shipping Limited
- Bashundhara Logistics Limited
- Bashundhara Horticulture Limited
- Bashundhara Chemical Industries Limited
- Bashundhara Trading Company Limited
- Bashundhara International Trade Center Limited
- Bashundhara Multi Trading Limited

Chapter 3

Internship Experience

3.1 Job Responsibility

I was excited and thrilled when I get to know that I get the opportunity to work as an intern for EWPD which is an enterprise of BG. Because I did my internship in one of the best private sectors in Bangladesh. Bashundhara Group is in the best position in the conglomerate industry. I worked in EWPD (Bashundhara Group corporate office) under the supervision of Mrs. Ferdousy Khokomony (Dy. Manager). There I worked under the HR & Admin department with much responsibility. I learn many things from them. At that time, I always tried my best to be relevant to my Supervisor's task and push myself to assist with ideal knowledge.

3.1.1 Specific Responsibilities of the job

- Assisting with research, filing, data entry, and recording and keeping accurate and full financial records.
- Working using bookkeeping software (ASP).
- Handling sensitive or confidential information with honesty and integrity.
- Learning how to operate as part of the HR team to generate and evaluate data, track information, and support the firm.
- Taking on additional responsibilities or projects to learn more about HR & Admin and office operations.
- Checking the logbooks of company employee's details and salary sheets.
- Monthly attendance reports.
- Checking the vouchers.
- Checking the company's advertisements schedule.
- Monthly statement review and analysis.

3.1.2 Critical Observation

The building of the Corporate office (EWPD) is the tallest among all the enterprises of Bashundhara Group and the work environment of their office is mesmerizing. So, I'm honored to be part of this top conglomerate corporate company in Bangladesh. And if I talk about employee behavior of the HR Team, then they're the pros because they're exceptionally brilliant, easily talk to and super supportive in any situation. Moreover, they promote open-ended communication which allows interns like me to participate and submit suggestions for any new ideas in their task and activities.

3.2 Functions of the department & Human Resource Practices at EWPD (BG C/O)

Analyzing and reporting Company's information and job description: It is the heart of the whole HR & Admin department. The primary reason they collect data properly in their online HR software which is SAP is to prepare full job analysis and employee information reports that can be used for promotion, transfers, firing, job rotation and other decision-making processes. In addition, these and other reports are needed for communication to investors, banks and other professionals that play a role in the growth of the business.

Internal reporting: In EWPD the HR & admin staff provide considerable value by Calculating and analyzing various HR indicators to stakeholders. Key aspects of their indicators include employee data, recruitment and onboarding, performance management, compensation and benefits, absenteeism and attrition, diversity and inclusion, and compliance. The areas of analysis may change on a regular basis, so that management can view different aspects of the business, with an emphasis on improving financial results. Which result in, data-driven decision making, greater productivity, enhanced compliance, higher employee engagement,

and strategic planning. Key concerns of their HR team are effective reporting which include data quality, data security, visualization, regular reporting, and stakeholder alignment. Implementing a sophisticated internal HR reporting system which can help firms get useful insights and increase HR effectiveness.

Chapter 4

Supplementary Part

4.1 Overall overview of the HRM functions of the Bashundhara Group

Human Resource Planning in Bashundhara Group

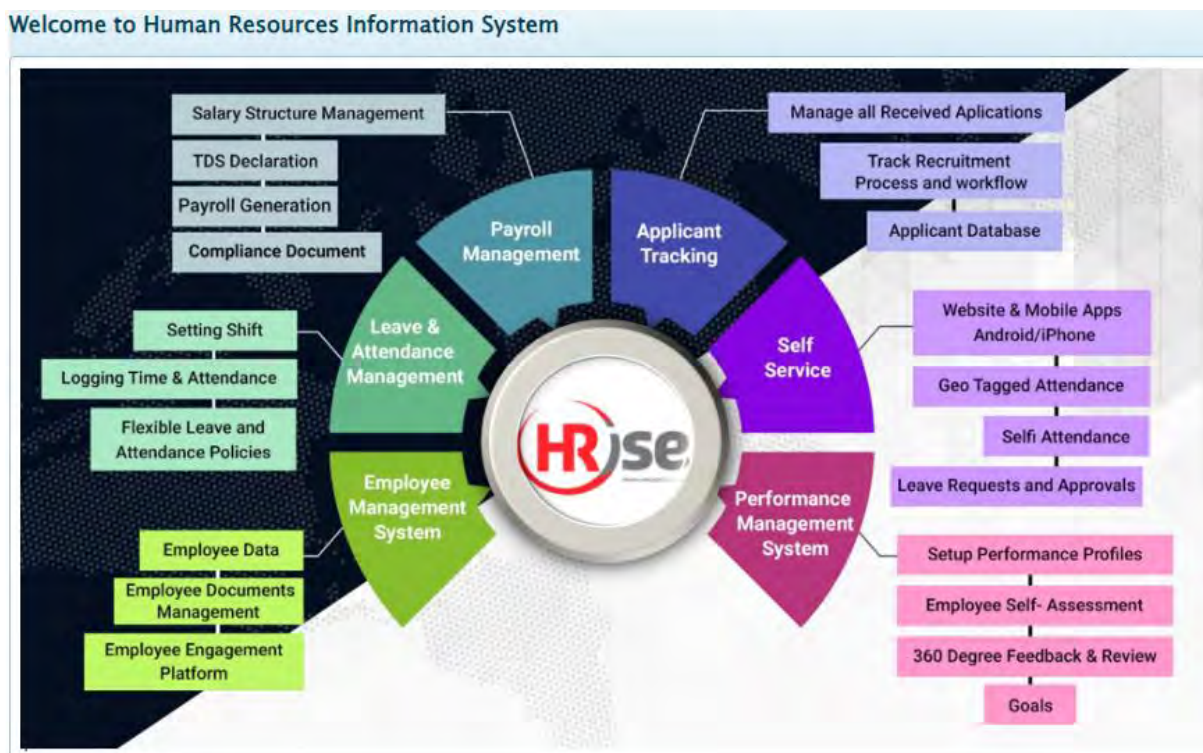


Figure 2 Human Resource Planning in Bashundhara Group

Human resource planning analyzes an organization's needs and encourages people to contribute to company objectives and personal aspirations. HR focuses on identifying future leaders and establishing ways to assure the appropriate individuals with the necessary capabilities. Factors examined include strong interpersonal and leadership abilities, imaginative thinking, interest in people driving business, honesty, coaching, and culture/strategic awareness. HR strategy should connect reward with performance.

Recruitment Procedure: First of all, BG advertises for their vacancies through Bdjobs, website, social media and newspapers. Then the HR team reviews the collected resumes and CV from applicants and selects the candidates for the interview and as a potential employee. The interview is divided into two parts. In the first part they assess the technical and soft skills and if they have what it takes to do the particular job responsibilities. Second part of the interview is a background check and conducted by the GM of the department to assess if they're capable of adapting with the critical scenario, company culture and ethics. Moreover, in the second part they also discuss the salary expectation, benefits and other factors if they get the job. Professionals can fill vacant roles within the approved chart.

Diagram of Recruitment System

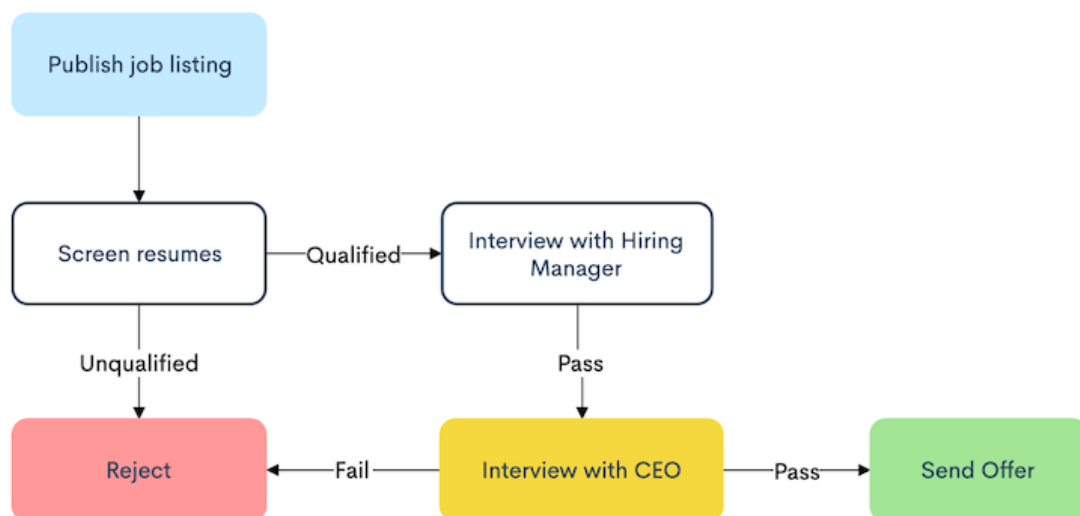


Figure 3 Diagram of Recruitment System

EWPD follows pretty simple and effective training programs-

- orientation Training
- In-house preparation
- Job Related Training
- Need based Local /Foreign Education
- Peer or supervisor coaching
- E-learning: online Training and skill acquisition

Training and Development: Training is a usual approach in firms to place new employees into managerial responsibilities. It entails acquainting personnel with the technical parts of the profession, improving their talents, and offering human connections and social skills. Human Resources builds skills and knowledge for excellent job tasks.

Orientation Training: Main intention of this training is to give freshers overall job responsibilities, company culture, ethical values & norms, knowing the new colleagues, rules and regulations.

Job-related training: This training takes place to enhance employee's performance and productivity by giving job rotation, on the job training and 360 feedback.

Need based training: After 360 and peer feedback, HR is able to examine employees' lacking and gaps in their skills and knowledge for their job responsibilities.

Basic foundation training programs: The basic training program talks about orientation, foundation course, SME unit attachments, organization of development program, IT related programs and online training sessions.

Resignation: EWPD offers notices three months early for personnel resignations, with the management committee accountable for compensation if the managing director fails to present relevant paperwork. Probationary officers cannot retire without authority authorization or disciplinary action.

Company Benefits and Service System: Pay and Allowances: The success of EWPD in sound advancement and deposit mobilization, along with other investments, will rely on the efficient and effective services provided by qualified and motivated executives, officers, and personnel. The current compensation structure, along with additional perks for various kinds of officers and personnel, can be deemed fair and equitable. These may be evaluated biyearly based on the company's progress, growth, and circumstances. According to the interview, the existing compensation is inadequate; probationary officers receive Tk 30,000, first executive officers Tk 32,000, deputy senior manager Tk 37,000, and assistant general managers Tk 55,05,500.

Increment: EWPD implements annual increment policies over a decade, resulting in basic pay doubling from the initial salary. The regulations are evaluated biennially and have a grading system. Increments are determined by received marks: no increments for scores up to 19, standard increments for scores ranging from 20 to 28, and special increments for scores between 29 and 40. The Board/Committee authorizes all increments, with special increments contingent upon the company's financial performance and policy.

Provident Fund: A Provident Fund is a legal entity founded by business enterprises to give long-term benefits to employees and employers. Employers contribute a specified proportion

of monthly pay roll expenses, while employees deposit similar amounts or more. The fund is governed by a Board of Trustee, overseen by regulations, and vested in Trustees. At least six Trustees, three from the Board of Directors and three from Management, are responsible for custody, management, investment, and control.

Medical Benefits: The EWPD Board granted additional benefits to staff, above the standard monthly allowance, to support continuing growth, greater client service, and good health. The benefits cover employees on permanent payroll, their wife, and up to two dependent children. Employees must fill and sign a declaration form, which must be forwarded to the Head Office Administration Division and retained in their personal file.

Transport Policy: EWPD-BG C/O began giving vehicles to its executives and branch-in-charges, initially with a prerequisite for full-time car ownership. Bashundhara has expanded with commitment and enhanced profitability, thanks to employees' dedication. To sustain morale and encourage personnel, changing the existing Transport Policy is required to make it relevant to contemporary needs. The corporation owns company cars and pool transport for executive and branch branches. Rules mandate that present cars/microbuses/jeep will remain attached to branches, and branches with reasonable profit per year for two consecutive years will be eligible for additional transport.

Leave rules & Regulations: EWPD must rigorously follow leave laws and regulations, reporting infractions to the Board/Committee. Leave is earned by duty, with tour time counted as duty. Application must be submitted to the competent authority.

4.2 Factors Affecting Recruitment Process

The recruitment function of an organization is influenced by both internal and external variables. External variables include an organization's image and goodwill, which might

influence recruitment tactics. A positive image makes the recruitment process easier, whereas bad ones can hinder it. The Government and labor unions can also decide and have control over the recruitment and selection process.

Competitors behaviors and practices also have huge force over HRM decisions and recruitment policies. For example, because of their practices and certain huge profitability, Bashundhara group has to require adjustment to bounce back the competition. Because of many frameworks and alignments with objective policies sometimes rewrite and improve that's why it may not always be followed as it should. A strong and successful HRM planning finds and boosts up the effective resource in organizations manpower.

Being a large conglomerate company is another factor affecting the recruitment process as it requires hiring more staff to operate the whole business. Minimizing cost is a traditional thing of Bashundhara group as its always tries to engage recruitment sources which offer lower rates for every candidate.

Lastly, Because of constant expansion of the Bashundhara, they'll always need to hire more employees. That's why BG overall recruitment functions had to always depend on both external and internal resources.

4.3 Constraints Faced by EWPD

It is normal for HRM of one of largest corporate organizations to encounter some problems during recruitment, alignment of employee's goals and company's objectives, adaptability etc. Tasks initiated by HRM of EWPD are regarded as one of the grueling jobs as they have to adapt to the speedy, immediate and cost-effective nature of the recruitment process. Also due to certain market change for new sector employees then they had to improve the process system which creates both opportunities and obstacles. Moreover, sometimes there are many strategies, candidates' suggestions, promotion offers by senior board members and employees.

As a result, the HR team had to make some difficult decisions sometimes which may upset important people or hamper companies' goals. So, these are the most common major problems for HRM in the recruitment process.

4.4 Strength of EWPD

As a large organization, EWPD always offers high quality benefits, professionalism, and a sophisticated standard learning environment. They promote ethical and social norms in every aspect of the recruitment process. BG always emphasizes the company's motto, norms, moral values in their training facilities and experience evaluation.

4.5 Competitors HRM Analysis and Comparison of BG

The major competitors of Bashundhara Group are Beximco Group, Pran-RFL Group and Jamuna Group which are all conglomerate companies in Bangladesh.

Beximco Group: Beximco Group's HR Team promotes and emphasizes employment empowerment which give them competitive advantage in achieving organizational goals and employees' personal goals. Also because of their world class professional services their employees and clients were treated like family which resulted in their loyalty and more financial profitability. Moreover, Beximco has a unique hiring process because their hiring depends on two factors which are analysis of the specific job and yield ratio. Beximco not only takes a written examination but also two phases of interview. whereas Bashundhara only takes interviews. As they also operate in international markets their HR functions have vast knowledge of HR practices and planning on foreign countries as they have to deal with a new environment with new curriculums. On the other hand, Bashundhara tries to avoid international operations because of the extreme complexity, international regulations and material prices.

Pran-RFL Group: Pran-RFL is famous and well-known for its highly skilled HRM department. Their HR Team always tries to hold their best employees who contribute in

companies' major growth and making companies core components up to date. Pran-RFL's HR Team offers some extensive training programs which sustain and boost up their labor productivity even though they have a large number of staffs. This is something Bashundhara failed to deliver. But Pran have limited decision making capacity because of rules and regulations of their agricultural marketing company. As a result, they can't adapt or make decisions in sudden change in trend and market like Bashundhara.

Jamuna Group: Jamuna Group is the most sophisticated and Goal-oriented organization among its competitors as they follow and promote a global HRM system for their business. Which results in more innovative and smooth growth in their industry. They always try to maintain standards by bringing in highly qualified employees both local and international as they promote "Highest performance with highest Ethics." Also, they offer career opportunities through cross-cultural, employee empowerment campaigns. Jamuna group place and build themselves in present positions very speedily which is very rare to see in these complex competitions. And This is something missing in Bashundhara.

Competitive Challenges: Though Bashundhara Group has huge capital, brand value, enterprises, R&D center, they're tied with tax complications, higher prices of product and services of Bashundhara Group has a strong effect on not being able to gain more market share. Moreover, BG's key challenge is talent acquisition because it is difficult to retain skilled employees as companies like Beximco, Jamuna, Pran-RFL Group offer salaries and benefits. According to R&D of BG, in recent times maintaining data privacy have become significant challenges for Bashundhara as HR often share policy, administration, employee information related data with the internal and third-party vendors. Which increases the risk of unauthorized access and data breaches in the company.

4.6 Recommendation

First of all, Bashundhara Group should improve their data privacy by approaching cloud-based HR systems with robust data security solutions. As a result, this will minimize the risk associated with the data breaches. Secondly, Bashundhara mainly relies on external recruitment and selection methods, particularly newspaper adverts. However, there are various proposals to improve their recruitment and selection procedure. One such proposal is outsourcing organizations, which help in initial screening individuals and building an appropriate skill pool. Another alternative is poaching, where a skilled and experienced worker is hired from another renowned organization in the same or other field. This can be done by giving attractive salary packages and other terms and conditions. Another alternative is employing a Human Resource Inventory System (HRIS), which is an online portal or data bank that helps firms identify the appropriate individuals for the right positions at the right time. There are also some areas for improvement in EWRPD to enhance productivity. The performance appraisal system needs to be revised to reflect the organization's top-to-bottom situation, with categories for executives and officers, and various forms for head office and branch levels. The marking system needs to be updated, and the appraisal system should be undertaken at least twice a year. Additionally, the gratuity system needs to be more regular, with employees and employers getting it after twelve years. Health and group insurance should be given, as part of human resource management. Training should be designed more like surveys, with pre and post evaluation methods to help supervisors evaluate employee conditions before and after training. Promotion should be regular, with a planned time span for promotions. The bank's web server infrastructure needs to be modified, and marketing practices should be more constructive, such as giving employer presents during holiday seasons.

BG's HR Team should offer a wide range of training programs which may speed up their employees' productivity as they've huge members and staff. In order to do that, they first need to focus on recruiting the best candidates. Also, they should exercise a global HR system which will help them to compete with outsiders and will guarantee stability in sudden market changes. Bashundhara can further improve employees' skills with higher performance and ethics which will clearly help them to align objectives with organizational goals. To initiate this process, first they should ensure equal treatment, transparency and employee empowerment. So, following these factors may improve and have an impact on their future success and profitability.

4.7 Conclusion

East West Property Development (Pvt.) Ltd adopts a typical strategic approach for policy formulation and procedure. Globalization is prompting firms to face significant problems in establishing or retaining a competitive advantage. East West Property Development (Pvt.) Ltd adopts a typical strategic approach for policy formulation and procedure. In a competitive setting, Bashundhara competes successfully with several corporate and industrial firms. EWPD (BG-C/O) contributes to the economy sector by contributing to society for 34 years, making considerable funds in export and import operations. Bashundhara Group, one of Bangladesh's largest corporations, specializes in recruitment and selection methods, ensuring successful personnel are a better match for their work groups and share corporate values. They employ unique recruiting channels to contact quality applicants. Traditional evaluation methods focus

on job content, but organizations today acknowledge that success depends on a candidate's synergy with the work group and the organization's culture. A successful human resource planning system has greatly contributed to Bashundhara Group's performance in Bangladesh's business arena.

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Appendix

Questionnaire

What type of criterion Bashundhara utilizes for hiring new workers or freshers?

Executive, officer, staff in terms of recruiting, what are the actions EWPD follows for them?

What is the duration for a probationary officer? Tell us about the details of probation period.

If an employee is unwilling to engage with a company or if authority finds that someone is not appropriate for the role, how can firms tackle this kind of issue?

How do they obey the guidelines for employee, employer, staff of EWPD, does anyone disobey the rules and what sort of disciplinary procedure they follow?

On occasion or as part of the good performance, appraising do they present any unique gift or rewards to the employee and employer?