



**An Internship Report on HR Policies  
of an Educational Institution  
Focusing on  
Glory School & College**

*An Internship Report*  
*On*  
*HR Policies of an Educational*  
*Institution*  
*Focusing on*  
*Glory School & College*



**Submitted to**

Afsana Akhtar  
Assistant Professor  
Coordinator, BBA Program  
**BRAC Business School**

**Submitted By**

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**Date of Submission: 27 August 2015**

## Letter of Transmittal

Date: 27<sup>th</sup> August 2015

To

Afsana Akhtar

Assistant Professor

Coordinator , BBA Program

BRAC University

**Subject:** Submission of Internship Report on **“Human Resource Management Policy and Practice in an Educational Institution Focusing on Glory School & College”**

Dear Madam,

It is a great pleasure for me to submit the report on **“Human Resource Management Policy and Practices in an educational institution like Glory School and College.”** I am submitting this report as the part of my Internship paper (MBA) program about Glory School & College.

This is an exploratory study in a complete form and I have tried my best to complete the study in proper format given by BRAC University authority. It is true that it could have been done in better way if there would not be any limitations.

I appreciate you will asses my report considering the limitations of the study. Your kind advice will encourage me to do further research in future.

Sincerely yours,

---

**Saiful Islam**

**ID:** 12264005

**Program:** MBA

BRAC University

## CERTIFICATE OF SUPERVISION

This is to clarify that the report on " **Human Resource Management Policy and Practices in an Educational Institution Focusing on Glory School & College**" has been prepared as a part of completion of MBA Program major in HRM from BRAC University carried out by **Saiful Islam, ID No. 12264005** of MBA Program under my supervision. The information provided in this report will not be used for any other purposes.

As far as I know, he has prepared this report by himself and has not copied or borrowed from anywhere without proper referencing and acknowledgement.

I wish his success and prosperity in the future.

---

**Afsana Akhtar**

Assistant Professor

Coordinator, BBA Program

BRAC University

## Acknowledgment

It's a matter of great contentment to be able to complete this study project in due time. At the very outset I would like to express my heartiest gratitude to Almighty Allah for giving me the capacity to complete this task. Then I acknowledge the encouragement and assistance given by a number of people and institution. I am most grateful to the Glory School & College's management to give me the opportunity to complete my report in their organization. I would like to express my gratitude to my honorable teacher Afsana Akhtar for providing me detailed feedback and advice on this report. She always gave me suggestions in making this study as flawless as possible.

## Abbreviation and Acronyms

<b>SL</b>	<b>Abbreviation</b>	<b>Elaboration</b>
<b>1</b>	<b>NCTB</b>	<b>National Curriculum &amp; Textbook Board</b>
<b>2</b>	<b>PEC</b>	<b>Primary Education Completion</b>
<b>3</b>	<b>JSC</b>	<b>Junior School Certificate</b>
<b>4</b>	<b>SSC</b>	<b>Secondary School Certificate</b>
<b>5</b>	<b>HSC</b>	<b>Higher Secondary Certificate</b>
<b>6</b>	<b>SRD</b>	<b>Student Records Department</b>
<b>7</b>	<b>TC</b>	<b>Transfer Certificates</b>
<b>8</b>	<b>SMS</b>	<b>Short Message Service</b>
<b>9</b>	<b>CPTDP</b>	<b>Child Psycho-Therapy Development Program</b>
<b>10</b>	<b>HRD</b>	<b>Human Resource Development</b>

## Executive Summary

This research report is prepared based on the survey done on the teachers & management of an educational institution in Bangladesh. The purpose of this study is to find out the benefits of Human Resource Management policy and practices in Educational Institution: Special Focus on Bangla Medium School.

The sample for this study is teachers and management from Glory School & College. Data were collected through filling out questionnaires and conducting interviews. School teachers play the key role in the education program of a country. Quality recruitment, motivation and maximizing retention in the service is a pre-requisite of increasing productivity of any employee as well as school teachers too. So these issues are very important to Human Resource Management Department of any sector.

The findings illustrated that lack of teachers training, lack of cooperation from school authorities, lack of job satisfactions, lack of job security, the inadequate salary and wages pose of school teachers' in profession which acts as barrier to utilize their maximize quality output. The over view of the research work reflected that the present condition of Human Resource Management policy practices in educational institution of Bangladesh is not in a good and satisfactory condition. But the authorities of school are trying their level best to practice HRM policy in their institution.

Training program using motivational tools that assists to enhance quality education over the country. Besides, the other problems of the teachers' profession that found from this study work are needed to be resolved.

This paper concludes with some recommendations that can be implemented to increase the practices and effectiveness of Human Resource Management policy on Bangla Medium Schools in Bangladesh which is increasing slowly.

Saiful Islam

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# Chapter1

## *Introduction*

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## **1.1 Introduction**

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Human Resources Management is a part of general management of an organization. It is a process of formulating or developing and practicing these policies in difficult areas of an organizational activity like recruitment, selection, training, compensation, labor management relation, health and safety of an organization. So that the predetermined objectives of an organization can be attained the both efficiently and effectively.

The implementation of Human Resource Management policies and its practices will create new prospect for smooth operation in the educational institution of our country. We believe this research must be adopted to test the feasibility of introducing Human Resource Management policy in Educational institution of Bangladesh.

Education is a broad concept; it refers to all the experience in which people can learn something. It is the backbone of a nation. No progress and prosperity can be achieved without education, be it in business organization or in group or individuals personal life.

"Education is an important form of human capital that is essential for improving productivity and furthering economic growth." Education systems are established to provide education and training, in most cases for children and the young. Sometimes, education system can be used to promote policy or ideas as well as knowledge, which is known as social engineering. This can lead to political abuse of the system, particularly in totalitarian states and Government.

Productivity of teachers refers to delivery of education to the student through teaching by the teachers. School teachers act as pioneer of civilization through providing the basic education to the society. If the teachers start teaching quality education, the whole nation will start learning quality education. If the teachers do not do so, the degree of quality education (level of education) will obviously fall. Thus teaching of school teachers acts as key tools in the education program of a country. So a country must emphasis on facilitating the teachers' community.

The term school is used to refer to all educational institutions having the following characteristics:



- One or more teachers to give instruction;
- An assigned administrator;
- Based in one or more buildings; and
- Enrolled or prospectively enrolled students;
- Provides education services to all students who are enrolled.

In this area, Educational Institution is playing a vital role. It has a major responsibility in nation building through enriching science, technology, humanities and arts by providing value based education to students to make them moral leaders. But sometimes unfair recruitment and their non- academic activities, their shortage of educational material & tools are the circumstance hindering quality improvement of our education. Not only these, underprivileged salary structure of the teachers is also a major problem to create a loyal teacher.

## **1.2 Objectives of the Study**

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### **Primary Objective: -**

The main aim that had lead me to pursue this study , was to find out the way of how the Human Resource Management policy practices in Educational Institution with a Special Focus on Bangla Medium School which could assist in improving the level of standard of education in Bangladesh.

### **Secondary Objective:-**

Some other sub goals of this research were to overview the problems and barriers, facing the educational institution. This study covered different areas related to solve the barriers, and place some suggestions.



It endeavored to look in to the matters:

- To determine the level to which the Management ( people) are satisfied,
- To determine the weakness of existence school,
- Recommended ways for increasing teachers' satisfaction,
- To find out the significant a Special Focus of this study on Bangla Medium Schools,
- To understand the dynamic of Human Resource Management policy and practices on Educational Institution,
- To determine whether the authorities of the educational institutions are interested to apply HRM policy,
- To determine whether Human Resource Management policy would be cost effective for the users.

As we were aware that most of the Bangla Medium Schools were trying to practice of Human Resource Management Policy, this application would become an integral part of Modern Business life in near future.

### **1.3 Scope of the Study**

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As I am the teacher of Glory School & College, so I asked permission from principal and Chairman to study about HRM practices in this school. They also gave me more support to do this study. Since they have no concrete HRM practice and HR information, that's I have used some tools to find out HRM practice in this school, such as-questionnaire, Interview, etc.

From teachers and management side all of them provide me more information as they are well known regarding Bangla medium school.



## **1.4 Methodology of the Study**

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My study was a problem solving or applied HRM policy research. I did seek out to test the feasibility of implementing Human Resource Management policies on Educational Institution in Bangladesh; it was a conclusive study which used descriptive as well as casual research technique. We used both primary and secondary data for the purpose of this study.

Primary data source were structured questionnaire and most of those were open ended. Personal interview were taken to gather primary data and interviewers were the teachers and the Management /owner. Data were analyzed manually and analyses were done with MS Excel that included Graphical Presentation, Frequency. I have tried to achieve maximum accuracy while analyzing data.

From those collected data & information, investigation were done to find the research behind, unfair recruitment, poor salary, job dissatisfaction, de-motivated circumstance, high turnover among the schools teachers. These information and secondary data helped me to seek the way to improve these mentioned conditions over the country.

As the secondary data were inadequate, I had to collect the primary data that are necessary to conduct the research projects. The survey method was utilized to collect primary data in some nearby schools. Survey method involved collection of information following convenient sampling as sampling procedure by implementing some form of questionnaire.

Data were obtained by interviewing the teachers and management through the questionnaire and was kept confidential. These were not revealed in the final result and conclusions.

This research design required some Teachers and Managements of Bangla Medium Schools as a sample of population and interviewing them by using some preformed questionnaires. Data collection methodology was planned for developing the survey research work.

To carry on with the present study some tools & techniques were used to conduct this report. Most of them: -

- Questionnaire,
- Interviews,
- Recruitment policy,



- Motivation tools:-training, increment, promotion
- Evaluation (HRM policy to be justified).

### 1.5 Limitations of the study

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During this study I have faced some problems. Otherwise I feel this Study report would be reflected the more authentic scenario.

These limitations are:-

- ✓ Finding constraint – Major limitation of this study assignment was, no existing research work specially found on this study, which was pursued by me. So adequate secondary data was not available on this topic.
- ✓ Problem for taking Interviewers – During this study, I have faced a big problem that management personnel were not available to talk or interview, high officials are always were very busy with different work, teachers were busy for taking class and assignment etc.

There may be biased in the sampling process and the sample may not be representative.



## Chapter 2

### *Profile Of*

### *Glory School & College*

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## An Overview of Glory School & College



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ব্রাঞ্চ- ১

### 2.1 History

Glory School & College, a high quality educational institution, is to develop the students through appropriate and quality education and guidance for creative knowledge to prosecute higher studies maintaining an easy contact and relation with the world outside. It was established in 2006 at Mirpur in Dhaka to accelerate a high quality of education. With the excellent achievement of its main campus in 2012 it started with its first branch in Sher E Bangla Nagar, Taltola, Dhaka. For delivering a high quality of education Glory School & College achieved its code from NCTB respectively in 2011 (College) and 2013(School).

### 2.2 Aims and objectives:

The main aim of the school can be clearly explicable to everybody if one peruses the mission statements of the school, titled as “Fountain of Golden Generation”. Glory School & College sincerely makes effort to contribute in creating better human resources for Bangladesh. If one visits our Campus he/she would easily understand how much facilities we are providing for our students. Glory School & College always looks at the comfort/benefit of the students.

- Glory School & College gives a quality education that will make all the students to be responsible and productive citizens.



#### HR Policy Of Glory School & College

- Glory School & College educates the students to be long life learners who take personal responsibility for developing our world.
- Glory School & College with its experienced teachers provides the educational needs of all students to find the shortest path to success.
- Glory School & College provides contemporary education.
- Glory School & College raises children with awareness of their rich culture.
- Glory School & College follows the latest educational technology.

Glory School & College nurtures children with scientific knowledge and moral values.

### 2.3 College Information

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Name of the Institute	Glory School & College
Genesis	Glory School & College will be controlled and governed by the NCTB rules and good monitoring system by the college.
Date of Approved (school)	2 <sup>nd</sup> September 2013
School Code	1303
Date of Approved (College)	23 <sup>rd</sup> May 2011
College Code	1190
Admission office	House # 7, Road # 8, Block – C, Mirpur – 10, Dhaka - 1216
Web page	<a href="http://www.glorycollege.com">www.glorycollege.com</a>
E-mail	info@glorycollege.com

### 2.4 Slogan

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Come to Learn, Go to Serve.

*Saiful Islam*  
ID:12264005



## 2.5 Why Glory School & College?:

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- Every year students' number increases nearly about 35%.
- Highly qualified teaching staff.
- 100 % pass in PEC, JSC, and SSC result.
- In PEC and JSC Outstanding result with talent full and general grade scholarship.
- Outstanding SCOUT program.
- School Hostel with great facilities.
- Multimedia Classrooms.

## 2.6 Administration and faculty:

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Glory School & College proves itself as one of the best schools in this country by providing NCTB standard quality education. This honor is achieved by its dedicated management, highly qualified teachers and hard working staff.

- a) Chairman: Mohammad Sharaf Uddin (Sohrawardi) is the chairman of the institute, under his monitoring all works are done.
- b) Principal: Mohammed Fazlur Rahman is the Principal. Principal with the association of the Management Committee of the school runs the administration of all section.
- c) Teachers: The most important resource any school has, of course, is the teachers, and we are fortunate in having a team of dedicated, experienced and enthusiastic teachers who works persuasively to facilitate good education. They are working relentlessly to groom the students not only in school hours with their lessons, also with numerous clubs and other activities even after school. Different subjects are taught by experienced and qualified teachers.
- d) Human Resources Department: Glory School & College Administrative Offices work cooperatively for smooth functioning of the school. These offices are listed below:



- I.T. Department
- Admission Office
- Accounts Section
- Public Relations Office
- Advertisement & Publishing Department
- Secretarial Office

## **2.7 Academic overview:**

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Glory School & College is very much careful about quality education. Hence we have a strong academic guideline. Along with a sound academic curriculum, we initiate very much for extracurricular activities. Which helps students to build a prosper career.

## **2.8 Curriculum:**

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Students will be prepared for the National Curriculum and we provide them the curriculum with best technique and digitally. We alienated our curriculum into four divisions with two versions).

- Primary Level which is from Prep-1 to Class 5  
(In Primary level we have Prep – i, Prep – ii, Class - 1, Class – 2, Class – 3, Class – 4, Class – 5)
- Junior Level which is from Class-6 to Class-8.
- Secondary Level which is from Class-9 to Class-10(SSC).
- Higher Secondary level which is Class-11 to Class-12 (HSC).

In our school and college we have two versions in NCTB curriculum.

- Bangla Version
- English Version



## 2.9 Teaching Method:

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Since it is well known to the staff of Glory School & College that childhood is the most impressionable stage and anything good or bad taught to the children makes an indelible mark on their mind, Glory School & College discards traditional system and introduces systematic and careful intensive Child Psycho-Therapy Development Program (CPTDP) that is bearing the sign of sincere efforts to overcome all sorts of disappointing atmosphere.

The young and innocent kids like other social beings are growing up and are not enjoying the same social benefit and rights as others in this mass complicated world. Parents being busy, most of the time they are unable to share filial feelings with their children. The well-trained and highly educated and dedicated teaching staff of Glory School & College yield parental love to the young as the equal of parents. They also help them cultivate and enhance all human qualities.

## 2.10 Admission Fees for the class of Bangla and English

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Admission fees for Bangla and English Version are as below:

### **Bangla Version**

Admission fee	Tk 6000.00
Exam fee (Annually)	Tk 2200.00
ID card	Tk 200.00
Fee Collection book	Tk 100.00
Monthly fee	Tk 1000.00 (For Prep – i to Class – 10)

### **English Version**

Admission fee	Tk 7500.00
Exam fee (Annually)	Tk 2200.00
ID card	Tk 200.00



#### *HR Policy Of Glory School & College*

Fee Collection book	Tk 100.00
Monthly fee	Tk 1500.00 (For Prep – i to Class – 10)

### **Class – 11 to Class – 12 Fees**

Admission Fee	Tk 8000.00
Monthly Fee	Tk 1000.00
Exam Fee	Tk 600.00 (Per Semester)

### **2.11 Class Timing for Morning & Day**

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At present Glory School & College has both morning and day shift for the students of Prep - i & Prep - ii and only one shift for the students of Class – One to Class - Twelve. Timings for different shifts and classes are appended below:

- Prep –i and Prep - ii (Morning Shift): 08.00 a.m to 10.30 a.m
- Prep – i and Prep - ii (Day Shift): 11.00 a.m to 01.30 p.m
- Class – iii to Class – vii : 8.00 a.m to 12.30 p.m
- Class – viii to Class – x : 08.00 a.m to 01.30 p.m
- Class – xi and Class – xii : 08.00 a.m. to 02.00 p.m.

### **2.12 Scholarship / Financial Assistance:**

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Financial concession in the form of full/half tuition waiver will be given to meritorious but financially handicapped students on the basis of class performance and year-wise results of the final examination. Besides we provide books and other stationeries to the students those who are unable to bear the expense.



### **2.13 Extracurricular activities:**

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To help the overall development of students, a number of extra-curricular activities are organized .These are:

- Visiting Museums
- Visiting Amusement Parks
- Visiting Factories
- Kids Shows
- Quiz Shows
- Fun Shows
- Drama Shows
- Art Competition
- Music Competition
- Essay Competition
- Reading Competition
- Poetry Competition
- Debate Competition
- Handwriting Competition
- Dance Competition
- Kids Day Out
- Cultural Function
- Mother's Day Special
- Science Fair



- Sport Tournaments
- Exhibitions
- International Festivals
- Children's Festival
- Table Tennis
- SCOUT Program

## **2.14 Facilities:**

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- **Student Records Department**

The Student Records Department (SRD) has been created to manage all student-related information. All campuses have a SRD Unit and it is coordinated by the central SRD Office in the Corporate Building. SRD provides students and parents with the following services:

- Creating and distributing Student ID cards and collecting photographs
- Changing students' information in our records
- Communicating with parents through SMS
- Processing the School Leaving Forms (SLF) and issuing Transfer Certificates (TC)
- Issuing automated Report Cards at the end of each Term
- Managing the academic records of all students

The main objective of this Department is to maintain student related information, i.e. personal and academic information about each student, electronically and securely. Such data is captured in a well-designed software that ensures the smooth operation of the school. Such electronic information allows us to be responsive to the needs and demands of students and parents, and allows us to increase our efficiency in administration.





- **Security & Health**

Glory School & College takes safety and security very seriously. The school already has numerous policies and procedures in place to ensure the safety of students. Glory & college is now taking extra steps to further enhance security, including tightening rules on visitors to campus, security checks during events, improving infrastructure such as metal detectors and setting up a committee to monitor security protocols regularly. We request all parents and students to cooperate with our staff to help maintain security and safety on campus at all time.

To enforce day-to-day safety and security within the school premises the following measures are taken:

- A group of trained and experienced individuals have been engaged to ensure round the clock security in each campus.
- Metal detectors are used for checking visitors and parents and bags at the entrance and exit points.
- Use of ID cards is compulsory for all students.
- Only parents/guardian/authorized persons are allowed to pick up the students.
- All school sections are secured & under observation with cc camera.
- The school building and rooms are kept under lock and key after working hours.
- All school buses/transport are checked and searched before the students board.
- Each campus has a sick room and first aid facilities in a convenient location.
- Adequate fire extinguishers are kept available for immediate use.
- Security vetting is carried out on relevant employees.
- Periodic inspections are conducted by the Security officers to ensure safety and security arrangements.



The followings are regular safety programs undertaken in the campuses

- Teachers with first aid training or medical qualifications are available to provide medical assistance to students in case of emergencies and accidents. All faculties go through first aid refresher training on an annual basis.
- Fire drills are conducted in all school campuses at regular intervals. Each floor has its own fire drill procedures to evacuate the buildings in case of emergencies.

All floors are equipped with fire extinguishers. The administrative personnel are trained to use the emergency safety tools.

- **Transport:**

Glory School & College provides air-conditioned mini- van service to and from school wherever it is feasible. We also provide transportation for our field trips.

### **2.15 Social Activities:**

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Every organization has some social responsibilities. Glory School & College believes that if any organization goes into any community then they should contribute to the welfare of that society. By this sense the School has participated in different humanitarian activities. These humanitarian aids include Eid gifts distribution for needy children, relief materials for the flood affected people, relief materials distribution and distribution of stationery items for poor students, meat distribution during Eid-ul-Azha, iftar packs for the needy people etc. The School also sends poor but brilliant students abroad for higher studies on full scholarship.



## Chapter 3

# My Activities in Glory School and College

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### 3.1 My Joining:

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After doing my graduation in English I don't want to stay at home without any kinds of work. Then in 2011 November I found a job advertisement in Daily Prothom Alo that some teachers were needed in Glory School & College. I applied for the post and then selected and then joined as a teacher in English department in that organization on 1<sup>st</sup> January 2012. After joining I got on the job training system from the senior teacher and coordinator Mr. Jafar Ullah. He trained me how I could be a good teacher and how I could do my job with high quality and with great satisfaction. How I should control the class and what will be the controlling system. My job is running in the same organization from 2012 to till now. So I do the Intern Report on my work experience about Glory School and College very smoothly and with the help of teachers who are my colleagues, with the help of the Chairman and the Principal.

### 3.2 Job Responsibilities at Glory School & College

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In Glory School and College I have vast experience on teaching. The organization gives me a great chance to know how to serve the nation by teaching and how a person can utilize him in an organization by doing a great job for the nation like teaching. In teaching profession a teacher has some responsibilities to do better and to get better result from the students. My responsibilities are ...

- Delivering lectures in a simple way so that a student can easily get it.
- Providing notes to the students.
- Providing Creative Pattern to the students.
- Providing lessons on behavior, manner, ethics and essential norms to the students.
- Controlling the class.
- Checking C.W and H.W copies.
- Taking Class Test and Spot Test
- Making questions and checking the scripts very carefully so that the students can easily correct the mistakes.
- Motivating the students to learn for him and to serve the nation.



## Chapter4

# Excerpts from Literature and Practice

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## **4.1 Human Resources Management**

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Human resources management is one of the most complex and challenging fields of management. It deals with the people dimension in management. Over the past eighty years, various approaches to human resource management have been adopted by companies. The human resource approach which is currently in vogue, has redefined the way people are treated and managed in the organizational context. This approach requires that employees or the work force be treated as resources and not just as factors of production (as in the scientific approach) or emotional beings with psychological needs (as in the human relations approach). Basically, HRM includes the four functions of acquiring, developing, motivating and managing the human resources. HRM functions are broadly classified into two categories – managerial functions and operative functions. Managerial functions include planning, organizing, directing and controlling. The operative functions of HRM are related to specific activities of HRM such as recruitment, development, compensation and employee relations. HR policies are based on the organizational culture and objectives and they define the role of the HR department in an organization. They determine the relationship between the management and the employees and the way the employees are treated and valued in the organization. Therefore, they determine the levels of employee satisfaction and motivation. HR procedures help the management in implementing the HR policies. Human resources play an important role in the development of businesses and countries. Attracting, retaining, motivating, and developing people with varied interests and expectations are a major HR challenge.

Moreover, challenges posed by the turbulent business environment, rapid technological changes, a diverse workforce, and the changing legal and governmental regulations also affect organizations. In this situation, a new role has emerged for HR function, as a value provider, as a key player in organizational working and as a contributor to organization's strategy. The specialist role of the HR professional takes a number of forms: the auditor's role, the executive's role, the facilitator's role, the consultant's role and the service-provider's role. HRM objectives should be in alignment with the organizational objectives, and should balance them with the individual and social goals.

HR policies, framed after determining the objectives of HRM, are described as a set of proposals and directions that guide the managers in pursuit of the objectives. Today's HR



professional has a lot of challenges to face in the form of changing composition and attitudes of the work force, growing emphasis on quality of products and services and the quality of work life, fast paced technological changes, government policies, etc. He has to gear up to meet these challenges effectively by being more innovative and proactive. Strategic Human Resource Management helps the organization in the achievement of long-term and short-term goals through optimum utilization of human resources. It involves the development of human resources objectives and their alignment with the organizational objectives.

## **4.2 Historical delineate of HRM**

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Human resource development is basically a modern terminology that imaged during 1970s and own final acceptance in 1989 when the American Society for personal administration (ASPA) voted to change its name to the society for human resource management (SHRM).both term however refer to the same thing, the proposed who work for a organization represent that organization's human resource are an most important asset, all managers should be vitally concerned with human resource management.

## **4.3 Component of HRM**

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The major components of human resource department include:

- # staffing or employment
- # Training and development
- # Placement
- # Compensation and benefits
- # Employee relation

Those components are necessary for every origination, regardless of size and structure. Even small companies with quite a fewer employee's need to have a human resource department to perform these function.



## 4.4 Activities of HRM

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HR Managers should do the following things to ensure success-

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions and grant enhancements.
- Indulge in continuous quality improvement HR contributions like training, development, counseling, etc
- Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g. Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.
- Lay off workers in a smooth way explaining facts to unions, workers and other affected groups e.g. IBM, Kodak, Xerox, etc.

HR Managers today are focusing attention on the following-

- a) Policies- HR policies based on trust, openness, equity and consensus.
- b) Motivation- Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.
- c) Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.
- d) Change agent- Prepare workers to accept technological changes by clarifying doubts.
- e) Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.





## Chapter 5

# Observation

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## 5.1 Employment

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### 5.1.1 Recruitment:

Recruitment is the process of identifying that the organization needs to employ someone up to the point at which application forms for the post have arrived at the organization. It is the discovering of potential of applicants for actual or anticipated organizational vacancies. It actually links together those with jobs and those seeking jobs.

Glory School & College follows two ways of recruitment systems. They are...

- Internal Recruitment
- External Recruitment.

#### 1. Internal source

- Glory School & College thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures.
- HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualified employees to apply. The notices usually are posted on College's bulletin boards. Qualification and other facts typically are drawn from the job analysis information.
- The purpose of job posting is to encourage employees to seek promotion and transfers that help the HR department fill internal openings and meet employee's personal objectives. Not all job openings are posted. Besides entry level positions, senior management and top staff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

To recruit a teacher Glory School and College go through the external recruitment system.



## 2. External source

When job opening cannot be filled internally, the HR department of Glory School & College must look outside the organization for applicants. We discuss all the external source of recruitment at bellow:

### Employee referrals:

Employees may refer job seekers to the HR department .Employee referrals have several advantages .Employees with hard –to –find job skill may no others who do the same work. Employee’s referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise, religions, sex and other characteristics, possibly leading to charges of discrimination.

### Advertising:

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply .They are most familiar form of employment advertising for highly specialist requites, ads may be placed in reputed newspapers or in online like bdjobs.com.

## **5.1.2 Selection:**

Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post. The Main Objective of a selection procedure is to determine whether an applicant meets the qualification for a specific job, and then to choose the applicant who is most likely to perform well in that job.

The following are the necessary steps generally involved in the selection process of Glory School & College. These are...

- Preliminary Interview
- Written Test
- Employment Interview
- Demo Class
- Final Selection



### Preliminary Interview:

It is the first step after receiving and scrutinizing the application forms in the selection process. The purpose of this type of interview is to disqualify the unfit and unqualified candidates for an educational institution.

### Written Test:

After finding the candidates from the preliminary interview our next steps is to allow them to sit for a written test. The test is taken on particular subjects to the candidates to know the actual knowledge of the candidates in the subjects which he/she wants to teach.

### Employment Interview:

After taking the written test the next steps to take an interview which will be the most important thing to select a suitable employee for the organization because in this step questions are mostly job related because this is taken for the candidates who are allowed in the written test exam.

### Demo Class:

The candidates who are selected from the employment interview they should go on a class to show them they are really good for the class or for the organization and fit for doing the right jobs.

### Final Selection:

If a candidate successfully overcomes all the obstacles in the selection process the organization declared him/her as selected. An appointment letter is given to him/her mentioning the terms of appointment, pay scales. It is primary duty of HR manager to introduce him/her in the organization.

## **5.2 Human Resource Development of Glory School & College**

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Organization use main resource than other resource. Of all resource human resource places a vital and curtail role in organizational development and its growth, sustainability and development of organizational activities.



It acts as a social capital for organization development. It represents a source of ability, skill, competence, knowledge, attitude, aptitude, efficiency, potentiality, values and decision-making power for achieving strategic goals and objectives. For this reason, Human Resource is considered as a valuable asset and strength of any organization.

It includes Human Resource planning, job analysis, job design, acquisition, training and development, performance appraisal, compensation, benefits and reward, job evaluation, counseling and employee participation in management process. It involves all managerial decisions, policies and practices, those influence human resource directly.

### **5.2.1 Training and Development**

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Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job.

Development is a related process. It covers not only those activities which improve job performance but also those which bring growth of the personality, help individuals to progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip a person to earn promotion and hold greater responsibility. So the training is provided in two ways. They are...

- On the job training
- Off the job training

#### **On the job training**

On the job training is a training that shows the employee how to perform the job and allows him or her to do it under the trainer's supervision

#### **Class Room Training:**

On the job training is normally given by a senior employee or a teacher or lecturer. The employee is shown how to perform the job and allowed to do it under the trainer's supervision. As this kind of training is mandatory in this organization, this is class room training.



### **Off the job Training:**

Off the job training is training in which employees' are given training at a site away from the actual work environment. It often utilizes lectures, case studies, role playing, simulation, etc.

Training with a trainer: We provide training to the employee with another experienced teacher how to create a developed class lecture and how to develop. What will be the teaching method.

Government Training: Government has provided many kinds of training program to the teacher to develop teacher's ability in teaching and our organization allow us to join there and to create a high professional skill in teaching.

In Glory School & College on the job training is mostly used but when it is necessary then off the job training is provided by a senior lecturer or a highly experienced within the organization.

### **5.3 Employee Relation**

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Employee Relations involves the body of work concerned with maintaining employer-employee relationships that contribute to satisfactory productivity, motivation, and morale. Essentially, Employee Relations is concerned with preventing and resolving problems involving individuals who arise out of or affect work situations.

Advice is provided to supervisors on how to correct poor performance and employee misconduct. In such instances, progressive discipline and regulatory and other requirements must be considered in effecting disciplinary actions and in resolving employee grievances and appeals. Information is provided to employees to promote a better understanding of management's goals and policies. Information is also provided to employees to assist them in correcting poor performance, on or off duty misconduct, and/or to address personal issues that affect them in the workplace. Employees are advised about applicable regulations, legislation, and bargaining agreements. Employees are also advised about their grievance and appeal rights and discrimination and whistleblower protections. From the organization employees are given the things...



### **Safety and Health:**

According to Occupational Safety and Health Act, provides job safety and health protection for workers by promoting safe and healthful working condition throughout the nature. So it is a moral and obligatory duty for an organization to provide the employee such as working environment. In an organization employee safety and health program are typically under the authority of human resource department. Management has a legal responsibility to ensure that the work place is free from unnecessary hazardous and the condition surrounding the work place are not hazardous to employees physical and mental health.

### **Communication program:**

It is essential for HRM to appropriate communication programs in the organization in order to protect employees can know what is occurring around them and to vent frustration. And where good communication program are operating, benefit occur to the organization. Effective communication activities don't just happen, rather it matures after careful thought implementation and evaluation, HRM communications has the ability to bring about many positive changes in an organization. This process however it exists should stay focused on keeping employees informed thereby setting the stage for enhancing employee satisfaction.

### **Duties & Responsibility:**

#### Working Time:

Working time for employee of Glory School & College is 5 working days in a week. Each of the employees gets government holiday.

#### Attendance:

Each employee will ensure attendance through attendance book. They should write entry and exist time on attendance book. It will checked by the authorized person.

#### Working Hours:

In Glory School & College working hour is normally 7.00 am to 2.00 pm from Saturday to Wednesday. But in emergency development activities case each person need to their work much more than the working hours.



Dress code:

There is no dress code for the teachers. But Glory School & College employee should choose appropriate dress at work place which is consistent with the performance. Only security guards must need to maintain appropriate dress which is allocated for them.

Leave of office during the office time:

No employee can leave the office during office time without prior valid permission of the respective authority. If there is prior work for office purpose each employee should maintain a movement register to do the necessary office work at outside the office area.

Leave and leave related regulation:

The leave will be counted from the day of joining of the employee and s/he can avail it only after his or her job confirmed. During the probationary period no leave will be granted, however, in case of any emergency the casual and medical leave may be granted. For any leave employee will have to take approval from the concerned department head. The department head can reduce the number of leave after having discussion with the employee. All leave application have to be sent to personal file and administrative department. Discretionary benefits are judgment based benefits that the organization provides to its employees.

Benefits include:

- Protection programs
- Pay for time not worked
- Other services

Department head will consider the following matter prior to approving the leave:

- Casual leave cannot be taken more than three days at a stretch.
- Medical leave will be granted only if the leave application is accompanied by the prescription or certificate of the registered physician. Other this leave will be considered as earned leave.
- Two type of leave cannot be mixed together.





## 5.4 Reward and Compensation practice in Glory School & College

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The reward and compensation benefits that Glory School & College have to its employees can be classified in two typical parts: Intrinsic verses extrinsic and financial verses non-financial reward.

The major intrinsic rewards that the employees enjoy working in Glory School & College are reorganization salary, Eid or traditional bonus. It's the direct financial reward. Employees usually get those rewards from their job itself.

Extrinsic rewards that are the instruments which an organization use to retain the efficient employees and thus to satisfy them to skim out their potential includes both financial and non-financial reward.

Non-financing rewards cover widespread facilities to the employees that are potentially disposal of the organization. Their common link is that they do not increase the financial position of the employees rather they emphasize making life on the job more attractive. Glory School & College offered the some extremely attractive non-finance reward that may includes provision of one time financial bonus, increment.

## 5.5 Employee Benefits practice in Glory School & College:

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Employee benefits & services were formerly known as fringe benefits and these benefits were primarily the in-kind payments employees receive in addition to payments in the form of money.

In addition to paying employees fairly and adequately for their contributions in the performance of their jobs, organizations assume a social obligation for the welfare of employees and their dependents

Employees benefits are usually inherent components of the non-compensation system are made available to employees that provide:

- Protection in case of health & accident
- Income upon retirement & termination



These benefits are components that contribute to the welfare of the employee by filling some kind of demand.

Bonus: Glory School & College has a very attractive bonus for its employees. Each employee gets bonus for two Eid festivals at a rate of basic pay half.

## 5.5 Performance Appraisal in Glory School & College

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Glory School & College does not consider Performance Appraisal as punishment tool. They actually do it to review the teachers' performance throughout the year and to have a basic idea about them. Glory School & College uses both formal and informal processes to do performance appraisal. Performance Appraisal use as improving the efficiency of the employee through the achievement of individual objectives that contribute to overall university performance. Strengthening the development the development of employee and thereby increasing the talent and ability to the organization.

### Formal

Glory School & College uses some written instruments or paper. Teacher evaluation form is a kind of performance appraisal methods by which the organization can evaluate teacher's performances. The school usually evaluates the teachers lecture outline, teaching methods and their punctuality and sincerity. Although every employee is evaluated with his/her work and concern department.

### Informal:

Sometimes Glory School & College use informal evaluation of the employees. Every superior gives verbal information about his subordinates. Based on the superior's information the management measures Performance Appraisal.



**System of Performance Appraisal of Glory School & College:**

Glory School & College authority sends their performance appraisal form to the principal of the college and he sends it to the different department and then to the class rooms to evaluate the teachers.

- The reporting officer measures each teacher's performance like lecture outline, teaching methods and their punctuality and sincerity.
- Then the reporting officer summarizes the whole performance of that teacher. He identifies teacher's strengths and weakness.
- The reporting officer sent the report to Principal and then to the Chairman and officially an evaluation report delivered to teachers and they are bound to explain the reason of summery result. And they are priorities for the next teaching opportunity through their rank.

Here is a sample of teachers' Performance Appraisal form.



TEACHER PERFORMANCE APPRAISAL FORM

*HR Policy Of Glory School & College*

TEACHER PERFORMANCE APPRAISAL FORM

Date: \_\_\_\_\_

Teacher's name : \_\_\_\_\_

Class handled : \_\_\_\_\_

Subject specialization: \_\_\_\_\_

Subject handled: \_\_\_\_\_

Rating Key: 4 Very good

3 Good

2 Average

1 Below average

0 Unsatisfactory

	Teacher's skill/attribute	Rating
1	Communicational clarity	
2	Listing of clear, realistic objectives attainable by children	
3	Teacher pupil interaction that makes the lesson concept interesting to children	
4	Usage of whole class demos with teaching aids	
5	Use of group activities (with clear expectations)	
6	Explanation of lesson concepts by using contextually relevant and concrete teaching learning materials (If this is not possible, use of multimedia teaching aids)	
7	Review of lesson concept using an effective Q A session (teacher initiated, pupil initiated or both)	
8	Maintenance of Classroom discipline	
9	Marking of Class work (with teacher explanation)	
10	Marking of Home work (with teacher explanation)	
11	Maintaining wall display of pupils' work	
12	Gender equity in all classroom processes	
13	40 minute time management (Segmentation)	

Total score: \_\_\_\_\_

Date: \_\_\_\_\_

Signature of Academic Supervisor/Mentor: \_\_\_\_\_

Signature of Principal/Deputy Principal with his comments/suggestions: \_\_\_\_\_

Signature of Inspecting Officer (from District/Regional Department of Education etc) with his comments/suggestions: \_\_\_\_\_

Teacher's feedback and signature: \_\_\_\_\_



## Chapter 6

# Findings & Recommendations

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## 6.1 Research Finding

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1. Glory School & College Human Resource Department is not organized. As a result the operating manager does not co-operate with HR in decision making.
2. They properly analyze what behaviors, abilities, knowledge and equipment are required to perform the job.
3. They clearly identify the essential functions to perform a job.
4. They provide a written narrative describing the activities performed on the job through appointment letter.
5. The organization does not outline specific skills, knowledge, abilities and other physical & personal characteristics that are necessary to perform a job.
6. Their selection, training and promotion procedure are not well structured and not even applied properly.
7. They do not provide any down-to-earth presentation of both formal & informal aspects of the job.
8. HRD is not much concerned about the employees.
9. The organization recruits employees from both within the organization & outside the organization.
10. They do not check an employee's efficiency before promoting him to an administrative position.
11. There have no training center.
12. The employees are not satisfied with the training process.
13. Glory School & College doesn't train all the employees.
14. Compensation system is not satisfactory.
15. The working environment is quite satisfactory.



## 6.2 Recommendations

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All the recommendations are entirely based on various perspectives which are obtained from the survey conducted. These are stated below:

### 1. Supervision and Monitoring of the Professional Level:

We should take action to improve teachers' annual appraisal supervision Authority who are well aware about the HRM policy.

### 2. Needs Teachers Training

A well – prepared teacher is vitally important to a child's education. Training for teachers is a very important function of academic management in the schools.

In this organization the teachers are trained mostly on the job training system so they get de-motivated when they enter in the organization so a training section and trainer should be needed who can train the teacher even who scored very poor from the performance appraisal system.

### 3. Open discussion with the teachers

The important role that teachers play in the academic activities cannot be overlooked. In our country teachers are more used to the traditional learning tools and are not very open to change. They rarely want to accept and adapt to innovative methods in the learning environment. Bangla Medium schools can play an important role in introducing the various training strategies like workshops, demonstration classes. Through these the teachers queries and concerns can be clarified.

The Management can listen to some of the teachers' comments or opinion and take necessary steps.

### 4. Changes in School policies

As pointed out by some teachers, higher authorities of Bangla Medium Schools, do not practices HRM policy. However this level is very minimal; therefore higher authorities of schools should try and change their attitude towards the practicing the HRM policy because HRM now is the business partner.



5. Teacher's salary should be increased:

Teacher is the main component of an educational institution. If an educational institution wants to run very nicely and with high quality of education it needs to recruit high quality of teachers with handsome salary.

6. Highly decorated and airy class room is needed:

The school & College is running with high quality of education in a narrow class room in which a teacher doesn't want to teach with broad and fresh mind. So size of the class room should be broadened and opened.

7. Turnover should be reduced by using motivational tools:

In this organization employee turnover is very high. So the students really faced many problems because they need to adjust with new teachers. On the other hand the organization recruit high quality of teachers but doesn't keep them for the organization because of the teachers do not have the motivation from the organization.

8. Recruitment and Selection Process should be well structured:

Sometimes they recruit the teachers in a right way but sometimes it is in wrong way by the hand of top management. It is really a harmful situation for the organization.

9. HRD should be introduced:

Glory School & College should recruit HRD employees having HR background so that they will make working people more productive and satisfied.





## Chapter 7

# Conclusion

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## **7. Conclusion**

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Education is becoming increasingly international. Development of the education system depends on the supply of trained teachers. Teaching is a profession with great honor and has appeared favorable by compassion with many other parts of the public sector.

If we are not going to have a proactive attitude towards the changes in practices of Human Resources Management policy, we are not going to be agents of the changes, changes will overcome us. HR department is playing a major role in staffing, training and helping to manage people so that people and the organization are performing at their maximum capability in highly fulfilling manners.

Some educational institutions arrange refresher courses and the opportunity to contribute to the learning and training process which is an integral part of their activities. The school management is very conscious of the fact that classroom teaching must employ modern interactive methods in order to be effective; therefore participatory and activity based teaching techniques are emphasized

Schools teachers' productivity that means "quality and quantity of education delivered by the teachers to pupil" --- is obviously very important issues for quality education. No progress and prosperity can be achieved without maximizing schools teachers' productivity because they provide basic education to a nation.

Yet quality education is the most necessary for future advancement of a country. Consequently this conducted research intended to contribute a little in seeking the way to provide the using of Human Resource Management policy in educational institution in Bangladesh.



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