

An Internship report on “Implementing MIS in HR: A Brief study of the impact of using MIS in an established company, Paragon Group”.

By

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An internship report submitted to the BRAC Business School (BBS) in partial fulfillment of the requirements for the degree of Bachelors in Business Administration

BRAC Business School  
BRAC University  
December, 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.

**Student's Full Name & Signature:**

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**Khaled Arafat**  
20104055

**Supervisor's Full Name & Signature:**

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**Zaheed Husein Mohammad Al-Din**  
Senior Lecture, BRAC Business School  
BRAC University

## Letter of Transmittal

Mr. Zaheed Husein Mohammad Al-Din  
Senior Lecturer,  
BRAC Business School  
BRAC University  
Kha-224 Merul Badda, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I am delighted to present you my internship report titled 'Implementing MIS in HR: A Brief study of the impact of using MIS in an established company, Paragon Group', which is a requirement for the BBA program.

I have given all of efforts into creating this report with all the necessary facts, data and information. It explores the key question regarding the topic of the internship and also explores other important aspects. I believe this report will exceed all the expectations and hereby fulfill all the needs for the completion of this degree.

Sincerely yours,

---

Khaled Arafat  
20104055  
BRAC Business School  
BRAC University  
Date: 10<sup>th</sup> December, 2024

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Paragon Group and the undersigned student at Brac University to prevent the unauthorized disclosure of confidential information.

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**Khaled Arafat**  
20104055

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**M.M. Ferdous**  
General Manager, People & Organization  
Paragon Group

## Acknowledgement

All praise and glory belong to The Almighty. I am devotedly grateful for receiving the chance to complete my internship successfully on a reputed company.

I am thankful to my supervisor and co-supervisors on-campus, Professors Zaheen Ad-Din, Senior lecturer of BRAC Business School and Hasan Maksud Chowdhury, Assistant professor of BRAC Business School for their invaluable suggestions throughout the journey and their relentless inspiration.

I am thankful and grateful to my parents, who constantly supported me throughout my whole journey and shaping me. They've been with me and on many occasions, I missed them too much. I am also thankful to my sister, who held the fort when I was in Dhaka.

I am also thankful to my on-site supervisor, Mr. M. M. Ferdous, General Manager of People & Organization, and Shazzad Hossain, Assistant Manager, HR & Admin of Paragon Group for helping me in every step of the way, shape me up for the upcoming job responsibilities and to give me a chance to work alongside them. The thing I'll be the most thankful for is that they've treated me just like any other employee, no special treatments for the intern. This helped me gain a valuable insight on how colleagues treat one another.

I am the most thankful to my relatives, especially to my Kakush Mama, Sifat Mami and Khalamoni, who were with me throughout my journey living as a bachelor in Dhaka. They fed me and sheltered me when I was homesick, provided me with the warmth that I needed. Dhaka was bearable for them.

I am thankful to my friends and roommates, who were all with me till the end, always believed in me and never gave up on me. These guys are the best and I couldn't have asked for a better friend circle in my university years. These guys helped when I was down and cheered me up, and that was the best I have ever felt. I am especially thankful to Rifa Saimah Bente Rahman, who was with me through thick and thin, constantly giving me the support that I wanted and needed, being the beacon of light when I stumbled in the darkness and navigated me into my best version. I couldn't have achieved that if she was not there.

Last but not the least, I am thankful to Paragon Group, for providing me with the opportunity to complete my internship from a reputed group. The long 3 months internship gave me a valuable insight on how to work in a fast paced, dynamic work environment, how to think quickly and strategically, and most importantly, how to follow proper office etiquettes.

## **Executive Summary**

In a world which is technology paced, it is quite redundant to keep track of employee information files in pen and paper. For fast tracked result, every office follows an MIS that store important information on their database. Information that can be accessed in a matter of minutes. Any Group of Company (Pran, Meghna etc.) follows their own software to keep track of digital files. Paragon, an already established company, has a software that they follow for their daily orders, known as POLOXY. But it wasn't been used as an HRIS (Human Resource Information System) software, rather as a whole. Until a few years later, PeoplesHR came with a software built for the use of HRIS. This report aims to emphasis the use of MIS in modern HR, and how quick and easy it has made everyone's work, also underlining the strenuous physical work Paragon Company's HR has gone through on maintaining the files and learning the levels of the introduced software.

**Keywords:** MIS, Digital Files, POLOXY, HRIS, Human Resource Information System

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## **List of Acronyms**

|       |                                               |
|-------|-----------------------------------------------|
| MIS   | Management Information Systems                |
| DFF   | Dairy, Fisheries and Fertilizers              |
| TSO   | Territory Sales Officer                       |
| HRIS  | Human Resources Information System            |
| MOU   | Memorandum of Understanding                   |
| OM    | Operations Management                         |
| IT    | Information Technology                        |
| ERP   | Enterprise Resource Planning                  |
| HRMIS | Human Resources Management Information System |
| T&D   | Training and Development                      |
| HoD   | Head Of Departments                           |
| MGI   | Meghna Group of Industries                    |

## **Glossary**

|          |                                                                                                                                                                             |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Thesis   | An extended research paper that is part of the final exam process for a graduate degree. The document may also be classified as a project or collection of extended essays. |
| Glossary | An alphabetical list of key terms                                                                                                                                           |

# **Chapter 1 | Overview of the Internship**

## **1.1 Student Information**

Name: Khaled Arafat

Student ID: 20104055

Program: Bachelor of Business Administration

School: BRAC Business School (BBS)

Batch: Spring '20

Major/Specialization: Double Major in HRM and Computer Information Management (CIM)

Session: 2020-2024

## **1.2 Internship Information**

### **1.2.1 Company Information**

Company: Paragon Group

Period: 1<sup>st</sup> September- 7<sup>th</sup> December

Department: HR & Admin

Address: Paragon House, 5, C/A Bir Uttam AK Khandakar Rd, Dhaka 1212 (Head Office)

### 1.2.2 Internship Company Supervisor & Co-Supervisor

**Supervisor:**

Name: M. M. Ferdous

Organization: Paragon Group

Designation: General Manager

Division: People & Organization

**Co-Supervisor:**

Name: Shazzad Hossain

Organization: Paragon Group

Designation: Assistant Manager

Department: HR & Admin

### 1.2.3 Job Responsibilities

- i. Maintaining Employee Files: I was given the hefty task of maintaining all of the employees file in HR software, finding minor mistakes on any document-filing, and report back any anomalies.
- ii. Understanding of HR Module: Paragon uses their own software and for quite some time, I was shown how to operate the software and was also given works alongside.
- iii. Updating new Employee Files: New employee's files were updated by me on the basis of their hiring employees.
- iv. Updating existing Employee Files: Not only new files, but I was given the task of updating the old files of previous employees with new information.

- v. Assistance during initial interviews: Between my given task, I was called upon to assist in different initial interview stages, like staying as an invigilator, overseeing the examinee etc.

## **1.3 Internship Outcomes**

### **1.3.1 Student's contribution to the company**

As Paragon recently acquired their own software for MIS purposes, they needed someone to transition their physical files to digital. Thus, I was able to help them extensively in this case, not only aiding in digitalizing existing employee's files, but also helping in various ways, like rechecking the file documents, cross checking and verifying their educational documents, updating any missing information on their file, reporting any discrepancies and anomalies on their file, helping in data feeding on their HRIS, updating confirmed and extended probationary employees, while also doing menial tasks, like assisting in their recruitment exams, calling potential candidates for their interviews and helping in employee's payroll.

After completing my tasks in HR & Admin Department, the DGM of HR & Admin, Mohammad Tuhirul Islam, shifted me to their Sales Admin department of Dairy Sales, also known as DFF (Dairy, Fisheries and Fertilizer) department to assist in their backlogged works. During my stay there, my responsibilities were data feeding in excel, cross-checking vendor receipts, matching order documents with their receipts and challans and most importantly, taking note of different transactions sent by TSOs and reporting them to the relevant Accounts Officer. During my tenure, the responsibilities executed and carried out by me had significant effect to the workforce, both in HR & Admin Department and Sales Department.

### 1.3.2 Benefits to the student

Being able to work in a dynamic and fast paced environment taught me a lot of things. It taught me how to interact with candidates, how to work through proper channels, how to address certain issues pertaining to the office grounds, how to address colleagues, reporting to managers and more. My three months long internship has taught me how to be fast, efficient and precise about my work, how to manage time for additional tasks, multitasking, and the most important skill I have acquired is understanding different managerial panels and talking to them catering to their mood. Overall this internship has given me a short, yet calculated look of a corporate workplace.

### 1.3.3 Problems/Difficulties (faced during the internship period)

As an intern, I've faced quite a few difficulties during my tenure, the initial being working without a desk. Which meant I had to work in one of the meeting rooms situated there. Fortunately, they had managed a work station for me later on, with an internet connected desktop facility. As it was my first experience in a professional environment, I had faced some difficulties to manage some harsh tackling by some other Senior Managers of different department- which I had taken as a learning Point of View. This burned me out quite a bit, as I was working hard to finish their backlogged works. But perhaps the most difficult thing I've faced is maintaining office's time, starting from 8:30 am for 6 days a week. It's my own issue but, nevertheless it was a tough one.

### 1.3.4 Recommendations to the Company for Future Internships

As in intern, here are my recommendations that can be followed to boost the intern's morale:

- Interns can be asked to report to their respective department's General Manager for their weekly progress and be given weekly feedback sessions for their personal growth.
- A desk can be dedicated to the interns for their working purpose.

## Chapter 2 | Organizational Part

### 2.1 Introduction

In 1952, a Bangladeshi common man, driven by inspirations, set out on a vision to create a family legacy, one which would lead the country in various sectors. Keeping this in mind, Mr. Mizanur Rahman, the visionary, laid the foundation by launching a modern printing and packaging company. Later on, his son, Mr. Moshir Rahman, set out to be his successor, by going towards the poultry industry in 1992. He, along with his wife, Ms. Yasmin Rahman went on to establish the first fully integrated modern farming. With time, the duo set to open many more business prospects under the name Paragon Group. In 1979, Mr. Moshir Rahman joined his father's printing business, thus marking his first adventure as an entrepreneur. Driven by desire to lead a company that will revolutionize the poultry industry of Bangladesh, he and his wife started with a flock of 100-layer birds. Some 25 years later, it became one of the country's largest animal feed and poultry industries of Bangladesh. Over the years, Paragon Group has expanded, but their values remain the same, as they work with Innovation, Integrity and Sustainability.

Currently Mr. Moshiur Rahman is serving as the Managing Director (MD) of Paragon Group, along with his wife Mrs. Yasmin Rahman and his son Mehran Rahman as Directors of Paragon Group. All are engaged in day to day operation of the group as to lead different divisions from Apex body.

## 2.2 Overview of the company



*Fig 1: Paragon Group Logo*

### 2.2.1 Vision

Paragon Group's vision is to create a green and developing future through its business activities. The group's vision includes:

- Sustainability, where Paragon Group contributes to renewable energy and zero waste management in all its projects.
- Quality, where Paragon Group aims to set high standards of service quality and uphold its reputation.
- Innovation, where Paragon Group aims to create innovative ways of finding opportunities in every project.

### 2.2.2 Mission

“To deliver sustainable solutions that contribute to the growth of our industries and ensure food security for the nation.” Paragon proudly serves the customers with high-quality agricultural products, industrial-grade packaging, and consumer foods and services.

### 2.2.3 Core values

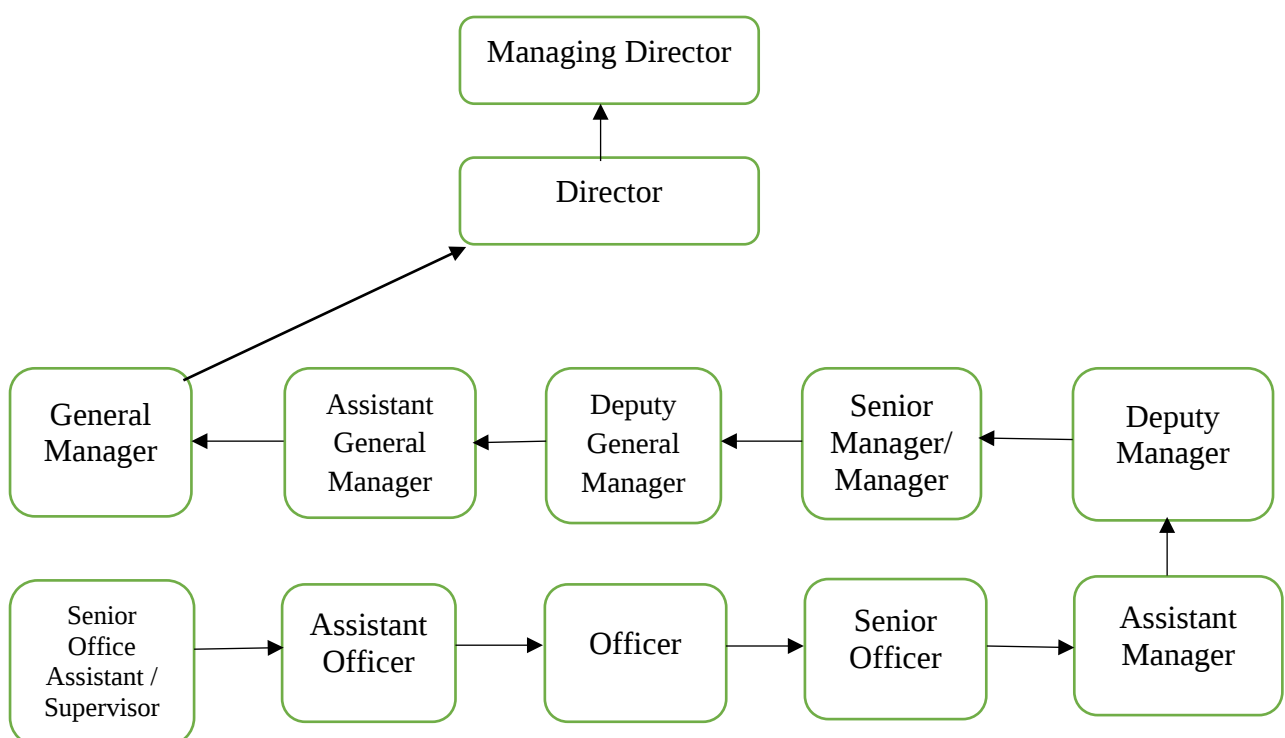
A company's core values are the pillars on what the company stands on. It has some basic principles which are followed to not only maintain standards, but to uphold the morality as well. Paragon Group's core values are: Innovation, Integrity, and Sustainability. The organizational culture is firmly rooted in these values, which are highly valued and promote a culture of excellence and professionalism.

### 2.2.4 Internal Functions

Paragon Group's internal function consist of many levels, among them the major functions are Risk Management, Compliance, Human Resources and Internal Audit.

### 2.2.5 Organizational Hierarchy

The organizational hierarchy serves as a chain of command to maintain respect and order among peers. The hierarchy is as follows:



## 2.3 Management Practices

It's hard to build a business. It is even more hard to appoint the right people to lead the respective departments. Leadership is something which many wants to do it, but only the responsible people achieve it.

Paragon Group follows a democratic style leadership, where everyone can pitch in with their ideas, everyone gets heard and, in the end, the best idea gets voted to commence. Many do not want to be a part of it, but nevertheless they are encouraged to voice their idea and approaches. This recognizes their achievements and helps in potential growth in the department. Monthly meeting with the Managing Director, weekly meeting with the General manager and Deputy General manager are held to generate new ideas, explore potential approaches for long term success and engage employee participation.

## 2.4 Financial Performance and Accounting Practices

The Accounts department is mainly responsible for handling and maintaining funds, maintaining books of accounts, making different payments, updating the company's financial records and making different charts for analysts. For all accounting practices Paragon Group uses POLOXY software for keeping track of their financial aspects. However, the company has requested to keep the financial statements confidential and asked to maintain strict confidentiality about their accounting practices. As the financial statement cannot be analyzed, the accounting practices also cannot be assessed.

## 2.5 Marketing Strategy

Paragon Group was created for making a legacy. Their view is to not only acquire new consumers, but also to retain old consumers and dealers to spread their business as far as possible. For that, Paragon Group not only uses effective promotional tools to promote their

products, but they also have many marketing analysts to assess and imply different approaches to market and cater their products across the country. Paragon Group also takes part in different summits and trade fairs to promote their products and launch new products.

#### 2.5.1 Marketing Mix

**Products:** Paragon Group has tried every best to maintain product quality. As a business dominating predominately on chick feeds and hatchery, they try to uphold quality. Especially on broiler chickens and whole chickens. Even the Laban and Yoghurt they sell are carefully tested and then sent. Other products like dry foods, frozen foods are also dominating the market.

**Price:** Paragon Group's pricing strategy tries to keep it industry competitive, while also cater to the common man's need. Not only do they offer good prices, but they also offer different bundle prices and various corporate packages.

**Place:** Paragon Group focuses on spreading their products to the customer as much as possible. This includes but not limited to the sale of their products through physical shops, authorized retailers and social media.

**Promotion:** Paragon Agro, a sister concern of Paragon Group offers a delivery service called Paragon Food where they deliver high quality products ranging from dry foods to frozen items as well, along with different promotional products and possible discounts, referrals and Buy One Get One to expand customer base.

## 2.6 Operations Management and Information Technology Practices

Operations Management:

Operations Management are tasked with carrying out different programs efficiently, effectively and extensively. This department is tasked with completing any operational activities timely and with due commitment. Their works include:

1. Carrying out any operational programs in compliance to local law, safety protocol, assurance of quality.
2. Maintaining project timeline, budget and decorum.
3. Managing resources and materials for the program.
4. Ensuring satisfaction of customers and meeting market expectations.

Information Technology (IT):

IT serves as one of the most important departments of all, a practical department where almost all works are dependent on the internet. IT has the imperial duty of managing different software and data. Basically, all the components the office desktop will have, goes through IT, where they approve the practice before executing. IT makes sure that all the digital operations run smoothly and everything goes without a hiccup. As Paragon Group uses PeoplesHR, the IT team makes sure that the software runs as per user and that no discrepancies arise. Other than that, the IT team gives technical support to every employee where they assist in troubleshooting and makes sure all software run smoothly.

## 2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Force Analysis:

Porter's Five Force Analysis is conducted below:

### ***Threat of New Entrants: Moderate to Low***

Paragon Group operates in industries like footwear, horticulture, feed mills, hatchery, plastic woven bags, dairy project etc. which requires significant capital investment, technical expertise, established supply chain management and certified field experts. These factors act as a barrier for new competitors.

There is also another fact known as brand loyalty, and in this case, Paragon Group has built a strong reputation in Bangladesh, thus making it harder for new competitors to catch market.

### ***Supplier's bargaining power: Moderate***

Paragon relies on raw materials like chick food, fish food, materials to make solar panels and many more. The availability and cost of these materials can influence profitability. As for supplier availability, even though their bargaining power may rise as a result of scarcity of suppliers, Paragon may mitigate this risk by maintaining long term relationships with multiple suppliers. Paragon Group makes organic fertilizer for the soils that is rich in minerals, as it is made from the excretes of chickens and hens. It is as natural as they come, and in case of Paragon, no one does it as better as them.

### ***Buyer's bargaining Power: Moderate to High***

Consumers in Bangladesh are often price sensitive, especially in Consuming good sectors. This gives buyers some leverage in demanding competitive pricing. Customers also may switch to alternative brands if they get better deals.

### ***Threat of Substitute: Moderate***

In poultry processing sector, even though Paragon Group has earned a reputable name, it is still substitutable. Customers can always substitute for another brand if any slight mishap occurs.

As for consumer goods, customers may shift to eco-friendly products and international brands, which could pose a threat to Paragon Group's market competitiveness.

***Threat of Competitors: High***

Paragon Group faces strong competition from brands like Kazi Farms, CP Chicken, Golden Harvest and many more. In terms of consumer foods and Dairy, they can always go to Aarong dairy, Milk vita, PRAN Dairy, Haque, BelleAme, Bangas and many more. Moreover, the entry of international brands poses a significant threat and competitive pressure. So, to stand tall, Paragon must always innovate in case of product quality, marketing and pricing.

2.7.2 SWOT Analysis:

SWOT stands for Strength, Weakness, Opportunities and Threats. It is a type of strategic tool used to evaluate a company's strategic approach.

***Strength:***

1. Paragon Group has a diversified portfolio. It operates in multiple sectors, like horticulture, feed mills, dairy, consumer goods, Solar Panel, dairy and many others. This greatly reduces dependency on any single industry.
2. Paragon Group is a trusted player in Bangladesh's Poultry sector, giving it a competitive edge on many occasions. For instance, Paragon group is the number one supplier of chickens on
3. Paragon Group has built a strong reputation for quality, innovative and reliability in both domestic and international markets.

***Weakness***

1. As a large conglomerate, Paragon Group will always face competition from other large conglomerates, in many sectors.
2. Managing a diversified business portfolio can be rather stressful, and in this case, Paragon Group may face operational challenges and inefficiencies.
3. Compared to other global competitors, Paragon Group has a limited presence in international markets, which restricts its growth potential.

***Opportunities:***

1. Paragon Group can expand in international growth, particularly in dairy, consumer goods and poultry, in areas high in demand for quality and affordable products.
2. There is a significant rise in the e-commerce sector in Bangladesh, which provides an opportunity for Paragon Group to reach wider audience and boost sales.
3. Collaborating and partnering with international brands can further enhance Paragon Group's brand image and capture a whole wave of new audiences.

***Threats:***

1. Paragon Group has an intense rivalry with other brands, like PRAN Dairy, Haque, Kazi Farms, and even international brands, which has an adverse effect on their market share.
2. Inflation, currency fluctuations and economic instability impacts consumer spending and profitability.

3. Any type of disruption in the supply chain, like shortage of raw materials or logistical issues, could affect in the overall product production and product delivery.

## 2.8 Conclusions and recommendation

The humble beginnings of Paragon Group constitute of the giant that it is today. Starting from a printing business, it is now one of the biggest Bangladesh conglomerates ever, with around 19 companies working under them. Working as an intern, I have witnessed the vast networking system that Paragon Group currently undertakes. From handling internal affairs and compliance, to keep in check all of the companies working under Paragon Group, maintaining confidentiality, keeping every equipment safe, consumer foods made in the highest quality of standard, to making sure the workers are keeping the fish hatchery, livestock, tea estates safe and healthy, Paragon Group has to do it all.

Paragon Group has already established itself in this country, but in case of international market, Paragon Group has limited presence. If the conglomerate can expand its business overseas, target different products onto targeted areas, create a niche market, form a loyal customer base, then nobody can stop its impending success.

## Chapter 3 | Project Part

### Implementing MIS in HR: A Brief study of the impact of using MIS in an established company, Paragon Group

#### 3.1 Introduction

In the 21<sup>st</sup> century, living without a proper ERP (Enterprise Resource Planning) is like basically going in battle without any armor on. The ancient Greek soldiers used a set of weapons, collectively known as the Panoply (*Evolution of Arms and Armors*, n.d.), when they would go to war as an infantry. Those units were known as Hoplite, and they would wear these armors whenever they would go to a war. The reason of comparing the ERP to the hoplite, is because without one part of their armor, they would be vulnerable. Thus, without an ERP module, a business would not run as efficiently as one would hope so, thus not giving the chance to make it a striving business.

An ERP consist of the important functions of any company, like Human Resources, Sales, Finance, Manufacturing, Supply Chain, Procurement and many more. These are the important functions a company need to survive, lest all things fall amidst chaos. In simpler terms, ERP can be called any enterprise's 'Central Nervous System' (*What Is ERP? The Essential Guide* | SAP, n.d.). Any healthy business generally needs a common database, a technological platform, and a choice of deployment, generally a cloud-based system (*What Is ERP? The Essential Guide* | SAP, n.d.). In other words, digitizing a whole office from paper trails to leaving digital footprints. Thus, this is where MIS comes to help in management, especially in HR.

The role of MIS is extensional in HR, known collectively as HRMIS, or Human Resources Management Information System, where in this data driven world, different functions of HR, like Payroll, Performance Appraisal, Performance, Training & Development (T&D), Attendance etc., can all be bought under one single technological platform (Kissflow, 2024). The role of MIS has lift off a burden since its inception, helping not only HR, but also different departments in various ways (Kissflow, 2024). Some of can be viewed as roughly:

1. In sales, MIS compiles all the data and shows both customer and employee statistics.
2. In Operations management & Procurement, MIS brings up all data regarding successful order purchase and vendor succession.
3. In finance, MIS compiles all the data (fines, outstanding late fees) and redirect them to payroll.
4. In accounting and auditing, there is another field specifically designed for this known as AIS.

HR will be explained briefly in the upcoming points.

### 3.1.1 Objectives

#### **Broad Objective**

The broad objective of this report is to analyze how HR has fully embraced MIS to form HRIS, consequently playing a major role to make work easier and quicker. It also will study on which branches MIS has integrated, branching out extensively.

## **Specific Objective**

This report will delve deep in the relation on how:

1. MIS throws an impact on HR and explore the endless possibilities on what it could achieve.
2. The department will flourish under an effective use of MIS.
3. Makes the working conditions easier, simplifying time management and making everyone's work easier.

### **3.1.2 Significance**

This report holds a great significance for Paragon Group, as Paragon Group not only does well in the FMCG sector, but they can make some improvements in certain sectors, apply a more focused perspective on the present HRIS/MIS department and subsequently strive more on given applied aspects.

## **3.2 Literature Review**

The integration of Management Information Systems (MIS) in Human Resources Management (HRM) has become increasingly critical in the digital age, transforming traditional HR functions into strategic, data-driven operations. This literature review will examine the current state of research on HR information systems, focusing on implementation methods, technological models and structures, benefits, challenges and future directions and investment

returns. It will also synthesize findings from empirical studies to provide a comprehensive understanding of how MIS can be effectively implemented in HR departments.

Human Resources Information Systems (HRIS) have been defined by Tannenbaum (1990), originally as a system used for storing, acquiring, handling, analyzing, sorting and distributing relevant data and information of the human working pool of the same organization. This definition has expanded over time to include strategic roles of these systems in organizational decision making. Modern HRIS not only automate administrative tasks but also provide analytical capabilities that support strategic HR planning and workforce optimization (Menant et al., 2021). The theoretical underpinnings of HRIS implementation draw from several domains, including Information Systems theory, Organizational Behavior, and Strategic Human Resources Management (Salahuddin, 2017).

### **3.3 Methodology**

This report is based on Primary and Secondary sources, and additionally relevant personnel were interviewed. Other relevant data were taken from various sources and subserviently written in accordance. Also, in reference to other articles, additional relevant data were gathered from different articles, magazine etc.

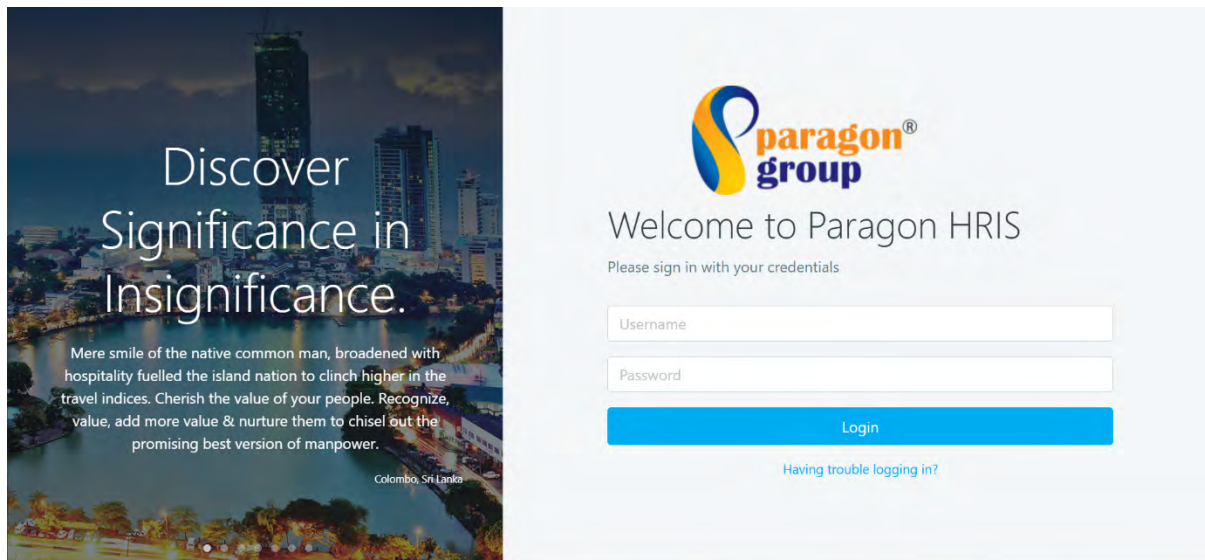
### **3.4 Findings and Analysis**

Paragon Group, since its inception, has always been on the frontline of many things, like poultry, chicken, dairy, frozen foods and many more. When the orders started to get overwhelmingly large, it becomes impossible for man alone to keep track of these records. Thus, comes the concept of MIS. The role of MIS is quite versatile (Karimi et al., 2007), ranging from order procurement to even employee performance stats. If the desired software

is used properly, not only can it elevate a company, but also implement cost cutting strategies, thus ensures maximum profit. An MIS software can track each and everything of an office, from attendance, leaves, payroll, overtime, to policies, procurement, forms and many more, no matter the size of the company (Nagendra & Deshpande, 2014). The updated HRIS system, when introduced to the new possibilities of the world, analyzes many trends, graphs, data, manages cost, cutting excess expenditures and most importantly, gives a graphical view when comparing with other competitors, which in turn analyses all the data and makes a report on how to compete with them. It even gets out more reports and ways to compete with the competitor when the sophisticated ERP gets linked up with the HRIS hub, thus gives a very good competitive advantage over the competition (Nagendra & Deshpande, 2014). An example can be given is that a competent HRIS system, when designed aptly, can increase efficiency, reduce redundancy, which ultimately results in targeting for the maximum profit.

#### 3.4.1 Paragon's HRIS & The Employee Pyramid

Paragon used a different software for HRIS but later shifted to PeoplesHR- a developed hRIS managed by a Sri Lankan company. There are 23 interactive modules in this software that covers almost all field of HRM. For customization, at present there are 17 modules including payroll and attendance. Leave for employees is fully activated and the remaining other modules need some fine tuning from the developer. Data feeding in software on peoples personal file and HR operational activities- both are an ongoing process on which a dedicated team works accordingly.



*Fig 2: Paragon Group's HRIS*

So, when M.M. Ferdous, the now General Manager of People & Culture, assumed office, there was still one problem: inadequate technology support. There were difficulties in the new software, so much that his own team were not interested. The field level employees were also not tech-savvy, which made it harder.

| Employee Service         |   |   |    |
|--------------------------|---|---|----|
|                          | Y | M | D  |
| Since Date Joined        | 0 | 5 | 15 |
| Since Date Join to Group | 0 | 5 | 15 |

| Personal Details         |               |        |    |
|--------------------------|---------------|--------|----|
| First Name               | Mr.           | Khaled |    |
| Last Name                | Arafat        |        |    |
| Full Name                | Khaled Arafat |        |    |
| Gender                   | Male          |        |    |
| Date of Birth            | 26/03/2002    | Age    | 22 |
| Birth Certificate Number |               |        |    |
| NID No                   |               |        |    |
| Blood Group              | B+            |        |    |
| Nationality              | Bangladeshi   |        |    |
| Religion                 | Islam         |        |    |
| Marital Status           | Unmarried     |        |    |

*Fig 3: Paragon Group's HRIS*

Then, POLOXY software came, which was used primarily to handle every level of functions of operational level, which were not enough as HRMS needs its own platform in order to be

utilized to the maximum. Thus, dedicated for the department of Human resources, PeoplesHR was used.

After PeoplesHR came into operational level, POLOXY ERP was used for financial book keeping and accounting practices. The HRIS module was designed by an international team, based in Sri Lanka. Which means every report was done by the employees of Paragon Group and was assessed and fixed by the Sri Lankan team. The HRIS module did wonders, keeping a centralized management of data of the employees, stored all employee information like personal history, job history, years of service, performance records, tracking probation period etc. in one secure accessible platform. This reduces paperwork greatly, and helps in the process of searching for that one file amidst a thousand files, while also maintaining data accuracy. The ERP module can also automate repetitive tasks like payroll processing, attendance tracking and seeking, benefits and other funds, while also saving time with reduced error, increasing overall efficiency. Paragon's HRIS has a unique employee self-service, where the employees can access their personal information, view their payslip breakdown, have constant update on their probationary period amongst many other things. This reduces the workload of HR greatly and even improves employee satisfaction. But perhaps the most critical and crucial thing Paragon's HR does is provide secure storage of critical HR data, as all of them are backed up at the cloud system, while also continuously improving security of the system, ensuring that no data breaches are done. Thus, by using HRIS to its full and maximum capacity, Paragon Group can achieve even more greater operational level efficiency, compliance and strategic management HR, which in the result drives organizational success.

An Employee Performance Pyramid, a performance indicator often used by the Head of the Departments (HODs) shows the performance of the total number of workers against their performance. The total number of employees is to be assumed as 100%. Pyramid levels point out as C being 20%, B being 50%, A being 20%, A+ being 10%. Assuming the pyramid

illustrated, in level C, out of 20% (of the total number) around 5% of the employee will always perform best, hence they are fixed to move upward. After that, with a timespan of x (number) months as target, we have to make the rest 15% of the employees capable and efficient, thus making them all employees of category C+. After that, a target has to be taken to promote them to employees of B category. The main target of the HR Head is always to decrease the percentage of C, while simultaneously increase the percentage of A/B+ category. So, from B category, if the main aim is to make them employees of category B+, all the workers has to be tracked on what they do. 'Retired' employees (old age, inefficient, incapable) are separated providing a packaged pension for their contribution. In their place, experienced employees are appointed and trained, and under fixed KPIs, should they perform well, then they'll move to B+ category. New or 'fresh blood' employees are appointed on their place, and so on. These new employees are basically taken from the C category and trained, to make them more capable and abled workers. Gradually, the middle employees move to the top, maintaining the ratio of succeeding and failing, while the bottom tier employees are moved to the middle tier, where they are given the necessary training according to their needs, and the cycle continues and continues. All these are done to make an organization a smooth sailing ship, while also maintaining the status quo of the retirement plan. In this huge process, the Head of the Department is constantly helped by the MIS software they are using to track employee records.

### 3.4.2 Data Analysis and Findings

Before implementing PeoplesHR, Paragon Group already had a fully functioning HRIS, albeit the slow process. It meant harder time for the employees, who were already not too keen to learn another system. The domain were also shared by both Supply Chain and Sales department, which meant constant crashes, slow work and sometimes unfinished tasks. It decreased the total work by 36%, as estimated by the General Manager. So, when PeoplesHR

came, solely for the department of HR & Admin, it boosted the time significantly, going down to a time of 32%. Which meant the average work time increased by 4%, a small yet subtle achievement. Over the course of months, the time varied, sometimes going up, sometimes going down. This depended on a lot of factors, as the HRIS was not 100% complete. Even through the odds, the work time came at a steady pace of 22%, a decrease of 14% from the total time. This boosted work time greatly, as the management team got their work done fast, accurately, with precision.

Interviews from quite a few employees gained positive reviews for the HRIS, though some agree that the system needs some fine tuning. A senior manager and Assistant manager both has stated that their work timing has boosted significantly after acquiring the HRIS. Work productivity has increased fivefold in the last two years, and all the files of every employee has been digitized, a significant milestone achieved with PeoplesHR, a system that is still in its base operational level.

An impromptu interview with the General Manager, Assistant Manager and Senior Manager of HR & Admin has stated the usefulness of the acquired HRIS, stating that they are satisfied with the system. The Assistant manager has stated that it has reduced his work time by six-folds, decreasing his workload exponentially and increasing his efficiency. He works primarily in Payroll, and his work hindered a lot, due to the system crashing many times. He recalled one time, where the entire system crashed, as it couldn't take the load, and he lost his entire progress. He had to redo the whole process all over again. Upon bringing the new MIS, his work efficiency increased by 25%. The MIS automatically counts sick days, leaves, absences and late fines, thus reducing manual work. Before the process was done manually, the error rate was somewhere around 7-10%. Now, it's less than 3%, with the reduced time of 55-60%. The Senior Manager has also expressed his satisfaction over the new MIS, helping with the creation of Job Description and Posting, Resume Screening and Digitally onboarding. The

Senior Manager follows Strategic HRM, and in case of sorting many CVs, he uses ATS, which has reported faster hiring cycles up to 56%, subsequently making his job easier than before. For the General Manager, it has been a fruitful investment. He has already seen around 16% productivity boost, and is greatly hopeful about the number increasing. With HRIS tools bringing 90% accuracy rate, it also brings about 35% employee satisfaction rate, where the employee can see statistics about himself. He has also seen less data breaches, reducing them by 60% and around 48% faster recruitments, reducing HR operational costs by 25-30%.

### 3.4.3 The Competition

#### ***PRAN-RFL***



*Fig 4: Pran-RFL*

PRAN-RFL is one of the largest conglomerates of Bangladesh. Born in 1980, PRAN-RFL has started its journey with the aim of conquering the food sector, and since then has dominated every other sector, like agriculture, furniture, culinary, dairy, fruits etc. With a mission to earn the dignity and respect of compatriots, PRAN has been steadily growing into a successful business, then later on merging with RFL in 1981, thus becoming the largest business chain in Bangladesh and quite possibly employing over 10,000 employees. Now PRAN-RFL has over 422 products, spanning over different sectors of business (Cram.com, 2021), and also took the initiative to span globally, reaching the international market.

PRAN-RFL uses their own HRIS (<http://hris.prangroup.com:8686/Login.aspx>) to keep track of their Supply Chain Management (SCM) and employee attendance, payroll system and so on.

## ***Bashundhara***



*Fig 5: Bashundhara*

In 1986, a private company first ventured into the real estate sector and became successful, then turned that success into a fully fledged business, which today is known as Bashundhara Group. Today, the country uses their products as a sign of trust, as their slogan rightfully says 'For the people, for the Country'. To keep track of their huge Supply Chain Management, the company uses Hello HR project, also aligning with various other departmental factors. Recently, the company has purchased Prism ERP software for their ERP for business automation, having the target of enhancing productivity of employees through HRIS. Prism ERP will help the group's Hello HR project, which comprises employee self-service, payroll, attendance at work, different employee leaves, performance monitoring and more. The system will also provide analytics to the HR department, enabling and helping them to make prompt decisions that will contribute to the corporate success of the industrial conglomerate.

## ***Meghna Group of Industries (MGI)***



*Fig 6: MGI*

Armed with 50 years of experience, Meghna Group of Industries (MGI) began its humble beginnings under the name of Kamal Trading Company in 1976, which then turned in the giant business it is today, boasting that one in every two household uses the products of MGI. Ever since its inception, MGI has expanded its roots in every sector possible, like powerplant, aviation, FMCG, dockyard, media, security and many more. It employs over 50 thousand employees countrywide and even expanded overseas. With such a huge employee base, it is impossible to keep track of them through files and paper. In this case, MIS gives a huge helping hand, where the central database of MGI keeps track of each and every employee, calculating and analyzing their performance turnover.

### **3.4.4 Shortcomings and hardships**

There are some shortcomings and hardships that every Group of Industries (GOI) face when using MIS software, and Paragon is no exception. HRIS is operated through data feeding,

which indicates data quality (Valcik et al., 2023), which includes accuracy, consistency, completeness and meaningfulness, on which accuracy is considered king (Wang et al., 1995). The shortcomings of using MIS are endless. As it is a software, which means it's a technological matter, so it points that it may, at any time, have any issue. Other than that, some factors may also pose as shortcomings.

Building an MIS infrastructure can be costly, which require significant investment in software, training and setup (Laudon & Laudon, 2020). Even if small organizations achieve that, there will be resistance to change, as many managers and workers, who are mostly senior, are afraid that they might face job displacement. There is also an unwillingness of adopting to new technologies, as to many senior employees it brings discomfort, as they are more comfortable in the old methods (Davenport & Prusak, 1998). Also, there is a huge risk of data leak, as MIS infrastructures are mostly prone to cyberattacks, data breach and unauthorized access (Whitman & Mattord, 2018). This act mainly compromises the position of the company and leaks many sensitive information. This raises an issue regarding ethical standards related to data privacy and the misuse of information (Mason, 1986). Again, too much dependency on MIS tools lead to reduced critical thinking and decision making skills (Ackoff, 1967). For Paragon Group, their HRIS is from Sri Lanka, a country still going through the ups and downs of economic instability. In Bangladesh, Load shedding is a common thing, an while huge corporate buildings have the generator capacity to run the whole building infrastructure, frequent load shedding may hinder the workflow, and load shedding means disruption of internet, thus having more hassle in data entry. As the team behind PeoplesHR is from Sri Lanka, if any problems arise in the software, it generally takes time for them to address the matter. Again, in case of our country, regular internet disruption during data entry may cause the data to get corrupted.

The concept of HRIS related tools are a pinnacle of Information Technology. These tools can predict and analyze based on given data. So, if given data is not accurate and not given timely, this will lead to poor decision making. As a software, MIS may be hard and complex to use, leading to inefficiencies and errors if not properly designed (Shneiderman, 1998). But, perhaps the most important hardship would be the organization's inability to find employees with the necessary technical skills to effectively operate and manage MIS.

### 3.4.5 Concluding Statement

Using HRIS in any organization not only decreases work time and conserves energy, but also increases efficiency and makes the employee more effective in other ways. The employee can use that saved up time and chart up a difference analysis over how an HRIS software can help in contrast to an employee working with countless files under pressure. The implementation of MIS serves as a strategic tool to help the organization, by collecting, storing, managing and analyzing data related to HR. this helps the organization in conducting efficient and smart planning related to employee competency development, identify training needs and monitor & evaluate the impact of different programs that are being implemented. In other words, companies like Paragon can achieve success in the diversified business world if they can implement MIS in the most correct way.

## 3.5 Summary

The elaborate report, in its first take, pondered over the capabilities of using MIS in HR, and after an elaborative research, it can quite confidentially say that MIS stays in align well with

HR, thus forming the much fruitful HRIS. MIS enables data-driven decision making by providing accurate and timely information on employee performance, recruitment and retention (Bondarouk and Ruël, 2009), while simultaneously improve automated HR process, like payroll, attendance, tracking and evaluating performance of the employees, thus reducing manual effort and increasing operational efficiency (Strohmeier, 2007). This helps in strategic planning by the HR professionals, where they analyze workforce trends, predict future needs and align HR strategies with organizational goals (Lengnick-Hall & Lengnick-Hall, 2002). Not only that, MIS ensure HR practices comply with legal requirements, thus reducing the risk of non-compliance and other risks (Kavanagh & Johnson, 2017). Even though there are some disadvantages involved, like senior employees resisting changes, high costs of updating and maintenance, continuous training (Strohmeier, 2007), possibility of employee data privacy, ethical use of personal information (Stone et al., 2015) among others. Despite its shortcomings, MIS tools facilitate better communication, better feedback and personalized development plans, leading to higher employee satisfaction & engagement (Parry & Tyson, 2010).

### **3.6 Recommendations**

Some recommended actions that can be taken are as follows:

1. Keeping up the CSR works that are done nationwide by Paragon Group.
2. Keeping up the current work ethic that is followed across all the companies working under Paragon Group.
3. Maintaining the innovating status that Paragon Group is known for.
4. Creating a strong MIS base & infrastructure and subsequently train the required team.

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