

Internship Report on
Technology Integration in Human Resource Functions and Practices:
Fiber@Home Limited

By
Mayeesha Mursalin Chowdhury
ID:21364039

An Internship Report Submitted to the BRAC Business School in Partial Fulfillment of
the Requirements for the Degree of
Master of Business Administration (MBA)

BRAC Business School
BRAC University
January 2026

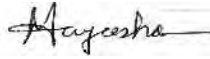
© 2026. Mayeesha Mursalin Chowdhury
All rights reserved

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing MBA 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:



1-Feb-2026

Mayeesha Mursalin Chowdhury
Id: 21364039

Supervisor's Full Name & Signature:



1-Feb-2026

Md. Abu Taher Ph.D. Post-Doc (Texas)
BRAC Business School, BRAC University

Letter of Transmittal

Md. Abu Taher Ph.D. Post-Doc (Texas)

Professor

BRAC Business School, BRAC University

Dear Sir,

As part of my academic requirements, I am happy to present my internship report on Technology Integration in HR Function and Practices: A Study on Fiber@Home Limited. My practical experience at Fiber@Home Limited, where I presently work as a permanent employee in the role of Executive-Human Resources (Learning and Development), served as the basis for this study.

In addition to carrying out my professional duties, this report showcases my knowledge and practical understanding of how technology is incorporated into a variety of HR functions, such as learning and development, organizational development, HR operations, data management, and cross-functional HR practices.

It also covers the importance of digital tools and systems to improve the HR function's productivity, quality of documentation, and ability to make strategic decisions. I have tried my best to match theoretical ideas with actual organizational procedures while writing this report. I have prepared this report with sincerity while maintaining all the guidelines and do my level best to include all the facts and analysis.

I am truly grateful for your support and guidance during this journey. I will definitely appreciate any helpful criticism or recommendations for further development.

Yours Sincerely

Mayeesha Mursalin Chowdhury

Id: 21364039

MBA Program, BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between Fiber@Home Limited and the undersigned student at BRAC University, Mayeesha Mursalin Chowdhury, Student ID: 21364039.

Acknowledgement

I am truly grateful to Professor Dr. Md. Abu Taher sir for guiding and support me during the writing of this MBA internship report. His time and support have been crucial to this study's successful completion.

Additionally, I am very thankful to Fiber@Home Limited, especially my supervisor and HR team, for giving me their time with necessary information to prepare the report. Without their collaboration that was completely impossible.

Lastly, I would like to express my sincere gratitude to my family for constant support and encouragement during this journey.

Yours Sincerely

Mayeesha Mursalin Chowdhury
Id: 21364039
MBA Program, BRAC University

Table of Contents

Executive Summary	VIII
Chapter 1: Overview of Internship.....	1
1.1 Student Information.....	1
1.2 Internship Information.....	1
1.2.1 Period, Company Name, Department/Division, Address.....	1
1.2.2 Internship Company Supervisor's Information.....	1
1.2.3 Job Scope – Job Description/Duties/Responsibilities.....	1
1.3 Internship Outcomes	2
1.3.1 Student's Contribution to the Company.....	2
1.3.2 Benefits to the Student	3
1.3.3 Problems/Difficulties Faced During the Internship Period	3
1.3.4 Recommendations to the Company on Future Internships.....	3
Chapter 2 Organization Part	4
2.1 Introduction	4
2.1.1 Objectives of the Study.....	4
2.1.2 Scope of the Study.....	4
2.1.3 Methodology.....	4
2.1.4 Significance of the Study	5
2.1.5 Limitations of the Study.....	5
2.2 Overview of the Company.....	5
2.2.1 Company Background.....	5
2.2.2 Vision and Mission.....	5
2.2.3 Core Services	6
2.3 Management Practices.....	6
2.3.1 Leadership Style.....	6
2.3.2 Human Resource Planning.....	6
2.3.3 Recruitment and Selection Process.....	6
2.3.4 Compensation System.....	7
2.3.5 Training and Development Initiatives.....	7
2.3.6 Performance Appraisal System	7
2.4 Marketing Practices.....	7
2.4.1 Marketing Strategy.....	7
2.4.2 Target Customer, Targeting and Positioning	8
2.4.3 Marketing Channels	8
2.3.3 Recruitment and Selection Process	8
2.4.4 Product/Service Development and Competitive Practices.....	8
2.4.5 Branding Activities	8
2.4.6 Advertising and Promotion	8

2.4.7 Critical Marketing Issues and Gaps	8
2.5 Financial Performance and Accounting Practices.....	8
2.5.1 Financial Performance.....	9
2.5.2 Accounting Practices.....	10
2.6 Operations Management and Information System Practices	12
2.6.1 Information Systems	12
2.6.2 Database and Office Management Software.....	12
2.6.3 Operations Management Practices	12
2.7 Industry and Competitive Analysis	12
2.7.1 SWOT Analysis	12
2.7.2 Porter’s Five Forces Analysis	12
2.8 Summary and Conclusions.....	13
2.9 Recommendations and Implications	13
Chapter:3	13
3.1 Introduction	13
3.1.1 Background and Problem Statement.....	13
3.1.2 Objectives.....	14
3.1.3 Significance of the Study	14
3.1.4 Scope of the Study	14
3.2 Literature Review and Justification of the Study.....	15
3.3 Methodology	15
3.4 Findings and Analysis	16
3.4.1 Talent Management.....	16
3.4.2 Learning and Development.....	16
3.4.3 Performance Management System.....	17
3.4.4 Compensation and Benefits.....	17
3.4.5 Employee Engagement.....	17
3.4.6 Organizational Development (OD)	18
3.4.7 Disciplinary and Grievance Management.....	18
3.4.8 HR Operations.....	19
3.4.9 HR Analytics.....	19
3.5 Policy Level Implications.....	19
3.6 Summary and Conclusion	21
3.7 Recommendations and Implications	21
References	23
Appendixes.....	24

Executive Summary

As a full time, employee in the role of Executive-Human Resources (Learning and Development), my internship report provides a detailed analysis of Technology Integration in HR Function and Practices at Fiber@Home Limited. The report examines to improve operational efficiency, accuracy, and strategic decision-making, how digital tools and systems are integrated across different HR roles.

Learning and Development (L&D), Organizational Development (OD), HR Operations, Performance Management Systems (PMS), Employee Engagement, Disciplinary and Grievances Management, HR Analytics, Compensation and Benefits, and Talent Management highlighted in my study as these are main HR functions of Fiber@Home limited. My engagement in the overall Learning and Development function is highlighted.

In this report, I have also highlighted how technology is integrated in HR functions and what further developments are necessary in such functions. The report also covered the challenges that I faced while preparing the report.

Lastly, I have mentioned some suggestions for improving digital integration, analytics, and exposure to organizational systems and procedures in order to further develop HR function and practices.

Chapter 1: Overview of Internship

1.1 Student Information

- **Name:** Mayeesha Mursalin Chowdhury
- **ID:** 21364039
- **Program:** Master of Business Administration (MBA)
- **Major/Specialization:** Human Resource Management (HRM)

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

- **Internship Period:** 26 January 2025 – Continuing
- **Company Name:** Fiber@Home Limited
- **Department/Division:** Human Resources Department – Learning and Development
- **Address:** Head Office, House #7/B, Road #13, Gulshan-1, Dhaka

1.2.2 Internship Company Supervisor's Information

- **Name:** Rakibul Hasan
- **Position:** Senior Manager, Human Resources

1.2.3 Job Scope – Job Description/Duties/Responsibilities

Job Description:

This role is responsible for organizing training programs both internal and external, training planning (Preparing yearly, monthly calendar & participant lists) and implementing training efforts, and executing training initiatives to assist organizational advancement and develop employee skills.

Job Responsibilities:

- Plan and execute training schedules on a monthly and annual basis.
- Organize and manage internal training initiatives, logistical assistance and smooth implementation.
- Gather the Monthly Training Participants in a single file then analyze the report
- Communicate with trainers about their confirmation of training date
- Send email, SMS to trainers and participants
- Prepare pre-test and post-test questions for sessions
- Collect participant feedback regarding trainers.
- Collect feedback from trainers regarding further facilities in the training.
- Share training materials (Modules, ppt, recording) with participants after training session.
- Assign training courses through online platform Alison (LMS) and track the completion progress.
- Update the training database regularly
- Prepare training reports based on departmental and training requirements.
- Conduct New joiners Induction session on every Tuesday
- Arrange trainers' gifts on a monthly basis.
- Process training bills by taking all the necessary approvals.

1.3 Internship Outcomes**1.3.1 Student's Contribution to the Company**

It has been 1 year since I started working as a regular employee at Fiber@Home as an Executive HR in Learning and Development. Preliminary I was responsible here to do co-ordination of training programs. Gradually I became involved in the broader aspects of learning and development starting from training plan to final execution which is definitely a great opportunity for me to explore, grow and prove myself.

As a permanent employee in this role of executive, I am responsible to do all the yearly and monthly training plans with participant lists for each training session. I am also coordinating training sessions with all the necessary activities included in pre-training, during session and post-training activities. I am also responsible for preparing all the training related reports based on training and departmental

requirements. I got the opportunity to present myself as a trainer in some selected training sessions and also to conduct the new joiner's induction sessions which are absolutely a great experience in my job role.

1.3.2 Benefits to the Student

As a full-time employee, I feel privileged to get the valuable practical exposure to corporate Human Resource Management (HRM) practices, particularly in Learning and Development (L&D). Here I get the opportunity to work closely in training coordination, competency mapping, training needs assessment, post-training evaluation, report preparation, facilitate some training as a trainer and so on.

While preparing the report I was very overwhelmed by the experience and learning opportunities that I have received in Fiber@home. I believe this opportunity will play a significant role to enhance my future career and learning growth.

1.3.3 Problems/Difficulties Faced During the Internship Period

During the internship period I was actually facing many hurdles as it was a bit difficult for me to balance work duties and preparing the report. The main challenge was the time that I had to manage. Also to prepare the report I had to conduct several meetings with the functional manager for report data collection. Though I am very grateful to everyone for giving their enough time to me sharing the necessary data.

The process of preparing the report was actually really helpful despite all the difficulties. It gave me a better understanding of HR procedures, my job role, and other activities related to that. My supervisor was supportive enough with all his advice, meetings, and sharing necessary data.

1.3.4 Recommendations to the Company on Future Internships

I would definitely say that for freshers it would be a great experience working with fiber@Home. Here they will get the opportunity to work closely with their designated departments which will be great learning opportunities for them. Moreover, the culture and people here are extremely welcoming and supportive which overall creates a positive environment to work with.

Chapter 2: Organization Part

2.1 Introduction

This chapter will present the overall organizational analysis of the host company, Fiber@Home Limited in Bangladesh. This chapter will give readers an overall understanding of the company's history, culture, practices, management philosophy, functional practices, and industry knowledge.

2.1.1 Objectives of the study

The objectives of this chapter are:

- To deliver main business activities of Fiber@Home Limited.
- To assess the leadership and management styles of the company
- To understand the overall financial, operational, marketing, human resource, and information system procedures
- To assess the competitive position in Bangladesh's NTTN sector
- To identify the advantages, disadvantages, and potential for development of Fiber@Home limited.

2.1.2 Scope of the Study

The total analysis of the study is based on information that is available in public, by observation of the practices, internal records that are accessible to me, and practical exposure. Confidential data are not included in the study.

2.1.3 Methodology

The study follows descriptive and qualitative methodology. Data were collected through the followings:

- Direct observation of organizational operations
- Practical experience in cross-functional collaboration and HR tasks
- Informal gathered through supervisors and colleagues
- Information accessible to the public and internal documentation with reference.

2.1.4 Significance of the Study

This study will help to get knowledge about NTTN Business and also help to understand practical understanding of the industry through theoretical concepts. The study contributes to our understanding of how organizational success in Bangladesh's NTTN sector is influenced by management practices, systems, and procedures.

2.1.5 Limitations of the Study

- Restricted access to data.
- Internship Time constraints
- Dependence on qualitative observations rather than quantitative data
- Confidentiality restrictions

2.2 Overview of the Company

2.2.1 Company Background

In Bangladesh, Fiber@Home Limited is the first company who achieved the NTTN licences among other companies. The main clients of Fiber@Home are enterprise, internet service providers (ISPs), and Telco operators. We provide services on DWDM, IP/Ethernet, FTTX, Co-location, Platform as a service (PaaS).

2.2.2 Vision and Mission

Mission:

To grow together with its partners and deliver a digital lifestyle by focusing on innovation and the adoption of modern technologies.

Vision:

Be the prime mover in transforming digital life through strong ICT infrastructure and excellence in service.

2.2.3 Core Services

- Nationwide fiber optic transmission network services
- Infrastructure sharing solutions for telecom operators and ISPs
- Enterprise connectivity and transmission services

2.3 Management Practices

2.3.1 Leadership Style

Fiber@Home Limited typically follows a democratic and participative leadership style all over the organization. At Fiber@Home top management continues to make all strategic decisions. Here supervisors are responsible for departmental accountability, collaboration, and consultation. Here the leadership supports cross-functional cooperation, quicker problem solving, and shared ownership for handling expensive telecom infrastructure operations.

2.3.2 Human Resource Planning

At fiber@Home human resources is integrated with network expansion initiatives, operational needs, and legal compliance. The function's main goal here is to develop a group of Technical experts, succession planning, and always make sure there is enough labor for operations across Bangladesh.

2.3.3 Recruitment and Selection Process

The recruitment and selection process includes:

- Approved manpower requisition
- BDJobs, LinkedIn, and the company's career portal to support job advertisements.
- CV screening and shortlisting
- Evaluation takes place through written test, Microsoft office test or psychometric assessments through Test-Talent software (where applicable)
- Interview and final selection

2.3.4 Compensation System

The salary structure at Fiber@Home is based on Job grades, roles, educational background and experience. We always ensure fairness in the overall salary structure. The salary includes basic pay, benefits, profit sharing etc.

2.3.5 Training and Development Initiatives

- Variety of training programs for internal technician level and soft skill development
- External training program based on requirements.
- Online learning sessions cover most of the training sessions (Hard and Soft skills).
- Provide training through an online learning platform (LMS) named Alison.

2.3.6 Performance Appraisal System

Fiber@Home uses ERP HRIS to track Performance Management System (PMS) to evaluate employee performance through behavioral skills, key performance indicators, and predetermined objectives.

2.4 Marketing Practices

2.4.1 Marketing Strategy

Fiber@Home is based on Business-to-Business (B2B) marketing. We mainly prioritize customer relation, long-term partnerships, trustable services, and high-quality infrastructure over advertisement.

2.4.2 Target Customers, Targeting, and Positioning

Target customers include:

- Mobile network operators
- Internet service providers (ISPs)
- Enterprise/Corporate clients

2.4.3 Marketing Channels

Marketing activities are conducted through the followings:

- Direct sales and key account management
- Corporate networking and industry engagements
- Official website (<https://www.fiberathome.net>) and professional digital platforms like, LinkedIn, Facebook, Instagram.

2.4.4 Product/Service Development and Competitive Practices

We fiber@home focuses on expanding network coverage, boosting capacity, and guaranteeing high service uptime are the main goals of service development over aggressive pricing, competitive advantage through infrastructure scale, service quality, and regulatory compliance.

2.4.5 Branding Activities

Corporate identity, networking, and involvement with industry events are all examples of branding initiatives. We have our official pages in LinkedIn, facebook, instagram through which we cover most of our advertisements and we reach people.

2.4.6 Advertising and Promotion

We have few and mostly digital and promotional advertising activities.

2.4.7 Critical Marketing Issues and Gaps

- Limited public brand visibility
- Dependence on a concentrated group of leading clients
- low exposure on employer branding and digital storytelling.

2.5 Financial Performance and Accounting Practices

Fiber@Home Limited uses an organized, transparent, and globally compliant financial and accounting system to ensure financial discipline, regulatory compliance, and well-informed decision-making. We are following the international standards in financial performance and accounting procedures.

2.5.1 Financial Performance

The yearly financial statements are prepared in line with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS). Our company's fiscal year is based on July–June. Fiber@Home Limited creates a large set of financial statements at the end of each fiscal year that include the following:

Balance Sheet (Statement of Financial Position)

The Balance Sheet includes:

- Assets
- Liabilities
- Equity

Assets are classified as:

- Non-Current Assets:
Examples of non-current assets are Long-term equipment, network infrastructure, and machinery for longer than a year.
- Current Assets:
Current assets indicates cash and bank balances, receivables, and short-term investments that are anticipated to be turned into cash within a year.

At the end of the fiscal year, this statement shows the company's stability, strength, and use of resources.

The Cash Flow Statement highlights:

- Cash inflows and outflows
- Operating, investing, and financing activities

This statement helps management to understand the company's current state of cash management and whether it will be able to manage long-term and short-term demands.

Statement of Changes in Equity

This statement shows changes in shareholders' equity, including:

- Capital contributions
- Retained earnings
- Impact of annual profit or loss

Retained earnings shows the net profit or loss from the income statement, which has a great impact on shareholders' equity.

Notes to the Accounts

Detailed disclosures and explanations of the numbers are provided in the Notes to the Accounts, which include:

- Breakdown of assets and liabilities
- Accounting policies
- Additional financial information

2.5.2 Accounting Practices

Fiber@Home Limited follows worldwide recognized accounting frameworks to ensure accuracy, consistency, and compliance in financial reporting. The business prepares its financial statements and records in compliance with:

- International Financial Reporting Standards (IFRS)
- International Accounting Standards (IAS)

These guidelines ensure that all the financial transactions are reported properly.

Accounting Workflow and Internal Control

Fiber@Home follows proper accounting processes and procedures to record, check, verify and ensure systematic financial transactions report. Strong internal control systems basically handle regulatory compliance, audit preparedness, and task segregation.

Example of a Financial Transaction: HR External Training Cost

An example is given below to demonstrate the accounting process:

Transaction Details:

- Nature of Expense: External Training Session
- Trainer Cost: BDT 10,000
- Initiated by: HR Department

Step-by-Step Accounting Process

1. Bill Processing (HR Department):

Firstly, to process the bill HR has to submit supporting documentation

2. Internal Control Review:

The Internal Control Group confirms:

- Genuineness of the cost
- Appropriate authorization
- Correctness of the accompanying documentation

3. Tax and VAT Compliance:

In compliance with regulatory standards, the Compliance Team goes with necessary tax and VAT deductions.

4. General Ledger (GL) and Bookkeeping:

After Vat and Tax deduction and approvals, the transaction is entered into the General Ledger:

- Correct necessary classifications of expenses
- Proper bookkeeping under relevant spending categories

5. Accounting Department Review:

The Accounting team then examines each entry to ensure it properly follows internal accounting principles and IFRS/IAS rules.

2.6 Operations Management and Information System Practices

2.6.1 Information Systems

Fiber@Home Limited uses ERP, HRIS, and operational IT systems to gather, process, and distribute data among departments and stakeholders.

2.6.2 Database and Office Management Software

The company uses general office productivity tools and centralized databases for collaboration, reporting, and documentation.

2.6.3 Operations Management Practices

Operations management focuses on:

- The main goals of operations management Network uptime and dependability.
- Assigning resources and scheduling maintenance
- Regulatory compliance and quality assurance

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis

Strengths: NTTN license, nationwide fiber infrastructure, and technological expertise. Weaknesses: A lot of capital and little diversification are required in operations.

Opportunity: Digital transformation and rising data demand.

Risk: Technology disruption, regulatory changes, and pressure from competitors.

2.7.2 Porter's Five Forces Analysis

- **Threat of New Entrants:** High (high capital and regulatory barriers)
- **Bargaining Power of Suppliers:** Moderate
- **Bargaining Power of Buyers:** High (large institutional clients)
- **Threat of Substitutes:** High
- **Industry Rivalry:** Moderate

2.8 Summary and Conclusions

The chapter basically covers the company's functional operations, management style, organizational structure, and industrial environment. The organization shows strong infrastructure capabilities, organized governance, and a growing dependency on digital platforms to attain operational excellence.

2.9 Recommendations and Implications

- It is high time to showcase digital communication and employer branding
- Necessary to enhance cross-functional data integration
- Necessary development programs for succession planning and leadership.
- Need to Increase the deliberate use of information technology in decision-making.

These suggestions will be helpful for Fiber@Home Limited to maintain its competitiveness in Bangladesh's NTTN market.

Chapter 3: Project Part

3.1 Introduction

This portion of the chapter focuses on how technology is integrated into HR Functions and practices at Fiber@Home Limited, a National Telecommunication Transmission Network (NTTN) organization in Bangladesh. In this chapter I have covered the study's background, justification, goals, importance, scope, and methodology. This chapter will further examine and evaluate the efficacy of the HR technologies which we are currently using across various HR functions. Lastly the chapter will finish with important discoveries and suggestions for future technological advancements in Fiber@Home Limited.

3.1.1 Background and Problem Statement

Nowadays HR operations focuses more on strategic and data-driven practices. Technology integration in HR is becoming essential for managing employees, ensuring operational efficiency, and to support organizational growth in technology-intensive industries like telecommunication sectors. Fiber@Home

uses HRIS, ERP systems, learning management systems (LMS), AI-based tools, and analytics platforms which are just a few examples of digital tools that have been integrated into its HR operations.

Established standardized applications of AI in HR decision-making are still developing. To improve the overall performance of HR function and practices it is necessary to integrate more technological advancement in overall HR job roles.

3.1.2 Objectives

The main objectives of this study are:

- To identify technologies currently used in HR at Fiber@Home Limited
- To analyze which technologies are currently using in HR
- To find out shortcomings and difficulties that are currently present in HR technology.
- To understand how AI and analytics are used in HR functions and practices.
- To deliver suitable suggestions and recommendations for further development in HR functions and practices.

3.1.3 Significance of the Study

This study will play an important role from an academic and organizational viewpoint. From an academic perspective, it helps to come up with an example of real-life uses of HR technology and why it is so important. I believe the findings may support Fiber@Home Limited in further strengthening its digital transformation journey by identifying areas for system development, automation, and data-driven HR practices. HR individuals and related businesses may find the study helpful to further develop HR technology frameworks in their fields.

3.1.4 Scope of the Study

The study mainly focuses on Fiber@Home Limited's HR division. Learning and development, performance management, HR operations, employee engagement, disciplinary and grievance management, talent management, compensation and benefits, HR analytics, and organizational development are the main HR functions where the study emphasises on. The study will provide

suggestions for future development and advancements while concentrating on the technologies that are currently in use.

3.2 Literature Review

The integration of technology into HR operations has appeared as a key factor in the success of organizations. Strohmeier (2007) stated that efficiency, standardization, and strategic alignment improve in HR through e-HRM. By providing online learning management systems (LMS) and virtual learning platforms promote ongoing staff development (Noe, 2020).

Performance management systems incorporated with ERP platforms empowered firms to match individual performance with corporate objectives through real-time tracking and data transparency. Furthermore, HR analytics and business intelligence solutions like Power BI facilitate evidence-based HR decision-making (Marler & Boudreau, 2017).

Based on recent studies, artificial intelligence is becoming significantly important in HR, when it comes to hiring, developing learning materials, creating policies, and workforce analytics. If we can use it properly, AI-powered solutions can increase productivity, reduce bias, and enhance personalization (Tambe, Cappelli, & Yakubovich, 2019). However, effective HR technology integration demands system integration, user capability development, and total appropriate governance to reach its full prospective.

3.3 Methodology

The study basically follows a descriptive and qualitative research approach. Following are the sources of data collection.

- Direct observation of HR procedures as a full time employee.
- Practical participation in all HR Functions.
- Inspection of process documentation, and internal HR systems.
- Meeting and necessary discussions with supervisors and HR function managers.

Secondary data about HR technology basically gathered from internet sites and studying other business fields. The collected data shows how technology is currently used in HR functions of Fiber@Home and where we can bring the further developments.

3.4 Findings and Analysis

3.4.1 Talent Management

Fiber@Home Limited has the **Test Talent** software through which we basically do the psychometric assessment to ensure fair, standardized, and evidence-based evaluation of candidates. Through Test Talent we evaluate candidates through cognitive ability, behavioral tendencies, emotional intelligence, and personality traits based on specific job requirements.

Shortlisted candidates then proceed to interview levels for further evaluation. Through these interviews we assess candidates' technical competency, communication skills, cultural alignment, problem-solving capability, and overall suitability for the role. After interview phases the shortlisted one sits for written examinations (If required). The detailed Framework is presented in **Appendix E**.

In addition, we use social media platforms including LinkedIn, BDJobs, and Fiber@Home career portal for candidate sourcing, job posting etc.

We are in process to develop AI-based screening tools where we will meet our requirements without facing any further delay and lack of accuracy. Very well structured policies and ethical guidelines are very important here if we want to avoid risks related to algorithmic bias, transparency, data privacy, and accountability and so many.

3.4.2 Learning and Development (L&D)

In the learning and development function we use the LMS platform named Alison to assign online training courses. We set a clear due date of 14 days to participants to complete these courses online. We conduct other online training programs through virtual platforms such as Zoom, Google Meet, and Microsoft Teams.

We also use AI platforms such as ChatGPT, Gemini, and DeepSeek to generate ideas to prepare training related contents and modules.

We conduct training need assessment (TNA) to identify areas that need improvement. For TNA we have a well-structured template or form that includes all the necessary information and sends it to HOD and

HOF for their recommendations to identify skill gaps and required training sessions. The detailed Framework is presented in **Appendix A**

3.4.3 Performance Management System (PMS)

At Fiber@Home Limited the Performance Management System (PMS) and ERP platform both use together to record, monitor, track performance and setting clear goals. Key Performance Indicators (KPIs) are tracked by the ERP system, which guarantee that employee performance objectives are quantifiable, visible, and align with organizational priorities.

Despite all these things some analytical features like automated insights, trend forecasts, predictive performance indicators, and succession readiness analytics are not here in the system which limits its potential contribution to workforce capability development, succession planning, and data-driven strategic talent management decisions. The detailed Framework is presented in **Appendix B (B1, B2)**

3.4.4 Compensation and Benefits

HRIS and Excel are mainly used to manage compensation and benefits data. In compensation and benefits Power BI would add a great support for benefits tracking, pay analysis, and management reporting.

But here most of the analytics are descriptive and historical. As there is a lack of proper system incorporation it is difficult to do predictive analysis for long-term compensation planning, retention risk, and pay equity.

3.4.5 Employee Engagement

Birthday greetings, work anniversary notes, and certification paperwork, other employee engagement activities like delivering new born baby gifts depend on the HRIS for gathering employee data. Canva is the only platform that we use to create appealing documents to communicate with all employees in the organizations.

We celebrate the Value Championship Program based on our five organizational values. We have a standardized template which includes evaluation criteria and structured nomination form. Individuals

who successfully achieved the values in their everyday work are rewarded under the Value Championship Program.

Here the main challenge that we may face are the lack of data-driven tracking, pulse surveys, or formal engagement analytics which basically limits the organization's capacity to assess engagement risks and measure engagement effectiveness. The detailed Framework is presented in **Appendix D (D1, D2, D3, D4)**

3.4.6 Organizational Development (OD)

ChatGPT, Gemini, DeepSeek, and Copilot are currently using the OD function which helps to create policy, create guidelines, and also provide a great support with documentation. These approaches improved the overall time management and drafting accuracy and efficiency.

Additionally, the Organization Development function uses the Balanced Scorecard (BSC) framework for Project schedules to monitor job completion, measure progress, and guarantee that tasks are carried out within scheduled timeframes.

Despite all these things we still have some challenges with accountability, ethical use, and data security as AI or advanced technology are not fully utilized and incorporated in this function. The detailed Framework is presented in **(Appendix F)**

3.4.7 Disciplinary and Grievance Management

HRIS is used to keep all the necessary records regarding grievance records and disciplinary proceedings, guaranteeing traceability, uniformity in documentation, and confidentiality. This is actually very helpful to lower administrative risk and promote compliance.

However, the lack of an automated system may hinder openness, employee trust. Moreover, the lack of automated case workflows, grievance tracking dashboards, and anonymous reporting options are still not incorporated fully to manage this function.

3.4.8 HR Operations

In HR operations we use HRIS and ERP systems, which include general administrative procedures, employee data, leave management, and attendance. These solutions are very helpful to increase and develop data accuracy, increased operational efficiency, and decreased manual paperwork.

HR service delivery still depends on manual communication for general daily employee inquiries. Accuracy and overall performance may be hampered by the lack of automated query-handling systems, mobile HR access, and employee self-service portals. The detailed Framework is presented in **Appendix C (C1, C2, C3, C4)**

3.4.9 HR Analytics

For HR Analytics we use HRIS data, Excel, Power BI, Limited AI tools to prepare necessary reports. These tools are also very helpful to successfully understand employee information, training information and attendance records. However, analytics such as personnel planning, skill gap analysis, and attrition projection are still not fully implemented.

3.5 Policy-Level Implications

Talent Management

Findings here show the importance of **Technology-Enabled Recruitment and Selection Policy**. This needs to incorporate ethical AI usage guidelines, data privacy standards, and fairness controls to ensure transparent, unbiased, and compliant recruitment processes while enhancing hiring efficiency and quality of hire.

Learning and Development

The findings highlight the necessity of establishing a **Learning Technology and Digital L&D Policy** to ensure strategic alignment between learning initiatives and organizational goals. This policy should introduce standardized guidelines for AI-supported content development, structured adoption of learning analytics, and implementation of outcome-based training evaluation mechanisms. It would ensure that learning investments are measurable, data-driven, and directly linked to performance improvement and capability development.

Performance Management

Performance Data Utilization and Analytics Policy defines standardized methods for evaluating, interpreting, and applying PMS data. This policy should incorporate the strategic use of performance information for workforce planning, succession management, targeted development interventions, continuous performance improvement etc which basically extends beyond traditional annual performance appraisal practices.

Compensation and Benefits

Compensation Analytics and Pay Equity Policy is important to enable data-driven compensation planning, monitoring of internal pay equity, and regulatory compliance. To ensure fair reward practices, strengthen employee trust, and ensure evidence-based compensation decisions, this policy will play a big role.

Employee Engagement

Here Findings represent the importance of **Employee Engagement and Experience Policy** that outlines data-driven engagement strategies, digital feedback mechanisms, and technology-enabled engagement measurement tools. To further improve employee experience, this policy would ensure continuous monitoring of employee sentiment, proactive engagement interventions, and a measurable approach

Organizational Development (OD)

The findings show the importance of **AI Governance and Ethical Use Policy** for HR and OD functions. To ensure ethical, transparent, and secure application of AI technologies, this policy must outline standards for responsible AI usage, data confidentiality requirements, approval authorities, and compliance mechanisms

Disciplinary and Grievance Management

Digital Grievance Handling and Case Management Policy is necessary to standardize disciplinary and grievance procedures. To ensure transparency, compliance, and timely resolution, this policy should

define procedural timelines, confidentiality safeguards, standardized reporting formats, and digital case tracking mechanisms to ensure transparency, compliance, and timely resolution.

HR Operations

HR Digital Service Delivery Policy is important to enhance productivity and employee experience. This policy should promote automation, employee self-service platforms, and standardized digital HR processes which will ensure faster service delivery, reduced manual dependency, and improved operational efficiency.

HR Analytics

A comprehensive **People Analytics Framework and Governance Policy** is necessary for a structured people analytics framework. For successful strategic HR decision-making by using data insights, it is important that policy should define analytics maturity levels, data governance protocols, quality standards, and guidelines.

3.6 Summary and Conclusions

This chapter examined the present level of technology integration across HR departments of Fiber@Home. The results show that by using analytics tools, HRIS, ERP systems, LMS, and new AI applications the company has built a solid digital foundation. Communication between HR departments, data quality, and operational efficiency has improved through technology. There are still chances to enhance automation, advanced analytics use, system integration, and AI governance to fully realize strategic HR value.

3.7 Recommendations and Implications

1. Digital HR Ecosystem:

- Integrate all HR systems into a single digital HR ecosystem to remove data silos and support the HR Digital Service Delivery Policy and People Analytics Framework.
- This will play a significant role in smooth data transfer between systems for engagement, learning, pay, performance, and hiring.

2. AI Learning Transformation:

- AI-powered learning management systems are important to integrate to support the Learning Technology and Digital L&D Policy.
- It will help to facilitate outcome-based training evaluation, altered learning pathways, and learning analytics.

3. AI-Based Recruitment:

- This will introduce AI-based hiring tools aligned with the Technology-Enabled Recruitment and Selection Policy.
- Assure bias monitoring, fairness controls, and adherence to ethical AI and data privacy norms.

4. Advanced HR Analytics:

- This will support the People Analytics Framework Policy, going from descriptive to predictive and prescriptive HR analytics.
- Advanced HR Analytics can utilize analytics for performance projection, attrition prediction, and staff planning.

5. Digital Engagement and Feedback Systems:

- We can use digital platforms for sentiment analysis and employee feedback if we want to operationalize the Employee Engagement and Experience Policy
- Use real-time data, for focused engagement interventions,

6. Automated Compliance and Grievances Management:

- Put in place digital grievance and disciplinary case management systems with the Digital Grievance Handling Policy.
- This will ensure uniform reporting, traceability, and confidentiality.

7. Compensation Analytics:

- Implement compensation analytics dashboards to support the Compensation Analytics and Pay Equity Policy.

References:

Fiber@Home Ltd. (n.d.). *Mission & vision*. Fiber@Home. Retrieved December 20, 2025, from <https://www.fiberathome.net/mission> *Fiber@Home*

Summit Communications Limited. (n.d.). *Vision and mission*. Summit Communications. Retrieved December 20, 2025, from <https://www.summitcommunications.net/vision-and-mission> *Summit Communications*

Appendix:

Project Proposal for MBA Internship Report

Title of the Project

Technology Integration in Human Resource Functions and Practices: A Study on **Fiber@Home Limited**

1. Introduction

Technology has emerged as a crucial facilitator of efficient Human Resource Management (HRM) in the modern business environment. Nowadays organizations are depending more and more on digital tools and systems in order to improve efficiency, transparency, and strategic decision-making across all HR operations. All-important HR domains such as recruitment and talent management, learning and development, performance management systems, compensation and benefits administration, employee engagement, disciplinary and grievance management, HR operations, HR analytics, and organizational development are supported by technology integration.

One of Bangladesh's most renowned Nationwide Telecommunication Transmission Network (NTTN) companies, Fiber@Home Limited, looks after its HR operations through a variety of digital tools and technology platforms. Here I am actively involved in HR operations and have practical experience with various HR systems and procedures as a full-time executive (Learning and Development) in the HR department. The purpose of this study is to investigate how technology is integrated into various HR practices at Fiber@Home Limited and how it plays a big role in the development of HR efficiency, efficiency, and organizational results.

2. Problem Statement

Unfortunately, firms frequently struggle to achieve proper and efficient integration across HR operations even though the widespread use of technology is there. Problems such as system constraints, partial automation, user dependence, data consistency, and change management may be shrinking the strategic impact of HR technologies. HR systems are often underutilized for analytics, organizational

development and planning workforce while supporting operational duties. As a result, it is very important to assess how well HR technologies support both operational and strategic HR practices in Fiber@Home and how successfully they are integrated across functions.

3. Objectives of the Study

3.1 Broad Objective

To evaluate the degree and efficacy of technology integration in HR operations of Fiber@Home

3.2 Specific Objectives

- To understand which particular digital systems and HR technology Fiber@Home Limited uses.
- To investigate how technology is used in key HR functions.
- To assess how technology integration affects the delivery, accuracy, and efficiency of HR services.
- To offer necessary suggestions which may help improving technology-driven HR procedures.

4. Scope of the Study

The study examines L&D, PMS, HR Operations, Employee Engagement, Disciplinary and Grievance Management, Talent Management, Compensation and Benefits, HR Analytics, and Organizational Development of Fiber@Home. Here the main foundation was based on Internal HR procedures and systems

5. Methodology of the Study

Descriptive research design has been used in this study using secondary data to support mostly qualitative methodologies.

- **Primary Data:**
 - Direct observation from regular HR operations
 - Informal meetings/conversations with functional stakeholders and members of the HR team
- **Secondary Data:**

- HR policies, manuals (business booklet), and internal reports of the company.
- Relevant online resources

6. Significance of the Study

This study will be beneficial in bridging the gap between HRM theory and use of Technology in real-world business. The results could definitely help Fiber@Home Limited assess the efficacy of current HR systems and will show areas for development. HR professionals and firms may find the report useful in terms of further improvement in HR procedures through technology integration.

7. Limitations of the Study

- The study was based on a single organization, which may restrict how broadly the results can be applied.
- Time constraints were an issue for in depth data gathering and analysis as I am a full-time employee with job commitments.
- Confidentiality and data privacy may limit access to particular HR data.
- Practical observation and internal viewpoints are the study's main sources of information which was basically subjective.

8. Expected Outcomes

The study would offer an overall summary of how technology is used in HR operations of Fiber@Home. It will also highlight the advantages, disadvantages, and real-world difficulties associated with the use of HR technology in order to improve productivity, data-driven decision-making, and strategic HR management.

Conclusion

This project proposal presents a very structured and real life approach to analyzing technology integration in HR functions at Fiber@Home Limited. The study aims to generate meaningful insights based on real-world HR practices while also balancing professional responsibilities.

Appendix A: Learning & Development

TNA Excel Template

SL	Department	Function	Sub Function (L1)	Region	Emp. ID	Name	Designation	Office Name	Training Name: 1	Training Name: 2	Training Name: 3	Training Name: 4	Training Name: 5	Training Name: 6	Training Name: 7
1	Admin and Legal Affairs	EHS & Security	EHS & Security				Executive	Head Office	KPI Session	Core Competencies	Fiber@home values	Departmental Induction Session	Workplace Etiquette	Excel Part-1	Excel Part-2
2	Admin and Legal Affairs	Admin	Admin				Front Desk Executive	Bay	Active Device Management	Advance Knowledge on Fiber Optics	Basics of Cyber Security	Communication Essentials	Creative Problem Solving and Decision Making	E-mail Etiquette	HR Policies
3	Admin and Legal Affairs	Admin	Admin				Front Desk Executive	Bay	Business Communication	The Customer and The Service	Customer Management	Creative Problem Solving and Decision Making	The Principles of Emotional Intelligence, Leadership and Coaching	Willpower and Focus	Problem Solving and Critical Thinking Skills
4	Admin and Legal Affairs	EHS & Security	EHS & Security				AGM	Head Office	Microsoft Outlook 2021	Business Communication	Conflict Management and Resolution	Creative Problem Solving and Decision Making	Customer Management	KPI Session	Mastering Influence and Negotiation
5	Admin and Legal Affairs	EHS & Security	EHS & Security				St. Executive	Head Office	AI Tools	Basics of Cyber Security	Core Competencies	Data Analysis and Reporting	Workplace Etiquette	Employee Health and Safety	How to Design With Canva
6	Admin and Legal Affairs	EHS & Security	EHS & Security				St. Executive	Head Office	Communication Essentials	Conflict Management and Resolution	Core Competencies	Creative Problem Solving and Decision Making	Data Analysis and Reporting	Excel Part-1	Excel Part-2

Appendix B: PMS

B1. HRIS KPI Entry

HRIS	
	Home
	<
	Employee Info <
	Attendance <
	Leave Panel <
	MPE <
	PMS >
	KPI Entry >
	KPI Entry
	Individual Scorecard Preview
	KPI Evaluation <
	Qualitative Assessment <
	Warning <
	Job Completion Report <
	Payroll <
	Business Card <
	Certificate <
	ID Card Requisition <

KPI Entry

Individual Scorecard Preview



Organizational Objective

View



Department Objective

View



Function Objective

View

Set Individual KPI

	Employee ID	Employee Name	Designation	Designation Level
	Department	Function	Office Location	
	Line Manager (LM)	Head of Function (HOF)	Head of Department (HOD)	
	Year	Search		

Mayeasha Mursalin Chowdhury
 HR
 Head Office
 2025-2026

BSC Perspective: Financial

* Individual Objective	* SRF	* KPI Name	* KPI Format	* KPI Target	* Weight	Baseline Data
	Quarterly		KPI Format			
* Q 1	* Q 2	* Q 3	* Q 4	Action Plan	Priority	* Formula
					Select Priority	* Definition
Test Formula						

BSC Perspective: Customer

* Individual Objective	* SRF	* KPI Name	* KPI Format	* KPI Target	* Weight	Baseline Data
	Quarterly		KPI Format			
* Q 1	* Q 2	* Q 3	* Q 4	Action Plan	Priority	* Formula
					Select Priority	* Definition
Test Formula						

BSC Perspective: Processes

* Individual Objective	* SRF	* KPI Name	* KPI Format	* KPI Target	* Weight	Baseline Data
	Quarterly		KPI Format			
* Q 1	* Q 2	* Q 3	* Q 4	Action Plan	Priority	* Formula
					Select Priority	* Definition
Test Formula						

BSC Perspective: Learning & Growth

* Individual Objective	* SRF	* KPI Name	* KPI Format	* KPI Target	* Weight	Baseline Data
	Quarterly		KPI Format			
* Q 1	* Q 2	* Q 3	* Q 4	Action Plan	Priority	* Formula
					Select Priority	* Definition
Test Formula						

Save Submit

B2 Balance Scorecard

Balanced Scorecard: HR Department							
Financial Year 2024 - 25							
Perspective / Objective	Measures/KPI Name	Yearly Target	Initiatives for achieving Objectives/KPI	Q1 Target	Q2 Target	Q3 Target	Q4 Target
BSC Perspective: Finance							
Support organization to achieve % revenue growth over last year by different HR Initiatives	% On-time recruitment	100%	1. Resource Planning and timely on-boarding of required resources	100%	100%	100%	100%
	% Replacement Recruitment with maximum 15 days gap	100%	2. Two months notice is required from Department to maintain replacement gap maximum 15 days	100%	100%	100%	100%
BSC Perspective: Customer							
Ensure service receiving satisfaction of internal stakeholders through survey by respective dept. on quarterly basis	# Internal Employee Satisfaction Survey Conducted	4	1. Quarterly Conduct Internal Survey on Cross Functional Service Delivery across the organization		1	1	1
	% Employee HR Services Request received vs resolved within SLA	100%	1. Develop the reporting structure on the various HR service provided and report quarterly	100%	100%	100%	100%
BSC Perspective: Process							
Improve Business Process (Review/Develop all Departmental Policy & Processes with approval from the management by June 2025; 03 core process from each dept.)	# Process improved	3	1. Review TA & DA Policy in Q-2 2. Develop transfer Policy in Q-3 3. Develop employee handbook in Q-4		1	1	1
BSC Perspective: People, L & G							
Ensure 20 hr training per employee on functional and soft skill.	# Hours training provided	20000	1. Arrange In-House Training, External Physical and Online Learning through online training Partners (i.e., LinkedIn, Courseera, Alison etc.)	~ 5000	~ 5000	~ 5000	~ 5000
	% Unique Participants covered in each Q	100%		~ 25%	~ 25%	~ 25%	~ 25%

Appendix C: HR Operations

C1. Attendance

HRIS	
Home	
	<
Employee Info	<
Attendance	▼
Attendance & Time Permission	
LateIn/EarlyOut Approval	
FieldForce Attendance	
Time Permission In Advance	
Grand WH Report	
Roster Management	<
Leave Panel	<
MPE	<
PMS	<
Warning	<
Job Completion Report	<
Payroll	<
Business Card	<

Attendance Info
Home Attendance Attendance & Time Permission

Please Search your desired Resultset

EmployeeID: -Select- Designation: -Select- Name: -Select- Status: -Select- Purpose: -Select- DayType: -Select-
From Date: To Date: Approval Status: -Select- Function: -Select- Search

Time Permission Information
Color Codes: Day Off Hartal Day Holiday Leave Absence

Sl	Att.Status	EmpID	EmpName	Designation	Department	Function	OfficeName	Date	ShiftType	Shift	RosterType	InTime	OutTime	WH
1	Present		Mayeesha Mursalin Chowdhury	Executive	HR	HR	Head Office	Sun,28-12-2025	General	09:30:00-18:30:00	General	09:39:48		
2	Day Off		Mayeesha Mursalin Chowdhury	Executive	HR	HR	Head Office	Sat,27-12-2025	General	Day Off	Day Off			

C2. Leave

HRIS

Home
Employee Info
Attendance
Leave Panel
New Leave Application
Applied Leave Status
Leave History
Leave Approval
MPE
PMS
Warning
Job Completion Report
Payroll
Business Card
Certificate
ID Card Requisition
HR Policy & Forms
HRTT

New Leave Application(*Please Fillup All Fields)
Home Leave New Leave Application

Particulars of Leave Applicant:

Particulars of Alternative Employee:

Name
Mayeesha Mursalin Chowdhury
Employee Id
Designation
Executive
Function
HR
Contact Number
01749927024
Department
HR
Emergency Contact No

*Name
*Employee Id
Designation
Function
Contact Number
*Delegated Job
Mention the tasks in

New Leave Application

Type of Leave

☐ Earn
 ☐ Casual
 ☐ Sick
 ☐ Maternity
 ☐ Without Pay
 ☐ Special
 ☐ Business Travel
 ☐ Out Station
 ☐ Day Off

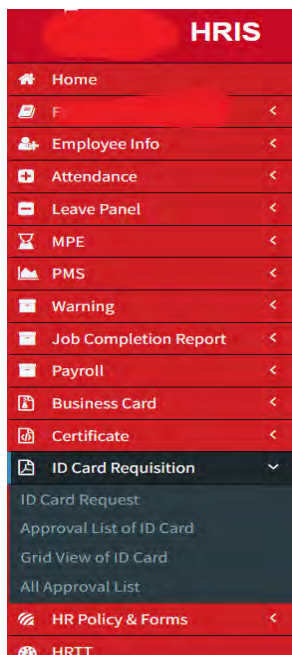
Duration of Leave

Select Date Range:
 Total Days:
 *Reason of Leave:

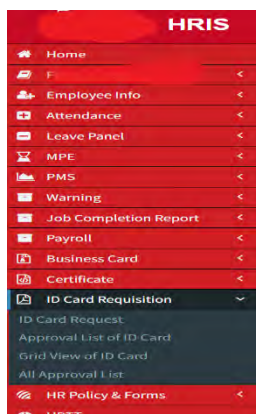
Write an appropriate reason of your leave relevant to the type of leave

Apply Leave

C3. Business Card requisition:

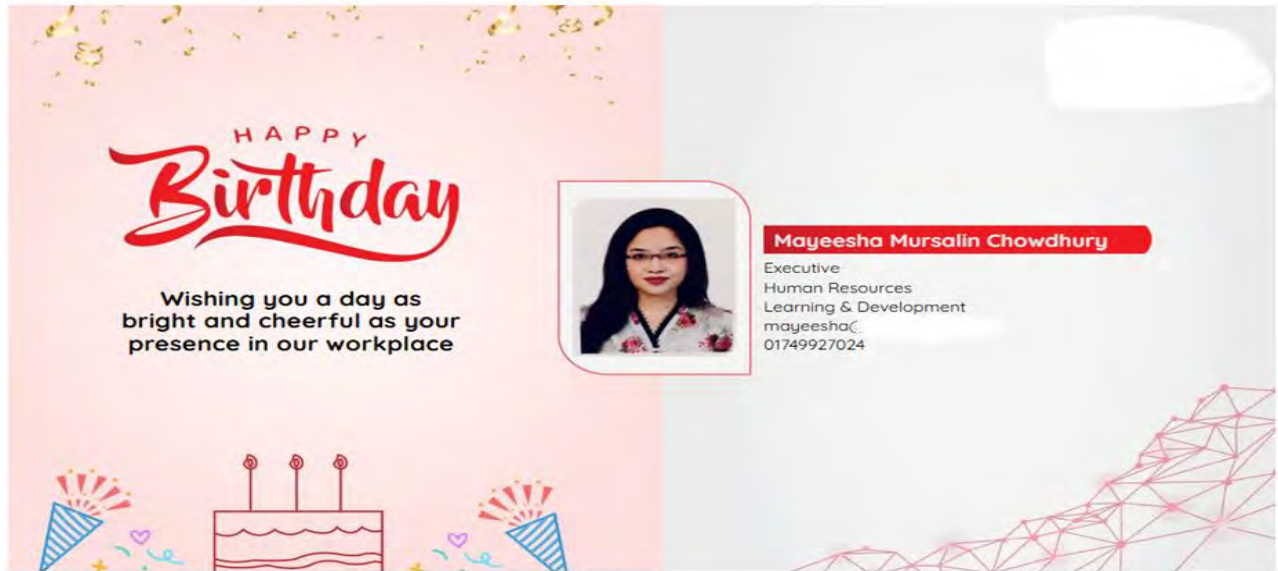


C4. ID Card Requisition



Appendix D: Employee Engagement

D1. Birthday Template



D2. New Born Baby Template



D3. Work Anniversery Template



D4. Value Champion Program Nomination Form

Name of Form: Value Champion Nomination Form
Version: 2.0
Effective Date: July 02, 2024
Owner: Human Resources Department

VALUE CHAMPIONS PROGRAMME Nomination Form

Period: _____ to _____

Nominee Details			
Name		Employee ID	
Designation		Function	
Department		Job Location	

Nomination for Value Champion (Please Select one Value):

(The nominated employee has been exemplary in demonstrating any particular value of Fiber@Home and embedded it in the workplace, and thereby act as a role-model to all other employees with regard to a particular value)

☐	Customer Focus (we go the extra mile for our customers), Expected Conduct for this Value is: - we hear our customer's voice from all channels - simple and humble with employees, partners, and stakeholders - transparent in commitments - delivering within deadline and informing beforehand where unable - maintain close professional relationship and collaboration with customers
☐	Result Driven (focuses on driving results through setting and achieving challenging goals), Expected Conduct for this Value is: - corporate strategies and targets are set and cascaded down through proper communication - all management staff have properly documented SMART KPIs - Track progress through robust Performance Management System, evaluate performance and potential of individual employees accordingly - do a structured and (Monthly) manager/employee communication to update on the progress of company strategies and objectives
☐	Innovation (implementation of ideas that increase revenue and optimize costs), Expected Conduct for this Value: - Inspire, motivate, and influence to foster new ideas and "Ways of Work" - Bring innovative solutions in service delivery for our customers - Drive change, and embed innovation in Fiber@Home's culture - Allow people to fail fast to learn faster to inspire innovation around
☐	Integrity (our way of work), Expected Conduct for this Value is: - Does consistently what is moral, just, and fair in every situation - Transparent about processes and workflows with customers and employees - Follow through commitments and did not make promises that cannot be kept - Accept mistakes and welcome constructive feedback
☐	Quality (comes first in whatever we do), Expected Conduct for this Value is: - Pursue quality improvement through programs that enable each employee to do their job correctly the first time - Simple and humble with employees, partners, and stakeholders - Shall not accept any product or service delivery that do not meet quality standards - Immediately take rectifying actions if anyone breaches the quality Standards/policy

Specific Accomplishment for the Nominated Value (in Bullet Points):

--

Breakdown of Accomplishment:

Sl.	Factors for Consideration	Details (For the use of Nominator)	For the Use of Recognition Committee	
			Wtg(%)	Score(15)
1	Impact on Business: Please describe how the individual has directly or indirectly contributed to delivering business imperatives (through cost-savings, sales volume, electricity-savings etc.)		25%	
2	Demonstration of Leadership Competencies: Please describe how the individual has exhibited leadership skills in the workplace.		25%	
3	Demonstration of Values: Please describe how the individual has demonstrated the nominated Value and embedded it in the workplace and day-to-day activities.		50%	
Total			100%	

Additional Details (if any):

Nominator Details			
Name:		Signature:	
Designation (HOF)			
Name:		Signature:	
Designation (HOD)			

Comment of Review Committee Member:

Details of Review Committee Member			
Name:		Signature:	
Designation			

Appendix E: Talent Management

Psychometric Assessment Criteria

Sample Question Set for conducting Psychometric Assessment



SL.	Assessment Area	Weightage	Time	Qualifying Score/Grade
1	Cognitive Ability Tests	40% of Total Marks	60 Min	Satisfactory (=>50%)
2	Behavioral Assessments	20% of Total Marks	20 Min	Satisfactory (=>50%)
3	Emotional Intelligence Assessments	20% of Total Marks	20 Min	Moderate (Score 35-55)
4	Personality Assessments	20% of Total Marks	20 Min	Moderate scorer (=>50%)
Total		100 Marks	120 Min	

Gantt Chart

35