

Report On

HRM practices at Uttara Crescent Clinic Limited

By

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An internship report submitted to the [BBS department] in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

BBS department
BracUniversity
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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing my 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 that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Student Full Name
Student ID: 21204232

Supervisor's Full Name & Signature:

Iftekhar Ul Karim, PhD
Assistant Professor, BRAC Business School

BRAC University

Letter of Transmittal

Dr. Iftekhar Ul Karim
Assistant Professor
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Internship report on “**An Integrated Assessment of Human Resource Practices and**

Their Impact on Organizational Performance: Analyzing HRM Practices at Uttara Crescent Clinic Limited”

Dear Sir,

It is my pleasure to display my entry-level position and provide details regarding HRM practices at Uttara Crescent Clinic Limited, which I was appointed to by your direction.

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

I trust that the report will meet the desires.

Sincerely yours,

Md. Jawad Jahangiri
Student Full Name: Md. Jawad Jahangiri
Student ID: 21204232
BRAC Business School
BRAC University
Date: 15th January, 2026

Non-Disclosure Agreement

This declaration affirms that the report submitted herein contains no confidential or sensitive

information about Uttara Crescent Clinic Ltd. This agreement is made and entered into between Uttara Crescent Clinic Ltd and the undersigned student of BRAC University, Md.Jawad Jahangiri.....

Acknowledgement

I would like to express my sincere gratitude to all those who contributed to the successful completion of this internship report. First and foremost, I am deeply thankful to my academic supervisor, Dr. Iftekhar Ul Karim, Assistant Professor, BRAC Business School, BRAC University, for his valuable guidance, constructive suggestions, and continuous support throughout the preparation of this report. His insights and encouragement greatly helped me to improve the quality of my work.

I am also extremely grateful to the management of Uttara Crescent Clinic Limited (UCCL) for providing me with the opportunity to complete my internship in such a professional and learning-oriented environment. I would like to express my sincere appreciation to Mr. Nazmul Islam, Admin Director, and Mrs. Fatema Yasmin, Quality Assurance Director, for their supervision, cooperation, and continuous support during my internship period. Their guidance and practical insights into human resource management in the healthcare sector were invaluable to my learning experience.

I would like to thank all the employees and staff members of Uttara Crescent Clinic Limited who assisted me by sharing their knowledge, experiences, and information, which were essential for preparing this report.

Finally, I would like to express my heartfelt gratitude to my family and friends for their encouragement, motivation, and moral support throughout the internship period and the preparation of this report. Without the cooperation and support of all these individuals, the successful completion of this internship report would not have been possible.

Executive Summary

This internship report highlights the organizational practices of Uttara Crescent Clinic Limited (UCCL) with regard to the aspect of Human Resource Management, in the context of an internship completed between October 2025 and January 2026 as part of the BBA program at BRAC University. Uttara Crescent Clinic Limited is the first privatized multi-specialty hospital in the Uttara area; it was set up in 2002 and has now become a much-acclaimed health care center with affordable health care facilities for its valued clients.

During the time of the internship, the author was an HR Intern and was able to have hands-on exposure in the important aspects of human resource management, such as recruitment and selection, training and development, compensation and benefits administration, performance management, succession planning, and the use of human resource information systems.

This report assesses the management, marketing processes, operating processes, and financials of UCCL.

Results reveal that UCCL adheres to organized HR practices, leadership control, training programs, and sound financial management. On the whole, the internship experience has increased my understanding of HR processes in the healthcare industry and has also played a significant role in enhancing my professional skills.

Human Resource Management; Internship Experience; Healthcare Industry; Recruitment and Selection; Training and Development; Performance Management

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List of Acronyms

Acronym	Full Form
ADDIE	Analysis, Design, Development, Implementation, Evaluation
AI	Artificial Intelligence
BBA	Bachelor of Business Administration
BBS	BRAC Business School
BRAC	Bangladesh Rural Advancement Committee
BRACU	BRAC University
CRO	Customer Relationship Officer
ECG	Electrocardiogram
ERP	Enterprise Resource Planning
HDU	High Dependency Unit
HR	Human Resource
HRM	Human Resource Management
ICU	Intensive Care Unit
KPI	Key Performance Indicator
NICU	Neonatal Intensive Care Unit
OP / OPD	Outpatient / Outpatient Department
OT	Operation Theatre
POT	Post-Operation Theatre
RAJUK	Rajdhani Unnayan Kartripakkha
SWOT	Strengths,Weaknesses, Opportunities, Threats
UCCL	Uttara Crescent Clinic Limited
USG	Ultrasonography

Glossary

Term	Definition
ADDIE Model:	A systematic instructional design framework consisting of Analysis, Design, Development, Implementation, and Evaluation.
Compensation and Benefits:	The total rewards provided to employees, including salary, allowances, bonuses, and non-financial benefits.
ERP (Enterprise Resource Planning):	Integrated software used to manage organizational resources, data, and business processes.
Human Resource Management (HRM):	The strategic approach to managing people in an organization to achieve business objectives.
Internship:	A supervised practical training program that allows students to gain hands-on experience in a professional organization.
Key Performance Indicator (KPI):	Measurable values used to evaluate employee or organizational performance against objectives.
Recruitment and Selection:	The process of attracting, screening, interviewing, and selecting qualified candidates for employment.
Succession Planning:	A strategic process of identifying and developing employees to fill key positions when vacancies arise.
Training and Development:	Organizational activities designed to improve employees' skills, knowledge, and performance.
Thesis:	An extended research paper submitted as part of the final examination requirements for a degree program.



UTTARA CRESCENT CLINIC LTD.



Chapter 1



Overview of Internship

1.1 Student Information

Name: Md. Jawad Jahangiri

ID: 21204232

Program: Bachelor of Business Administration

Major: Human Resource Management

Minor: Entrepreneurship

1.2 Internship Information

1.2.1

Internship period: 2025 October to 2026 January

Company: Uttara Crescent Clinic Limited (UCCL)

Department: Human Resource Management

Address: Road-21, House-15, Rabindra Sarani, Dhaka 1230

1.2.2

Internship Supervisor Information:

Mr. Nazmul Islam (Admin Director)

Mrs. Fatema Yasmin (Quality Assurance Director)

1.2.3

Job Scope

Job Description/duties/ responsibilities

I am currently working as an HR intern at Uttara Crescent Hospital overlooking the fields of training and development, compensation and performance management, succession planning, and recruitment and staffing.

Training and development function:

Firstly, I would like to discuss the training and development process. The ideal training process involves the ADDIE model: analysis, design, development, implementation, and evaluation. The training process begins when a person in the governing body realizes that organizational performance is less than expected. The analysis phase starts when a company is not making enough profits or not meeting sufficient customer satisfaction. The training process is described as the analysis process. The next phase is the design process, which involves the

creation of training objectives and deciding how the personnel will be trained. In the development phase, the board of directors develops a proper strategy to meet the training objectives. This involves the order, timing, and combination of methods to provide the training. In the next phase implementation phase, a dry run of the training or a simulation is created before conducting the actual training. The main things I do in the training and development function are aligning training with strategy, advances in technology, managing talent due to changing demographics, improving the training function, quality, and legal issues. Some ways of training the employees include role play, behavioral modeling, and case study.

Individuals at Uttara Crescent Hospital develop their skills through 2 processes: learning and development. Learning is the procedure by which employees develop new skills, knowledge, behaviors, and attitudes. It is done through formal, structured programs and practical field experiences. For example, nurses at UCCL learn infection control and patient communication via hands-on ICU experiences and everyday clinical rounds. Receptionists learn patient handling and empathy by observing senior staff and receiving feedback from supervisors. Another method of developing skills in employees is through appropriate training. For example, housekeeping staff receive infection prevention knowledge and waste disposal training to ensure hospital hygiene. Maintenance staff attend equipment handling and fire safety training to reduce operational risks. Customer relationship officers participate in training and communication and complaint management training to improve patient satisfaction. UCCL supports Continuing education programs and encourages employees to pursue higher studies in healthcare management, nursing and quality assurance. Regular seminars are held on medical ethics, patient rights and teamwork, helping staff develop a deeper understanding of healthcare values and community service.

3 types of skills are important for employees and leaders of UCCL to possess to run the business effectively and provide quality healthcare to its customers. They are mainly technical, human, and conceptual skills. These skills are different from the traits and qualities of leaders. The employees at UCCL need to possess technical skills. The nurses and doctors possess technical skills. Technical skills are knowledge about and proficiency in a certain work or activity. These include competency and analytical capability in a certain area and the ability to use tools and techniques effectively. For example, lab technicians are provided training and possess on-the-job laboratory tools maintenance and application skills so that they can administer their actions in the right way. The accountants handling the client's audit need to possess on the job skills in mathematical and analytical problem solving to excel in their work. Both the business leaders and employees at UCCL possess human skills. Human skills is the ability of individuals to cooperate and work with each other in a communicative and

responsible manner. The board of directors needs to cooperate with each other in board meetings. At UCCL, the board of directors treat their subordinates in a respectful and decent manner so that the employees listen to their superiors and follow their commands. Employees work in peace and harmony in teams, cooperating with each other and performing their jobs in a proper manner. The top management at UCCL possesses a high amount of human and conceptual skills and a low level of technical skills. The middle management, comprising managers, accountants, marketing executives and salesmen need to possess a high amount of technical, human, and conceptual skills etc. Conceptual skills refer to the ability of people to work with ideas and concepts. A leader with conceptual skills can put ideas and concepts into work and formulate the strategic section of business decision-making, and put those ideas into action. The business leaders at UCCL possess conceptual skills and can develop abstract business strategies from their ideas.

Specific duties and responsibilities I performed in the recruitment and staffing function of HR:

I first took part in CV sorting. I sorted out many CVs in the sectors of surveyor selection and product executive selection. There I was asked to give priorities on the candidate's educational qualifications, their previous job experience, and whether the employees have taken part in former training. Next, I had to input the employee's data into a proper database and create CV summary for the candidates. Then, I invigilated the written test. I had the opportunity to act as an invigilator in the written test for nurses and cross recruitment. I worked in the morning shift from 8 am to 2 pm and in the evening shift from 5 pm onwards. There were 30 employees present in the selection procedure, and every employee took part in the written and oral exams, which was a very proper recruitment process. 2 nurses and 2 CRO s were selected in the process. I also had to create a result sheet for the company for external employee selection and internal employee data. In the external employee selection, the result sheet was prepared based on the average number of written tests and viva, and the internal selection procedure was focused on promotion, along with the written test and viva organization. I also prepared slides for the corporate social responsibility of UCCL, which was provided in the orientation program for the recruitment of business executives. There were about 25 trainers in the internal organization who were employees of UCCL. I had to create trainer profiles, which involve their educational qualifications, work experience, and special abilities. I made proper use of the ERP system which is Enterprise Resource Planning software. It is a financial resources allocation and management software which is used for overall development of the business and enhance its efficiency and data management software. Then I worked in a systematic recruitment process where the sales team of UCCL handed me responsibility to recruit 2 sales executives. The HR manager of this hospital will have to approve the requisition that employees have to be recruited externally and then the HR team will

publish online circular needed for the recruitment of employees. Then the employees with proper skills and interest to work in the company will drop their CVs online and initial screening will be carried out. Almost 200 candidates from different public universities and top 5 private universities dropped their CVs along with their grade sheets and the most qualified candidates were called for interview.

Uttara Crescent Clinic limited recruits many individuals into respective positions each year. During the tenure of my internship in this respected organization, I got the opportunity to take part in the recruitment process. First, a budget was created for the entire recruitment process. This budget involves the number of financial resources to be allocated for each department and the number of employees to recruit each year. UCCL recruits 50 employees each year into the HR department. Then a requisition was created by the HR department to justify the needs for employees that was then given approval by the board of directors. After that, advertisement was given out to major social media like Facebook, Instagram, and major media channels like major newspapers like daily star, Bikroy.com etc. After this process, applicants started to send out CVs and applied for given jobs in the HR department of the hospital. The Candidates next sent out their CVs along with official transcripts. The CVs were then sorted out with the most qualified candidate's CVs kept aside for further recruitment formalities. Applicants were then called for written test, interviews, and viva voce. The viva voce involves a primary interview followed by a written test. The Board of directors approves every single recruitment and then employees are sent for a medical checkup to ensure their fitness for doing the job or any illnesses that may obstruct them from doing the job properly. After this step, the recruitment process involves the employees being accepted into a contract and negotiation regarding the terms and conditions of work and their expected salary. The candidates who have passed the screening stage and medical fitness are then recruited into the job following the terms and conditions of work.

Findings from my internship:

UCCL encourages fresh graduates from universities to apply and get a job in this hospital so that they will train the employees and turn them into skilled employees based on the organizational culture. UCCL also recruits individuals who have completed their master's degree for managerial positions. However, this discourages the fresher employees from applying and working in this company. UCCL considers the educational background, skills, and qualifications of the employees along with their appearance. The appearance of employees is very

important for recruiting CROs and representatives since they will be representing the overall organizational culture to the customers and maintain the hospital's reputation. UCCL has a very fair and unique selection strategy. This ensures that employees receive fair treatment and judgement in terms of recruitment based on their skills and qualifications and not on providing any bribes or based on connections.

The major functions implemented by the HR department are:

- 1) Recruitment and staffing policies and processes
- 2) Orientation and socializing recruits and organizational members
- 3) Employee training and development facilitations and management
- 4) Employee performance management and evaluation
- 5) Compensation and benefits determination as per job evaluation
- 6) Talent retention strategies
- 7) Facilitating career development and enrichment of human resources
- 8) Maintaining liaison and communication with past, present and potential employees
- 9) Going through capability and disciplinary procedures for further actions.

Employee compensation and benefits package of UCCL:

Data had been collected regarding the compensation and benefits package of Uttara Crescent Hospital by means of face-to-face interaction. Information had been collected from respondents by means of doing surveys. Data had been collected mainly by

Questionnaire survey, face-to-face communication, and telephone interview. Some secondary data had been collected from the UCCL annual report and statistical report for 2024 and 2025. A questionnaire had been created, and it was filled out by questioning the employees by carrying out in depth interview with the employees. The questionnaire was closed-ended in nature, asking closed-ended questions to the interviewees. The length of the questionnaire was 2 pages. The population of the survey was all of UCCL'S managerial and

lower-level employees, like CROs, nurses, etc. Statistical tools and computer software like Microsoft Excel and PowerPoint were used to carry out the survey.

Premium banking partners of UCCL are:

- Standard Chartered Bank
- Commercial bank of Ceylon Plc
- Citibank
- BRAC bank Limited
- AB Bank Limited
- Bank Alfalah Ltd
- Mercantile Bank Ltd
- Premier Bank Ltd etc.

The Uttara Crescent Clinic Limited provides handsome compensation to all of its employees. The compensation package is closely developed by HR managers with supervision from the board of directors. The salary range for nurses and CROs range within 20,000 takas to 35,000 takas. On the other hand, the salary range for higher-level managers and other HR employees ranges between 40,000 takas and 60,000 takas. The salary of the Chief Financial Officer at UCCL is close to 200,000 taka, and the salaries of Admin Directors and Quality Assurance Directors are 100,000 takas respectively. As an HR intern, I worked closely with the quality assurance director and admin director regarding the creation of compensation packages for future and upcoming employees. Their compensation packages were created based on educational background, number of years of experience in the field of work, and their expertise in their job and job performance. I have gathered a detailed collection of employees' salary data at UCCL by means of conducting a survey of current employees. A questionnaire had been created by me using Microsoft Excel, Microsoft Word, and Microsoft Access to collect the employees' salary data. Here is a detailed collection of employees' salary data:

1. General Manager: 60,000 takas
2. HR Manager: 30,000 takas
3. Assistant HR officer: 19,000 takas

4. Assistant Manager: 20,000- 40,000 takas
5. Assistant Manager (Diagnostic); 20,000-25,000 takas
6. Deputy Manager (Indoor): 29,000 takas
7. Quality assurance manager: 50,000
8. CRO (Diagnostic): 12,000-14,000 takas
9. Receptionist: 10,000-12,000
10. Receptionist (Hospital): 10,000-12,000 takas
11. Indoor In charge: 20,000-30,000 takas
12. ICU in charge- 20,000-22,500 taka
13. NICU In charge: 20,000-25,000 takas
14. HDU in charge-28,000 takas
15. OT In charge: 40,000 takas
16. POT In charge: 15,000-22,500 takas
17. Dialysis In charge: 12,000-18,000 takas
18. W/B in charge: 15,000 takas
19. BSC Nurse: 11,000-16,000 takas
20. Diploma Nurse: 10,000-20,000 takas
21. Non-Diploma Nurse: 8000 takas
22. Junior Nurse: 5000-15,000 takas
23. Training nurse: 1500 takas
24. Housekeeper: 10,000-20,000 takas
25. Ward Boy: 7500-10,500 takas
26. Aya: 7500-10,000 taka

27. Cleaner: 8000-11500 taka
28. ECG Technician: 5000-7500 taka
29. Security Guard: 8000-11500 taka
30. OP Attendant: 4500-8500 taka
31. Tea Boy: 7500-9700 taka
32. Cook: 8000-13000 taka
33. Junior Scientific officer: 20,000-25,000 takas
34. Report processor: 8000-13,500 takas
35. Medical technologist: 8500-15,000 takas
36. Sample Collector: 8250-16,000 takas
37. Lab Attendant: 7500-9,000 takas
38. Senior Medical Technologist: 10,000-23,000 takas
39. Salesman (Pharmacy): 8,000-22,000 takas
40. Assistant Therapist: 6,000- 15,000 taka
41. Technician (Radiology): 8,000-11,000 takas
42. Technologist: Radiology: 12,000-13,000 takas
43. Technician: 12,000 takas
44. Storekeeper: 10,000-19800 takas
45. Computer operator (USG): 8500-23,500 takas
46. Junior Nurse: 6,000 takas
47. Assistant Accountant: 9,000 takas
48. Driver: 13,000-15,000
49. Biomedical Engineer: 11,000-30,000

50. Procurement manager: 10,000-25,000 takas
51. Accounts manager: 20,000-40,000 takas
52. Accounts officer: 10,000-15,000 takas
53. Assistant Accountant: 15,000-16,000 takas
54. Manager (Maintenance): 20,000-30,000 takas
55. Sr. electrician: 7,500-10,000 takas
56. Helper (Maintenance): 7,500-10,000 takas
57. Plumber: 15,000-16,000 taka
58. Assistant manager: 15,000-17,000 takas
59. Marketing officer: 10,000-15,000 takas
60. Washing in charge: 10,000 takas
61. Laundry Boy: 8,000-13,250 takas
62. Tailor: 8,000-12,000 takas
63. Shepherd: 7,500-8,500 takas

Next, I also took part in the succession planning of the organization. Succession planning refers to the procedure of hiring and cultivating workers in order to fill a key role within an organization. This is done when the existing talents who used to work in the company have either faced retirement or left the company in search of more lucrative opportunities, hence new employees are brought in to fill their shoes. Therefore, this is a very valuable procedure followed by many organizations to discover highly skilled talents in new and upcoming employees to fill the positions left by existing employees. Succession planning ensures that there is no vacuum left when existing workers quit, retire, or die.

The process of succession planning involves first locating key positions in which employees can work and fulfill organizational strategic objectives. Next, key competencies and skills needed in certain business positions need to be found out, and the rules and regulations based on that. Next, employees who possess the proper skills and

competencies to fill the available positions are identified. Assessments are next conducted to determine which of the competing employees will be given a spot to replace the retired or quitting employees. Then the employees are trained, growth and knowledge transfer happen between the employees who have been hired through succession planning.

Uttara Crescent Clinic Limited does succession planning to replace employees or talents who left the organization for better opportunities or retired.

1.3 Internship Outcome

1.3.1

Student's Contribution to the company

As an HR intern, I worked in the fields of training and development of lower-level employees, recruitment and staffing of new entrants and applicants, and creation of compensation and benefits packages, along with minor supervision in the fields of human resource innovation, Human resource information systems, and succession planning.

In the training and development function, I had overseen nurses who learned infection control and patient communication via hands-on ICU experiences and clinical rounds. I monitored receptionists who learned patient handling by observing senior staff and HR employees. I also monitored maintenance staff who attended equipment handling and fire safety training from special trainers to reduce operational risks.

Next, I oversaw the recruitment and staffing process. I received CVs from interested employees via personal email and screened those CVs with respect to their academic transcripts, educational qualifications, and past job experience, and transmitted the screened CVs to the HR manager and board of directors for final recruitment. I put out advertisements for new employees' intake on the website so that interested candidates could apply. I also took part in the development of the compensation and benefits packages process. I did a survey via questionnaires of the respective salaries of all HR employees as listed above, and decided a suitable possible salary for the fresh employees by means of communication with the finance department, who notified me of the amount of finance to be allocated. I also took part in the handling and management of human resource information systems and databases of all sorts and used them for navigation of different business functions, handling of recorded data and making sure that the data was recorded correctly in due time in the given information systems. I attended meetings with the HR manager for the application of AI-based technologies and

new modern innovations to be introduced into the business, for faster work processing, smarter data handling, and efficient business processes.

1.3.2

Benefits to the student

I gained thorough expertise on the different aspects of Human resource management in a hospital business so that I could apply them later on to my respective job fields. I learned manpower planning and forecasting techniques, and the different functions of HR as mentioned in the paragraph above. All these would be beneficial to me for pursuing further studies in the business sector, pursuing a job in any respective company, or in case of starting my own business in the hospitality sector.

1.3.3

Problems faced during the internship

No significant problems were faced during the internship.

1.3.4

Recommendations to the company on future internships

A few improvements can be made, such as increasing remuneration can be increased for the intern. Workload and responsibilities for the internship can be decreased. A shorter time can be allocated for the internship every day to make it more comfortable, etc.



Chapter 2

Organization Part



Fig 1 : Formal Board Meeting

2.1

Introduction

I have been working as an HR intern at Uttara Crescent Clinic Limited under the guidance of admin director and the quality assurance director. My tasks have been to oversee the fields of HR in the organization involving training and development, compensation and benefits, recruitment and staffing and succession planning etc. I am also learning to use the Human resources information systems of the organization alongside working with the HR functions. My tasks have been to take part in the process of training incoming CROs and nurses, do calculations involving basic mathematics in creation of compensation and benefits of the employees, and take part in the recruitment process involving screening employee's CVs, checking their educational qualifications, and posting screened CVs to the HR managers and Board of directors for checking.

2.1.1

Objective for Chapter 2

Chapter 2 takes a close look at the structure and details of Uttara Crescent Clinic Limited's management structure and details, marketing, accounting and finance, management information system basics, and its competitor analysis encompassing the five Porter's model and SWOT analysis.

2.1.2

Scope of study

This study does a detailed analysis of UCCL's management, marketing, accounting and finance, management information systems, competitor, and SWOT analysis sections, and provides details and insights on the following sections.

2.1.3

Methodology

I have been acting as the HR Intern of UCCL from September to December 2025. I have collected necessary data on the hospital's management, marketing, accounting and finance, management information systems, and competitor analysis by means of careful discussion and meetings with the HR managers and my supervisor (the quality assurance director). I attended regular meeting sessions with my supervisor and collected primary data on my laptop. I also collected secondary data for this research by researching UCCL's online databases and management information systems.

2.1.4

Significance of the study

This study has been created by means of detailed discussion with the board of directors, managers, and the quality assurance director. The following study discusses all major aspects of business activities carried out in the hospital, including its HR and marketing sections, accounting and finance sections, management information systems, and competitor analysis. Both primary and secondary research were carried out for this research, and a holistic summary of UCCL's business activities can be found in this study.

2.1.5

Limitations of the study

Despite efforts to conduct a comprehensive and systematic analysis, this study has several limitations that should be acknowledged.

First, the study is limited by its time frame. The internship duration from September to December 2025 restricted the opportunity to observe long-term trends in organizational performance, seasonal variations in hospital operations, and the full outcomes of strategic decisions.

Second, the research relies heavily on primary data collected through discussions and meetings with managers, the quality assurance director, and HR personnel. As a result, some findings may reflect subjective viewpoints and managerial perceptions rather than fully independent or externally validated assessments.

Third, access to confidential and sensitive information was restricted due to ethical and organizational policies. Certain financial records, detailed strategic plans, and competitive intelligence data could not be examined in depth, which may limit the precision of the accounting, finance, and competitor analyses.

Fourth, the study focuses mainly on internal organizational perspectives and does not include direct input from patients, external stakeholders, or regulatory bodies. Consequently, customer satisfaction, service quality perception, and regulatory challenges are discussed only from a managerial viewpoint.

Fifth, the scope of the analysis is confined to one organization, Uttara Crescent Clinic Limited. Therefore, the findings may not be fully generalizable to other hospitals or healthcare organizations operating in different regions or under different regulatory and operational environments.

Finally, as the researcher acted in the role of an HR intern, the observations and analyses were influenced by role-specific responsibilities and limited decision-making authority. Certain strategic discussions and high-level managerial deliberations may not have been fully accessible, which could affect the depth of analysis in some areas.

Overall, while these limitations exist, the study still provides meaningful insights into the organizational structure, management practices, and functional operations of Uttara Crescent Clinic Limited within the available scope and resources.

Uttara Crescent Clinic Ltd. at a Glance



Hospital Building



Unit -1



Unit-2



Unit-3

Fig-2: Uttara Crescent Clinic at a glance

Overview of the company

Uttara Crescent Clinic Ltd.

A journey that has brought transformation to healthcare services in the Uttara Area.

Introduction:

In 2002, a group of distinguished physicians and visionary entrepreneurs identified critical gaps within Bangladesh's healthcare system—most notably in infrastructure, service delivery, and affordability. The shortcomings were particularly acute in the Uttara region of Dhaka, where the absence of emergency medical facilities forced many critically ill patients to travel to central Dhaka. Tragically, this delay often resulted in preventable deaths.

Motivated by this stark reality, the group resolved to address these systemic deficiencies. Their shared vision gave birth to Uttara Crescent Clinic Ltd. (UCCL)—the first private multi-specialty hospital in the Uttara region. Despite significant challenges, UCCL began its journey in 2002 with a clear mission:

“To make international-standard healthcare accessible to every individual, while upholding a commitment to excellence in education, research, and medical service for the benefit of humanity.”

Growth and Transformation:

Over the past 24 years, UCCL has transformed from a single-unit facility into one of Uttara's most trusted and comprehensive healthcare providers. What began as a modest initiative has evolved into four fully operational units that now serve patients across Uttara and its surrounding areas. Currently, UCCL operates with 150 beds, including 7 ICU beds, 12 HDU beds, 7 NICU beds, and Cabins, semi-cabins, and general wards comprise the remainder.

While capacity remains a constraint, UCCL's leadership continues to expand services to meet the region's growing healthcare demands. Its influence extends beyond Uttara, reaching patients from Uttarkhan, Dakshinkhan, Khilket, Nikunja, Savar, Ashulia, Tongi, Mirpur, and beyond.

Key offerings include:

- Comprehensive Inpatient care, Diagnostic services, and Outpatient (OPD) services across

The four units.

- Affordable, patient-centered treatment packages
- 24-hour Emergency, Ambulance, and Pharmacy services

- Housekeeping & Canteen Services.

To meet the growing healthcare needs of a rapidly urbanizing population, UCCL has recently acquired land in Diabari, Uttara. Located on a RAJUK-approved plot adjacent to a 110-ft main road, this land will host a state-of-the-art, modern healthcare facility. The planned hospital will be designed to provide world-class medical services to residents of Uttara, Gazipur, Savar, Tongi, Khilkhet, Mirpur, and nearby regions—under one roof and at an affordable cost.

This expansion aligns with UCCL’s enduring philosophy: “High-quality service, cost-effective care, and a compassionate, patient-centric approach.”

UCCL’s growth and reputation rest on four guiding principles:

1. Technological Excellence in Healthcare Delivery
 - o Early adoption of advanced medical tools and digital health innovations
 - o Current initiatives include robotic systems for diabetic care, bringing cutting-edge treatments to the wider community
2. Qualified and Affordable Medical Services
 - o Focused on accessibility and cost-effectiveness for all patient groups
3. Compassionate, Patient-Centered Care
 - o Emphasizing dignity, empathy, and respect in every aspect of service delivery
4. Forward-Thinking Innovation
 - o Ongoing integration of modern practices, research, and training for sustained excellence

UCCL strongly upholds the belief that healthcare is a universal right, not a privilege reserved for the wealthy. Guided by this conviction, the institution has initiated several impactful community programs, including:

- Financial aid for underprivileged patients
- Discounted treatment for low-income families
- Free medical and ambulance services during natural disasters

- Free healthcare assistance during student movements and times of civil unrest

UCCL Today: A Blueprint for the Future:

UCCL has become not only a pioneer in Uttara's private healthcare sector but also a standard-setter for clinical excellence. Its blueprint for the future is anchored in five strong pillars:

- Medical Excellence
- Affordable & Accessible Services
- Compassionate Patient Care
- Advanced Medical Technology
- Academic & Training Excellence

Key Milestones & Expansion Timeline:

- Establishment: 24th April 2002
- Unit 1: 1st February 2017
- Unit 2: 2nd December 2019
- Unit 3: 1st January 2025
- Diabari Land: 67.70 Shotangsho (RAJUK-approved, connected to 110-ft road)

2.3

Management Practices

How the leadership style of the organization helps in achieving its goals and objectives. Human resource planning process of the organization, recruitment and selection, compensation system, training and development initiatives, and performance appraisal systems.

The Chairman of the company and the admin director follows autocratic leadership. This ensures highly disciplined, tight control and compliance over its employees' actions. This is coherent with the strategic vision and goals of the organization. The strategic vision of UCCL is to continue and increase its trend in sales. It plans to increase its number of branches and maintain proper management of its 4 existing branches. Uttara Crescent Hospital has maintained a large market share and a growing trend in sales over the last few years. It hopes to maintain this same trend in sales and increase its market share and number of branches. UCCL has a unique

business strategy, operating strategy and business model that helps to reach its goals and objectives over the next few years. The autocratic leadership of its chairman, admin director and head of accounts has ensured total control over its managers, assistant managers, pharmacy executives and pharmaceutical company representatives. The autocratic leadership helps in maintaining discipline and overlooking the activities of its managers, assistant managers, and other employees. The head of accounts is responsible for managing and allocating the company's financial resources. He ensures that the company maintains a stability in its financial resources useful for development of new hospital branches and maintenances of its existing branches. The Managing director follows a laissez faire approach. He monitors the actions of the managers, assistant managers, coordination with doctors etc. The laissez faire approach allows the managers, doctors, and assistant managers to do their work independently with creativity and innovation while reporting to the Managing director and following his strategic vision. Both the Chairman and the Managing director acts as the visionary of the organization, contributing towards its strategic goals of maintaining existing market share, increasing market share.

The leaders in UCCL possesses power over their employees. Power is the capacity or potential to influence others. The board of directors in UCCL possess the ability to affect the employee's beliefs, attitudes, and courses of actions. All the directors of UCCL possess referent power that is based on follower's identification and liking for the leader. Every member of the board of director of UCCL are liked and admired by their subordinates. Also, every member of the board of directors possesses expert power that is focused on follower's perception about the leader's competence. Every person possesses knowledge and acumen in their respective sections of handling business and their subordinates admire that.

The Chairman and Managing director possess legitimate power associated with having status or formal job authority to recruit, promote or fire an employee from their jobs. The following personnel also possess reward and coercive power. Reward power is derived from the ability to provide reward to others. Coercive power is derived from the capacity to punish or penalize others for their misdeeds. The Managing director and Chairman possess the power to promote administration employees to senior positions and to punish employees if they have conducted a misdeed. For example, the Chairman who also acts as the Pharmacy director possess the right to terminate salesmen and accounts executive from their have job if they have conducted a mistake in calculation or they have purposefully made an alteration to their original accounts data for their own monetary benefit. Another criterion of power is information power. That is, they possess knowledge and information regarding what is next to be done regarding business strategies and policies. For example, the marketing director possesses information power regarding what next moves are to be taken regarding marketing strategies and online digital marketing. Also, the members of UCCL's board of directors possess position power which is the power or formal authority their formal rank or position in the organization has given them.

The leaders of UCCL follow great man theory. These theories are called great man theory because they focus on innate quality and characteristics of the business leaders. The trait approach has earned the interest of many people due to its emphasis on visionary and charismatic leaders. The business leaders of UCCL differentiate themselves from other people by means of 8 characteristic qualities, mainly: intelligence, alertness, insight, responsibility, initiative, persistence, self-confidence, and sociability. The board of directors of UCCL is not just

leaders because they possess these traits. However, the traits must be relevant to the situation they are facing. A person acting as a leader in one situation may not be a leader in another situation.

Another theory, called Stogdill's theory, identified certain traits that match the Chairman's duties and roles:

1. Drive for responsibility and task completion
2. Vigor and persistence in pursuit of goals
3. Risk-taking and originality in problem-solving
4. Drive to exercise initiative in social situations
5. Self-confidence and sense of personal identity
6. Willingness to accept consequences of decision and action
7. Readiness to absorb interpersonal stress
8. Willingness to tolerate frustration and delay
9. Ability to influence other people's behavior
10. Capacity to structure social interaction systems to the purpose at hand

Another theory called Mann's theory, suggested in 1959, states that traits that distinguish leaders from non-leaders are the following 6 traits: intelligence, masculinity, adjustment, dominance, extraversion, and conservation. Another famous theory suggested by Lord et al in 1986 proposes the idea that intelligence, masculinity, and dominance differentiate a leader from a non-leader.

The head of accounts also follows an autocratic approach. This ensures that the hospital is able to maintain its financial stability and solvency in order to manage the existing financial resources and acquire more resources for the development of new branches for the business. On the other hand, the Managing Director of the company follows a laissez-faire approach.

Human resource planning process of the organization, recruitment and selection, compensation system, training and development initiatives, and performance appraisal systems.

Uttara Crescent Hospital has a clear human resource planning process to ensure that the organization has the correct number of qualified people to perform its functions and activities. Human resource planning refers to the process by which an organization recruits, maintains and manages its workforce in order to ensure the right number of qualified employees the organization needs to perform its strategic goals and visions. The mission of human resource planning is to ensure that type of business the organization is running, determining its goals and objectives, how they will be achieved, what activities are to be achieved by whom, and matching the skills, knowledge, and activities of the employees who will perform the job efficiently. The HR planning of the organization refers to the personnel needs of the company to maintain its strategic goals.

Recruitment and selection, compensation system, training and development, performance appraisal systems.

The recruitment and selection process has been designed to hire and recruit the most qualified employees who will fill the right positions and do their jobs effectively. The following process has been designed and

redesigned to minimize the chances of failure and lower the opportunity costs associated with it. In the recruitment process, the company first has to identify vacancies in the organization and evaluate needs. Next, UCCL needs to develop a proper job description stating the number of activities and responsibilities the employee needs to carry out. Then the organization needs to create a recruitment plan, considering its vacancies and financial resources available. Then the board of directors of UCCL posts its vacancies on social media, job recruitment sites, etc. Interested applicants apply, and a pool of applicants is created. The most qualified applicants are called to interview, and the board decides who to hire, etc.

Compensation system of Uttara Crescent Hospital:

Banking partners of UCCL:

- Standard Chartered Bank
- The Hongkong and Shanghai Banking Corporation Limited
- Commercial Bank of Ceylon Plc
- Citibank N. A
- Eastern Bank Limited
- The City Bank Limited
- BRAC Bank Limited
- AB Bank Limited
- Bank Alfalah Limited
- Mercantile Bank Limited
- Premier Bank Limited
- Bank Asia Limited
- Dutch Bangla Bank Limited

The Board of Directors of Uttara Crescent Hospital Limited creates a compensation and benefits package by means of communicating with the Head of Accounts. By means of proper calculation and reasoning, the head of accounts decides how many financial resources can be allocated to the employees. UCCL provides handsome benefits to all its employees compared to rival hospitals in Uttara and nearby. The salary scale for assistant managers and managers ranges from 40,000 to 60,000 taka. The salary of CROs and nurses is close to 25000 takas. The salary of a computer engineer in UCCL is close to 60,000 takas. The salary of a Quality assurance supervisor is close to 80,000 takas. Data had been collected by means of primary and secondary research. Primary research involved direct interaction with the quality assurance supervisor and the employees. Also, data had been collected from the organization's annual report.

Performance appraisal: Performance appraisal is the systematic process of monitoring the employee's performance and finding out the gaps in their activities and determining scopes for improvement. This is usually done for training and development, providing feedback and scope for improvement, determining compensation of employees, and making promotion decisions. At UCCL I was working under the guidance of the quality assurance supervisor, who monitored my work from 9 am to 5 pm. I was introduced to the different HR activities of the business etc. In UCCL, the managers and assistant managers' report to the

Chairman and Managing director to scrutiny their actions, determine the mistakes in their work and understand scope for future training and development. The quality assurance director scrutinizes the work of medical assistants, nurse etc. and provides training to them. The accounts department led by the head of accounts determines the employee's compensation and benefits by considering their level of skills and expertise. The executives of pharmaceutical companies report to the pharmacy directors. The marketing executives report to the marketing director.



Fig 3 : Training And Development

Training and development:

Uttara Crescent Hospital limited has a very strong training and development section. As an HR intern, I worked alongside the HR manager and the quality assurance director in the training department. The training and development are aimed at developing necessary skillset in the employees, confidence, and adaptability to take part in the HR activities. The 4 goals of training are learning, education, training, and development. Learning is the process by which employees gather knowledge, skills, and abilities through structured training programs, on the job training and through daily working experiences. Learning is the process by which employees are given structured training and they acquire and develop knowledge skills and behaviors. In the hospital, nurses learn infection control and patient communication through hands on experiences and daily clinical rounds. Receptionists learn patient handling and empathy by monitoring their senior staff and receiving feedback from co employees. Development is when employees develop their skillset and prepare for more responsibilities through continuous learning and experiences. For example, senior nurses are developed into Ward in charges through mentorship, leadership, workshops, and performance-based promotion pathways. Junior managers participate in the future leader's mentorship program to build management and decision-making skills for future leadership roles. Housekeeping staff receive infection prevention and waste disposal training to ensure hospital hygiene. Maintenance staff attend equipment handling and fire safety training to reduce operational risks. CROs participate in communication and complaint management training to improve patient satisfaction. Education is the process by which employees learn new hospitality techniques and modules, helping them to learn new skills, and develop their ethics, values and qualities. UCCL sponsors continuous nursing education programs and encourages employees to pursue higher studies in healthcare management, nursing, or quality assurance.

Regular seminars are held on medical ethics, patient rights, and teamwork, helping staff develop a deeper understanding of healthcare values and community service.

The importance of learning and development are as follows:

- Improving individual, team and organizational performance.
- Attracting and retaining high-quality employees.
- Increasing operational flexibility (Multiskilling)
- Strengthening employee commitment
- Managing change effectively
- Developing leadership and management skills
- Building a positive organizational culture
- Enhancing service quality and patient satisfaction
- Reducing learning costs and improving efficiency etc.

2.4

Marketing Practices

If your host organization is a large business/Multinational Company (MNC) or a large not-for-profit with a full-blown Marketing department, then review the following aspects of:

a) Marketing strategy b) Target customers, targeting and positioning strategy c) Marketing channels (for product as well as services) d) Product/New product development and competitive practices (if any) e) Branding activities f) Advertising and promotion strategies (with specific commentary on social media and digital marketing) g) Critical Marketing issues and gaps (if any). If the organization where you are placed happens to be an SME then a), b), c), d) and g) would suffice.



Fig 4: Marketing Strategies of Uttara Crescent Clinic Ltd

a) Marketing Strategy:

The hospital UCCL that I am working with is a large business. It mainly follows relationship marketing and digital marketing strategies. Relationship marketing is focused on developing a long-term relationship with its marketing leads and connections rather than a short or immediate one. At the beginning, iron and lead level connections are made by reaching out to customers through digital marketing techniques like email marketing, Facebook ads, television ads, and in person techniques like posters and placards. Then a strategy is made to develop a long-term relationship with these customers by reaching out to them again and again and providing discounts. Once they have become gold or platinum level customers, they will become a regular loyal customer of this business, they will reach out regularly, tell other people to attend this hospital, pay regular visits etc. This relationship is created by earning the patient's trust through quality healthcare, and integrated services including hospital, diagnostics, and pharmacy.

Analyzing value chain is key component of UCCL's marketing strategy. Harvard's Michael Porter has proposed the value chain as a tool for identifying ways to create more customer value. According to this theory, every firm is a synthesis of activities performed to design, produce, market, deliver and support its products. The value chain identifies nine strategically relevant activities, five primary and four support-related activities, which create value and cost in a specific business. The primary activities are 1) inbound logistics or bringing materials into the business, 2) Operations or converting materials into final products, and 3) Outbound logistics or shipping out final products. 4) Marketing that includes sales, and 5) service, etc. Specialized departments handle the support activities mainly: 1) Procurement, 2) Technology development, 3) Human resource management, 4) Firm infrastructure.

b) Target customers, targeting, and positioning strategy:

The target customers of Uttara Crescent Clinic Limited are the people living in Uttara model town; those living in sector 3,7,1 as well as people living in Uttarati, Tongi, etc. Also, long-term customers from different regions

of Dhaka City come and visit this hospital regularly. There are 4 branches of this hospital in Uttara Sector 7, Rabindra Sarani Road, as well as a new medical college being planned to be opened in Diabari, targeting the pupils aspiring to be medical students in Uttara and nearby areas. The targeting strategy of Uttara Crescent Hospital is differentiated marketing, focusing its business activities on multiple segments of Uttara and Tongi, Gazipur, etc. Also, people from distant areas, Dhaka city and even long-term customers from rural areas regularly come to this location for treatment. Differentiated marketing focuses its marketing activities on segments so that reputable customers can be created in those regions via rigorous marketing activities, compared to mass marketing, which focuses its marketing activities on a large location, etc. As a part of this differentiated marketing, high-quality, low-cost, customer-friendly packages are provided to its customers, such as family care packages. Cost-friendly discounts are provided to regular customers. Family care packages are provided, and students are given a chance to work as part of the marketing team. A positioning strategy is a marketing plan that aims to create a long-term memorable position in the customer's mind by highlighting an attribute that is unique to customers. The way in which UCCL is unique from its competitors is that Uttara Crescent Clinic limited is the only hospital in Uttara that provides high-quality healthcare services at cost lower than any hospital in Uttara and has a focused psychological therapy care, eye care section and brain disease treatment and surgery. UCCL provides cost leadership, providing high quality healthcare at the lowest cost in Uttara.

Brand positioning statement of UCCL: "Trusted, accessible, comprehensive community healthcare with a commitment to clinical quality and education." The medical college located in Diabari aims to act as a community centered medical college that combines affordable care and modern training etc.

UCCL possesses certain core competencies. UCCL owns and controls most of the resources that entered the business mainly labor power, materials, machines, information and energy.

c) Marketing channels for product as well as services:

Marketing channels are the methods by which businesses communicate with their audiences and promote their products. These can be offline(physical) or online sources like social media. Uttara Crescent Clinic limited has both offline and online marketing channels. It has offline marketing channels like TV advertisements, billboard posters, weekend leaflets distribution nearby mosques and important locations. It promotes its products on local newspapers and magazines etc. It also has online marketing channels like social media platforms like Facebook, Instagram, LinkedIn, email viral marketing. UCCL has an official website where it shares and promotes its services. It also does search engine optimizations. UCCL does physical marketing via local partnership with clinics and physician referral networks etc.

d) New product development and competitive practices:

New product development is the procedure by which a company generates the idea to develop and bring a new product to the market and practices that would give a company a competitive edge over competing companies. The entire process involves developing an idea by means of consultation within the board of directors,

researching the existing market, product designing, development and finally launching the product into the market. The new product development procedure of UCCL involves packaged health checkups (chronic care bundles), telemedicine consultations, digital health records for chronic patients, etc. These products and services have been newly launched into the market by UCCL and they develop a competitive edge over competing hospitals. UCCL provides a comprehensive care including diagnostics, pharmacy, and doctor. UCCL provides high quality treatment at the lowest possible price, highly skilled and well-known doctors from reputed medical colleges carry out treatment in this hospital. Also, UCCL provides a special feature that if a patient cannot attend a medical session at allocated time, then the appointment can be scheduled to a different time without paying any more money. UCCL imports and supplies foreign medicines for disease known as Schizophrenia and other mental health disorders. It has specialist eye care and brain treatment facilities. These are some of the new product development features of UCCL and competitive features of UCCL that provides it an edge over rival hospitals. These new products had been developed following a certain process. Marketing executives researched the customers wants and needs in Dhaka city, and they carried out research on their niche target market. By means of competitor analysis and proper research methods, they transmitted the needs and wants of customers and scope for new product development ideas to the Board of directors. The directors then came to a consensus, and hence the hospital introduced new products and services and launched and tested the new product to be used by its customers.

UCCL does not manufacture its own products. It imports biomedical equipment and medicine from abroad and some medicines are produced inside the country and supplied to the hospital. UCCL does not manufacture its own products since offshore manufacturers are more competent in the following task. UCCL instead focuses on product design, development and marketing their core competencies. A core competency possesses the following 3 characteristics: 1) It is a source of competitive advantage and makes a significant contribution to perceived customer benefits. 2) It has applications in a wide variety of markets 3) It is difficult for competitors to imitate.

Competitive advantage applies to companies that possess distinctive capabilities or excellence in broader business processes. According to the theory developed by Wharton's George day, market driven organizations as excelling in 3 distinctive capabilities which are: market sensing, customer linking and channel bonding. Competitive advantage ultimately comes from the fact how well the company has fitted its core competencies and distinctive capabilities into tightly interlocking activity systems.

e) **Branding activities:**



The branding of Uttara Crescent Clinic limited involves its logo, vision and mission statement and brand personality, which makes this brand unique, creates a position in the heart and brain of customers, and differentiates the brand from other companies.

A crescent typically refers to a moon-shaped element that is wider in the middle and narrower towards the ends. It is like a moon in its first and half quarters. It is derived from the Latin word “Crescere”, which means “to grow”. This refers to the fact that UCCL had been established and created with a vision to grow, to provide quality healthcare, and develop itself as one of the prominent medical institutions in Dhaka by taking care of the health and medical sector of its patients and customers.

Mission statement of Uttara Crescent Hospital:

Mission Statement:

1. Harnessing Technology – We use state-of-the-art diagnostics and modern treatment methods to deliver precise, effective, and efficient care.
2. World-Class Services – Our focus is on quality, safety, and compassionate, patient-centered care that meets international standards.
3. Accessibility for All – We aim to ensure that people from every background can access advanced healthcare through inclusive practices and outreach.
4. Continuous Growth – Our professionals train regularly to stay updated with global medical innovations, ensuring continuous improvement.
5. Collaboration & Partnerships – By working with leading global healthcare and research institutions, we bring world-class expertise to Bangladesh.
6. Empowering Patients – We educate and engage patients to actively participate in their care, creating informed partners in health.

Uttara Crescent Clinic Ltd stands as a beacon of progress and innovation, committed to a healthier, brighter future for Bangladesh.

Vision Statement:

1. Building Confidence – We aim to be the most trusted healthcare provider in Uttara by offering reliable, comprehensive medical services.
2. Reducing Patient Outflow – With diverse specialties and advanced technologies, we strive to meet community needs locally, minimizing the need to go elsewhere.

3. Excellence in Nursing – We invest in continuous training to improve nursing care, ensuring better outcomes and patient satisfaction.
4. Friendly Environment – Beyond medical expertise, we create a compassionate, supportive atmosphere where patients feel cared for and at ease.

Our Commitment:

- Patient-Centric Care – Personalized treatment tailored to each patient’s needs.
- Continuous Improvement – Regular feedback-driven enhancement and innovation.
- Community Engagement – Awareness, education, and preventive health programs.
- Advanced Technology – State-of-the-art facilities for accurate diagnosis and effective treatment.

At Uttara Crescent Hospital, your health and satisfaction are our top priorities. Together, we build a healthier, happier community—right here in Uttara.

Objectives of Uttara Crescent Hospital:

Our Objectives:

Expand bed capacity and inpatient/outpatient facilities. Provide all major medical specialties in one integrated hospital system. Develop international-standard diagnostic and treatment, and surgical facilities. Strengthen corporate healthcare partnerships. Train and retain highly skilled healthcare professionals. Build a new RAJUK-approved modern hospital building at Diabari.

With a mission statement of providing high-quality world-class healthcare by applying the latest medical technology and cutting-edge healthcare solutions that corresponds to international standards., UCCL has been able to create a space of comfort and trust in its customer’s minds that they no longer need to move outside Uttara for their treatment purposes. The vision statement of UCCL is to develop confidence within patients of Uttara to seek to a hospital within Uttara for their treatment and there is no need to go outside Uttara. UCCL aims to provide a friendly and hospitable environment to its customers and provides cutting edge healthcare and nursing solutions. With an appealing logo, mission and vision statement, UCCL still continues to capture the heart and minds of thousands of customers throughout the city. The brand personality characteristics of UCCL are trust, quality, compassion, accessibility. UCCL became a popular brand within Dhaka by means of promoting community health camps, sponsorship of local events, doctor profiles and success stories etc. The target audience of UCCL are the customers in Uttara Sector 3,7,13,1 etc. and also people from all over different locations in Dhaka city and rural areas.

f) Advertising and promotion strategies (with specific commentary on social media and digital marketing:

Uttara Crescent Clinic limited carries out both traditional and online advertising via various means. Traditional advertising is carried out by means of newspaper ads, posters in the neighborhood and community notices. Digital marketing is carried out using social media like Facebook, Instagram for patient education, service promos, doctor Question and answer sessions and video testimonials etc. UCCL has Google my business optimization turned on and localized SEO for Uttara Crescent Clinic limited. It also uses WhatsApp and other messaging channels for appointment confirmations, promotions and follow-ups etc. UCCL also posts health education articles and short videos on post op care and chronic disease management to build trust and SEO. The hospital monitors engagement, lead-appointment conversion and acquisition cost per segment. It also hosts geo targeted social ads for branch promotions, and targeted ads for student recruitment when rolling out the medical college.

g) Critical Marketing issues and gaps:

Critical Marketing issues and gaps: Lack of a centralized CRM to manage patient lifecycle across branches and pharmacies. Limited data driven digital marketing (few analytics and weak SEO). Weak integration between Quality assurance department and marketing- communications sometimes do not reflect actual service KPIs. Underdeveloped telemedicine/ remote patient management offering. Brand positioning for Diabari not yet clearly articulated to stakeholders.

2.5

Financial Performance and Accounting Practices

Financial Performance: Using last 3-5 years of financial statements from annual reports- analyze interpret and provide insights on organization's financial performances in terms of liquidity and solvency, efficiency, profitability, leverage, market value etc. Using ratio/horizontal/ vertical analyses and applying trend, comparative DuPont analyses frameworks. Additionally, you may also undertake analyses based on calculations of EVA, MVA or valuations based on various methods.

The main objective of this research is to collect and analyze information regarding the financial and accounting aspects of the company from the annual reports of Uttara Crescent Clinic limited from 2021 to 2024 over a period of 4 years. Mainly data from primary research had been used for this analysis, that is data collected from the annual reports of UCCL from 2021 to 2024. The following study would help in financial planning and decision making for the company.

Different financial ratios had been used for analysis of the financial data of UCCL.

First, liquidity ratio had been used. Liquidity ratio tells how easily a company can repay its debts. The formula for liquidity ratio is:

Current ratio= current assets/current liabilities

Liquidity ratio for UCCL 's financial data has been prepared in a table form below:

Year	2021	2022	2023	2024
Current assets	64380730	60177762	234316204	240243191
Current Liabilities	169787286	161778846	240489657	204984509
Liquidity	0.379	0.372	0.974	1.172

Table 1: Liquidity ratio for UCCL 's financial data

The liquidity of UCCL has decreased from 0.379 in 2021 to 0.372 in 2022. It again increased to 0.974 in 2023 and then went up to 1.172 in 2024. Since the current ratio of liquidity UCCL was pretty high, 1.172 in 2024, the company is in a good position with high liquidity and it is now a profitable business.

The next profitability ratio has been used. Profitability ratio tells us how good a company is at making money. The formula for profitability ratio is:

$$\text{Profit margin} = \text{profit/sales}$$

The higher the profitability ratio, the better it is for the company.

Year	2021	2022	2023	2024
Profit	8413235	2022657	9414533	10152303
Sales	474444341	426390194	579884514	605023171
Profitability	0.017	0.00474	0.0162	0.0167

Table 2: profitability ratio of UCCL

A higher profitability ratio indicates more money and hence more profit. UCCL's profitability ratio remained constant at around 1.7% throughout the period from 2021 to 2024. Hence, UCCL was making a profit at a rate of 1.7%.

Next, we will talk about the leverage ratio of UCCL. This is a ratio between the company's debts and the owner's wealth. This tells us how much debt the company is using to keep the company running and stay alive. It also tells us how much of a company's assets are paid for by debt. The company is safer when the debt ratio is low. We can summarize the leverage ratio of UCCL through the following table.

$$\text{Leverage} = \text{Total debt/Total equity}$$

Year	2021	2022	2023	2024
Total debt	169787286	161778846	240489657	161778846
Total equity	63773223	61750566	73438950	61750566
Leverage	2.662	2.620	3.275	2.620
In percentage	266.2	262.0	327.5	262.0

Table 3: leverage ratio of UCCL

In the upcoming subsection, we are going to talk about the efficiency of the hospital company Uttara Crescent Clinic limited. Efficiency refers to the effective and optimal use of resources to achieve financial goals which can apply to either financial markets or a company's management. Financial market efficiency describes how quickly and accurately asset prices reflect all available information, making it difficult to consistently achieve abnormal returns.

The formula for the calculation of the efficiency of a company:

$$\text{Efficiency} = \text{Operating expense} / \text{Total sales}$$

Year	2021	2022	2023	2024
Operating expense	269231306	277614207	319806129	329140982
Total sales	474444341	426390194	579884514	605023171
Efficiency	0.567	0.651	0.551	0.544
In percentage (%)	56.7	65.1	55.1	54.4

Table 4: calculation of the efficiency of a company

Solvency of UCCL:

Solvency refers to a company's ability to meet its long-term financial obligations. A solvent business has enough assets to cover all its liabilities and can continue operations in the foreseeable future. It is a critical indicator of long-term financial health and survival.

The formula for the calculation of the solvency of UCCL:

$$\text{Solvency} = (\text{Total Asset} - \text{Total liabilities}) / \text{Total Liabilities}$$

Year	2021	2022	2023	2024
Total Assets	233560509	223529412	313928607	287375762
Total liabilities	169787286	161778846	240489657	204984509
Solvency	0.376	0.381	0.31	0.402
In percentage	37.6	38.1	31.0	40.2

Table 5: Calculation of Solvency of UCCL

UCCL has a solvency ratio above 20-25%, which is a healthy value for the company. This indicates sufficient cash flow generation to cover total debts.

Horizontal analysis of UCCL:

Horizontal analysis is used to evaluate a company's financial performance and position over multiple reporting periods by comparing specific line items on financial statements. In horizontal analysis, information is compared side by side.

$$\text{Formula: } (\text{Analysis Year} - \text{Prior year}) / \text{Prior year}$$

Vertical analysis: The following evaluates items and compares information up and down. It compares common-size percentages.

Formula: Current assets/ Total assets

Usually, the total assets, total liabilities, and shareholders' equity are set as the base amount.

Trend analysis:

Trend analysis evaluates an organization's information over a period of time.

Trend percentage= Current year/ Base year

Trend percentages taking 2018 as the base year will divide the current year by the base year for every item in the list.

Comparative and DuPont analysis:

Comparative analysis refers to looking at 2 or more items, like financial statements and marketing strategies, to identify similarities and differences. It helps evaluate competitors, manage budgets, and improve offerings. By observing competitors, we can find gaps in the market, and this allows businesses to stand out and outperform others. Comparing a business's current balance with past ones can reveal trends and revenue growth or expense management. Benchmarking against industry peers helps to see if profit margins or operational costs align with market standards. To use comparative analysis, we must start by defining objectives and deciding if we are comparing products or services or financial metrics. We must gather data from internal records, market research, or competitor reports. This information will be the foundation of our analysis. Next, we have to identify the criteria we want to compare. Factors like cost, quality, or customer satisfaction are common choices. We must highlight the strengths, weaknesses, and opportunities for improvement and implement changes based on the findings. This process simplifies complex decisions like choosing suppliers and pricing models and provides clear data driven decisions. By looking at historical data, we can anticipate market shifts and operational challenges, and this proactive approach can help businesses stay ahead of difficulties and identify opportunities for growth and improvement. This will lead to better strategic planning.

Du Pont analysis:

It is used to get a detailed understanding of what a company is doing to earn its return on equity. It is broken into 3 key ratios, mainly profit margin, asset turnover, and leverage ratios. Profit margin measures a company's operating efficiency and shows the amount of net income generated from sales. Asset turnover shows how well a company uses its assets to generate net sales. Leverage measures how much a company finances its assets through liabilities.

Formula for return on equity:

Return on equity= profit margin multiplied by asset turnover multiplied by leverage

Firstly, profit margin is calculated, which equals net income divided by net sales.

Profit margin= net income/ net sales

Asset turnover is calculated by net sales divided by average total assets.

Leverage is calculated as average total assets divided by average stockholder equity.

The return on equity of Uttara Crescent Clinic Limited is compared against that of other companies.

A low profit margin and low asset turnover are not recommended. A higher leverage is preferable in order to get a higher return on equity. Higher leverage also means the company is at a higher risk of not being able to repay debts in a turbulent time. The competitor with lower leverage faces fewer risks but also might be missing out on higher returns.

Market value of UCCL:

Market value of UCCL refers to the estimated price that a willing buyer and seller would decide to pay for the company in an open market.

Key factors influencing market value:

Financial performance: Consistent revenue growth, strong profit margins, and stable cash flow are major drivers of the business.

Assets and liabilities: The value of physical assets (equipment, property) and intangible assets (brand reputation, patents, customer loyalty, goodwill versus outstanding debts.

Market position: A strong market share and a clear competitive advantage make a business more valuable.

Industry trends and economic conditions: The overall health and growth potential of the industry and the current economic climate play a significant role.

Management team: A strong, experienced management team can enhance perceived value and future prospects.

Common valuation methods:

Asset-based valuation: This method calculates the net asset value of a company. It is straightforward for businesses with significant physical assets, but often undervalues companies with high intangible value.

Market-based valuation: This approach compares the business to similar companies that have recently sold in the same industry. It uses industry-specific multiples to provide a realistic fair market value based on current market dynamics.

Income-based valuation (Discounted cash flow): This method focuses on the business's future profit potential by estimating future earnings or cash flows and then calculating their present value. This is particularly useful for businesses with consistent earnings and strong growth projections.

Accounting practices:

Accounting performance: From my point of view, UCCL makes use of the going concern principle. The business continues to operate indefinitely. Assets, liabilities, and shareholders' equity are listed in the financial statements year after year for a very long time. Financial data are recorded consistently yearly, and yearly sales data involving assets, liabilities, and equity can be compared from one year to another. UCCL also makes use of the consistency principle that is it makes use of the going concern principle from one year to another consistently.

Uttara Crescent Clinic Limited makes use of the accrual basis of accounting. The accrual basis provides a very accurate and complete picture of financial performance by involving income from sales and expenses made over a period. It is a more complicated and lengthy process used for accurate record keeping by complex, large businesses like UCCL. The tax liability is based on revenue earned, even if the cash has not been received yet, and it includes all assets and liabilities incurred in the business in a year. The accrual method ensures that financial records are noted just when they occur, regardless of when payment is made. Revenue is generated and noted just when transactions are made, and the business has carried out its necessary business actions. Since UCCL has long-term contracts and provides goods and services on credit, it is the right approach to follow. Revenues are matched with the time period of when they occur. Real-time transactions are made. Expenses are also recorded just when the business makes the transaction and receives the goods or services, and not when the actual money is paid. Matching of expenses with revenues is at the heart of the process.

Accounting cycle:

It provides not just a picture of the business's financial position but also a road map for business success. The accounting cycle is a series of steps that a company uses to analyze, evaluate, and define its financial performance, and every step accurately captures the processes.

- 1) Identifying the transactions: Identifying and analyzing accounting transactions. Transactions are recordable transactions once a company makes a transaction, and products and services are purchased, a record is made.

- 2) Record the transactions: Records are recorded to journal, and each transaction involves a debit and a credit. The general journal is the list of journal entries, including debit, credit, accounting, and transactions.
- 3) Post transactions to general ledger: Information is transferred to the general ledger which includes cash, inventory, sales, revenues etc. Each account has own ledger page and analyses financial activity over time.
- 4) Unadjusted trial balance: It is created to include the cash, prepaid rent, inventories, accounts payable, service revenue, salaries expense, etc. All transactions are recorded correctly, making sure total debit equals total credit.
- 5) Analyze the worksheet and identify adjusting trends: This involves analyzing the unadjusted trial balance and identifying adjusted entries. This involves analyzing the unadjusted balance, and it is recorded in the current accounting period, providing an accurate picture of the business's financial transactions. This includes accounting for revenue and expenses, and those earned and incurred but not yet recorded. This step aligns with accounting principles with the matching principle that states expenses should be recorded in the same period as the transaction is made, and the revenue they generate, and revenue is recognized when it is earned.
- 6) Adjusting journal entries: Journal entries are adjusted to update account balances based on step 5. This includes accruals, deferrals, depreciation, and other adjustments.
- 7) Create financial statements and close the book: This step involves preparing financial statements to depict the accurate financial position of a business. Accountants create an income statement, balance sheet, and cash flow statements. This provides a snapshot of revenues and expenses over a period, depicting profitability. This shows a snapshot of a company's financial standing by showing assets, liabilities, and equities. It also shows the cash inflows and outflows in the business.
- 8) Closing the book: Temporary accounts involving revenue and summary accounts are closed against the income summary account, and the income summary account to 0 to prepare for the next period's transactions. It can be done monthly or annually. The income statement amount is transferred to retained earnings. Most businesses close their books monthly for better financial statement analysis, etc.

Depreciation methods used by UCCL:

- i) UCCL follows the straight-line method, where an equal amount of depreciation is applied every year. An equal amount of depreciation is applied every year until the asset's useful life. The formula for the straight-line method of depreciation is: $(\text{Cost}-\text{salvage value})/\text{useful life}$. An equal amount is expensed each year until the salvage value is reached.
- ii) Accelerated depreciation is also used. The expense is greater in first few years and smaller in later years. Accelerated depreciation is useful for a company that wants to lower tax bills in the first few

years. Depreciation method requires building an actual schedule and detailed form of calculating depreciation. Tax bills are lowered in the first few years by having bigger depreciation expenses.

Formula for calculating depreciation: $(1/\text{no. of years})$ multiplying by 2 then multiplied by beginning period book value of the asset.

iii) Units of production method: Depreciation expense varies each year based on the output of the assets produced. The amount of goods produced is divided by the lifetime of goods produced in the asset. The percentage is then multiplied by the cost of the asset's-salvage value.

Accounting disclosures:

Accounting disclosures are extended information regarding a company's financial statements. These include 3 things: footnotes, management discussions, and supplemental tables. Footnotes refer to different notes that contribute to greater details related to financial statements. Management discussions refer to discussions and analyses related to a company's financial statements. Disclosures also include supplemental tables.

Full disclosures refer to the fact that all information must be included in an entity's financial statements. All the transactions, expenses, and details must be fully included in an entity's financial statements. Financial statements will be used by investors, multiple users and creditors because they may need to know the entire information about an organization so they can invest money or lend some money that would be beneficial for the company.

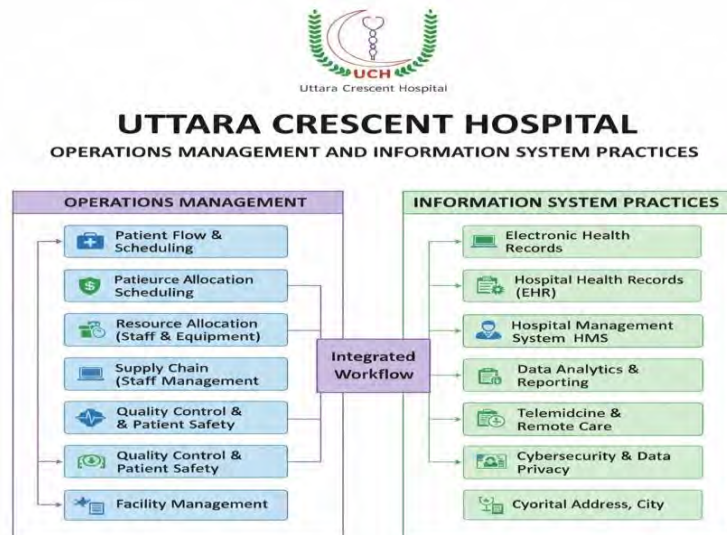


Fig 5 : Operations Management and Information System Practices

2.6

Operations Management and Information System Practices

Address the following issues: the use of information systems in the company for collecting, storing, and processing data, and for sharing the information with the stakeholders and clients. If any use of database or office management software is in place in the organization and practiced in terms of quality management, scheduling, resource allocation, and operations management.

Uttara Crescent Clinic Limited uses an effective management system, scheduling, and quality processes. UCCLS uses a hospital management system for patient registration, billing, and basic electronic records, a laboratory information system (LIS), and pharmacy management integrated for test reports and inventory.

HR and Finance Systems: Payroll and basic HRIS records; finance system for budgeting and transaction control across branches and pharmacies. Test reports and bills are generated and stored digitally; patient communication uses SMS/WhatsApp for reports and reminders.

UCCLS makes use of multiple database systems like patient registers, inventory logs, personnel skill inventories, and pharmacy stock records (likely a combination of off-the-shelf HMS and Excel/Google Sheets for some operational dashboards). It makes use of email, shared network drives, and basic MIS reports for director-level review.

Information sharing with stakeholders and clients

Internal sharing of daily/weekly operational reports (admissions, bed occupancy, revenue, pharmacy sales) shared with directors; QA and admin receive incident and audit reports. It also includes discharge summaries

and diagnostic reports to patients, and there are limited structured dashboards for external shareholders (regulatory bodies, partners). For further improvement of database systems, role-based dashboards can be used for directors, and the patient portal can be used to secure access to records and bookings.

Quality Management Practices

For the process of quality assurance, QA conducts SOP audits, infection control checks, and complaint resolution processes. Quality assurance is participatory and linked to training. Continuous improvement of processes involves root cause analyses for adverse events; KPI monitoring like waiting times and re-admissions rates. To ensure accreditation readiness, QA steps should be formalized into documented processes to support future accreditation of Diabari Medical College Hospital.

Scheduling, Resource Allocation, and Operations management

For staff scheduling, digital rosters can be used for clinical staff, shift allocation can be used for nurses and physicians managed by department heads. Bed and equipment allocation is based on daily admission; pharmacy inventory is managed via stock recorder thresholds.

The practices of UCCL reflect lean principles and focus on patient flow and reduction of waiting time and daily huddles to resolve bottlenecks.

2.7

Industry and competitive analysis

Investigate the industry competitiveness of the organization through a thorough Porter's five forces analysis. Also conduct a SWOT analysis to identify the organization's common strengths, imitable strengths, and distinctive strengths to identify its competitive advantage.

5 forces: Bargaining power of buyers, Bargaining power of suppliers, the threat of new entrants, the threat of substitute products, and competitive rivalry of existing firms.

Competitive rivalry:

The competition that UCCL faces from rival companies is pretty high. There are many reputable hospitals in Dhaka and Uttara. UCCL must continuously compete with rival hospitals in terms of quality assurance, price comparison, availability of reputed doctors and general convenience.

Bargaining power of customers:

Bargaining power of customers refers to the pressure that buyers can place on local businesses in order to negotiate for a reduction in prices, better quality, and better service. The bargaining power of buyers is pretty high. Customers can easily switch companies since there are many hospitals available in Dhaka city. Customers

can switch to a different hospital based on their preference in terms of price, quality and physician preference. Corporate clients can also negotiate and choose their preferred service packages.

Bargaining power of suppliers:

Bargaining power of suppliers is one of the five forces porters' model and refer to the pressure that suppliers can exert on businesses in terms of pricing, quality, and availability of raw materials and goods. In UCCL, foreign suppliers of medical equipment and raw medical materials can exert pressure on the hospital authority that necessary products and raw materials will not be supplied if certain price standards and quality are not met. The hospital's quality assurance directors and board negotiate with such suppliers. Suppliers of medical equipment and certain medicines may negotiate with the hospital authority that medicines and other products will only be supplied on long term contracts and bulk supply.

Threat from new entrants:

Hospitals like UCCL face threats from new entrant hospital businesses. Many new hospitals are being established in the Uttara area, close to Uttara Crescent Clinic Limited. Hence, these businesses may lure customers away with better prospects like higher quality, lower prices, more attractive and modern buildings and facilities etc. So, it is important for UCCL's authority to keep track of its competitors, maintain quality and set up prices accordingly. Entry barriers are moderate. Entry barriers may be structural or strategic, and these refer to phenomena that prevent new businesses from entering the market and competing with existing businesses. Entry barriers can be structural, like older companies having low per-unit costs for their business structures. They can be strategic as well like government regulations, high startup costs, high government incentives, and the need for the creation of patents and legal barriers. Also, new hospitals face high startup costs, etc. for development of office buildings, website creation and costs on marketing, etc.

Threat from substitutes:

The threat from substitutes is from low to moderate. There are rival hospitals close to UCCL that provide services similar to those of UCCL. They provide similar quality and prices. However, for specialized in patient care, substitutes are limited. UCCL has a very specialized wing for patients admitted to the hospital and those who require an overnight stay and immediate treatment for injuries, etc. UCCL faces rivalry from other hospitals in Uttara in terms of primary care and diagnostics, since there are hospitals and telemedicine that act as alternatives.



Fig 6: SWOT Analysis

The strengths, weaknesses, opportunities, and threats of UCCL can be identified via a thorough SWOT analysis.

The common strengths of UCCL include multibranch presence and an integrated service model of the hospital, diagnostics, and pharmacies. The hospital is led by an extremely experienced board of directors and management personnel. The staff working in UCCL are very skilled and educationally competent since the CVs of staff and their educational qualifications are properly screened before providing recruitment to employees. UCCL has evolved as a very popular brand in Uttara due to rigorous marketing, quality customer care, services provided in the best affordable price, etc.

Imitable strengths:

Standard treatment procedures, service packages and marketing campaigns can be copied by competitors.

Distinctive strengths:

Ownership of land and a strategic plan for Diabari Medical College. UCCL is carrying out a strategic vertical integration into education and clinical training. Also established an internal Quality assurance culture and multi-part governance across branches is carried out by UCCL.

Weaknesses of UCCL:

UCCL has a fragmented digital system and lack of centralized CRM. Also, it has an over dependence on few senior leaders for strategic decisions. The department of Marketing and Quality assurance often face misalignment and difficulty in organization.

Opportunities:

The new Diabari medical college and campus shall become a local hub for quality education. The access to telemedicine shall be out reached to greater parts of Dhaka city and the country. A greater number of corporate health programs can be created in the future and partnerships are being made with foreign organizations for research.

Threats:

There is an increased competition from larger hospital chains and specialty centers. UCCL is also facing regulatory changes and there is a rising cost of equipment's imported from foreign countries for medical use. Also, UCCL still faces a shortage of talent for specialist doctor roles and lack of academicians for the new medical college.

Competitive advantage:

UCCL has a strong competitive advantage over its rival customers. First, it provides medical treatments at the lowest cost possible. It has a very strong local presence, following its strong branding and marketing sections, its experienced doctors, and high-quality treatment procedures. Creation of the DiabariMedical College will be a huge competitive advantage over rival hospitals since not all hospitals in Dhaka city have their own medical college. The DiabariMedical College Hospital will also provide a strong supply of trained staff, also strengthening research credentials and deepening community ties, advantages that are difficult and time-consuming for consumers to replicate.

2.8

Summary and conclusions

The competitive analysis reveals that the healthcare market in the Uttara region is characterized by substantial rivalry, high patient expectations, and fast technological development. Although UCH operates within a competitive environment, it retains strong differentiation due to affordability, community trust, and AI-powered service delivery.

The SWOT and Porter's model findings indicate:

- i) Opportunities: Telemedicine expansion, community outreach, specialized care units.
- ii) Threats: Strong brand presence of larger hospitals, patient shifting due to premium facilities.
- iii) Strengths: Strong local trust, quality governance, digital transformation.
- iv) Weaknesses: Mid-sized infrastructure compared to larger hospitals, limited advanced diagnostic machinery.

Overall, UCCL is well positioned to sustain growth by reinforcing its role as a trusted, community-friendly, technology-enhanced healthcare provider.

2.9

Recommendations and Implications

1. Enhance digital health infrastructure

i) Expand AI to include e-prescriptions, test result notifications, and chronic care tracking.

ii) Introduce a mobile app for seamless booking, payments, and record access.

2. Position UCCL as a community health partner.

Emphasis should be placed on family-centered care, compassionate service, and affordability. This ensures that no hospital perceives UCCL as a direct market rival.

3. UCCL should develop high-impact micro specialty units, which include a senior citizen wellness clinic and a women's health care center. There should also be a lifestyle disease management program.

4. There should be an emphasis on clinical governance, such as introducing pathways for common diseases and expanding internal staff training. UCCL conducts monthly quality audits.

5. There should also be a community engagement strategy and organizing monthly medical camps. UCCL offers subsidized preventive checkups and loyalty programs for long-term patients.

6. As part of the pricing strategy plan, UCCL maintains affordability while offering a premium value experience through:

Transparent package deals, chronic patient membership cards, and corporate checkup contacts.



Chapter 3

Project Part

3.1

Introduction

The following chapter presents the project component of the study, focusing on the Human Resource Management (HRM) practices at Uttara Crescent Clinic Limited (UCCL) and their influences on organizational effectiveness within a healthcare environment. Drawing from the internship experience as an HR intern, this chapter explores the practical challenges, gaps and opportunities in HR operations- particularly in recruitment, training and development, compensation, employee performance, and succession planning. This chapter also discusses the methodological structure of the study, findings derived from firsthand observation and document analysis, and the implications of these findings for UCCL's HR improvement.

3.1.1

Background and Problem Statement

Despite being one of the earliest multi-specialty healthcare institutions in the Uttara region, UCCL faces modern HR challenges that are common across Bangladesh's healthcare sector. Although the hospital has an established training and development function, nurse turnover, inconsistent job readiness, skill gaps and lack of structured HR performance integration remain significant constraints.

According to the uploaded problem statement, hospitals such as UCCL struggle because many new hires specially nurses and care assistants, often lack the essential skills required for clinical competency and patient communication. HR departments also face difficulties in identifying individual knowledge gaps and implementing competency-based training programs due to a lack of structured evaluation mechanisms, coordination gaps between HR and clinical leadership and inconsistent use of digital HR tools like ERP and HRIS.

Furthermore, inadequate synchronization between administrative and clinical departments contributes to operational inefficiencies, lower employee satisfaction, and weakened patient care quality.

3.1.2

Objectives of the study

The objective of this research is to examine and evaluate the HR practices of Uttara Crescent Clinic Limited and propose a strategic framework for improved training, performance management, and workforce planning.

Specific Objectives:

The specific objectives of UCCL are:

- 1) To assess the strengths and weaknesses of the current HR practices at UCCL.
- 2) To compare UCCL's HR approaches with standard practices used in similar healthcare institutions (without treating them as competitors).
- 3) To identify the gaps in training, development, and performance evaluation.
- 4) To determine the required investment, resources, and effort for establishing a robust HR driven training system.
- 5) To explore how UCCL can evaluate its HR standards to align with international healthcare management benchmarks.

3.1.3

Significance of the study

Effective HR management is a foundational requirement for hospital performance, patient safety and service excellence. As highlighted in the significance section of the uploaded file, continuous training and development promote:

Improved clinical competence

Enhanced patient communication

Reduced medical errors

Strengthened teamwork

Higher employee satisfaction

Improved patient outcomes

Hospitals that invest in structured HR systems and achieve better operational performance, lower turnover, and increased patient satisfaction (Armstrong, 2020; Garavan et al., 2021) This study is significant because it identifies the gaps preventing UCCL from achieving these benefits and offers practical HR enhancements aligned with modern healthcare expectations. It also contributes to the body of knowledge on HR practices within developing country health institutions.

3.1.4

Scope of the study

- A. HR operations (recruitment, training, performance, succession planning)
- B. Lower-level and mid-level clinical and administrative staff
- C. Internal training systems (formal, informal, rotational learning)
- D. HRIS/ERP usage for workforce planning
- E. Employee compensation structure
- F. Integration of HR with clinical leadership
- G. Digital MIS and HR digitalization efforts

3.2

Literature review

The literature review is based on uploaded texts and internationally recognized HR theories.

Training and development:

Armstrong (2020) and Noe (2017) emphasize that training enhances employee performance and reduces organizational risk. Experiential learning- Through real clinical exposure- is essential in hospitals for bridging theory and practical skill gaps. This aligns directly with UCCL's approach of ICU shadowing, departmental rotations, and hands-on supervision.

HR as a driver of organizational performance

High-performance work systems, including structured training and merit-based recruitment, significantly enhance organizational outcomes. UCCL currently practices transparent selection and rigorous assessment systems, which reflect these theoretical models.

Learning organizations:

Senge (2006) notes that organizations must continuously adapt through feedback and collective learning. UCCL's feedback-based training needs assessment echoes this principle.

Training evaluation and transfer

Saks and Burke (2012) argue that training must be evaluated both during and after implementation to ensure transferability- an area where UCCL still faces challenges.

Effectiveness of Competency-based Healthcare Training

Salas et al. (2018) found that competency-based clinical training reduces error probability. UCCL's rigorous 3-step nurse recruitment assessment (written, viva, practical simulation) is consistent with this evidence.

3.3

Methodology

The study adapts a mixed-method research design integrating both primary and secondary data.

3.3.1

Primary data

Direct observation of nurses, CROs, HR officers, and ICU/ ward training practices.

Participation in HR functions, screening CVs, facilitating training, and monitoring assessments.

Interviews with administrative staff, trainers, and the CFO (on HR investment capacity)

Real-time involvement in ERP/HRIS systems for recruitment and attendance management.

3.3.2

Secondary Data

UCCL's operational documents (training manuals, SOPs, HR policy drafts)

Hospital MIS system documentation

Chapter 3

Employee compensation reports

Published HRM literature

Published HRM literature

Previous research

3.3.3

Data analysis

Data were analyzed using:

Thematic analysis

HR gap assessment models

Comparison with national and global hospital HR benchmarks

Descriptive interpretation of survey and interview data

3.4

Findings and analysis

3.4.1

Current state of HR practices at UCCL

Recruitment and selection:

The recruitment and selection process at UCCL is transparent and merit-based, and it is a multi-step process. There must be a strong emphasis on competency evaluation. Fresh graduates working in this organization are given opportunities; however, they require more structured onboarding procedures. Training and development at

UCCL follow the ADDIE model. There is a strong informal training culture with a lack of standardized documentation for training evaluation. Also, there is a minimal use of technology-led learning modules.

Performance management:

Evaluation of performance exists; however, it is not fully competency-mapped. There is limited integration between HR and clinical KPIs.

Compensation and benefits:

UCCL includes competitive packages as confirmed by employee surveys and financial documentation. The following organization has premium partnerships with major banks for payroll services.

Succession planning:

Succession planning is structured but not limited to mid-level roles. HRIS is used by the organization for tracking employee capabilities and potential. Employees in the organization with very high capabilities and caliber receive rapid promotions.

3.4.2

Identified HR gaps:

The major gaps in the HR system that UCCL faces involve insufficient alignment of training with measurable KPIs. There is a need for formalized performance development plans and a lack of standardized simulation-based clinical training. UCCL faces the problem of limited HR analytics and technology integration. There is an informal method of communication between administrative and clinical leaders. Also, UCCL has a lack of digital learning tools for continuous training.

3.4.3

Strengths of UCCL:

UCCL has a strong reputation amongst community members, and it possesses transparent HR processes. The following organization has a robust recruitment model and provides hands-on experiential training to its employees and those interested in being recruited into the organization. UCCL provides a technological foundation through MIS and ERP systems training.

3.4.4

Opportunities

UCCL sees scope of immense opportunities coming up in the near future including introduction of e-learning modules and development of a full-scale HR analytics dashboard. UCCL is working continuously to strengthen its succession planning system and has taken steps to create a dedicated training and development center. UCCL is trying to benchmark itself with regional and international HR standards.

3.4.5

Implications of MIS integration

The hospital MIS system improves transparency and supports HR functions by means of procedures like:

- i) HR management
- ii) Inventory
- iii) Patient tracking
- iv) Clinical due entry
- v) Reporting and analytics

The following digital ecosystem can significantly strengthen HR decision-making and performance monitoring.

3.5

Summary and conclusions

The study reveals that UCCL has a well-functioning HR infrastructure with strong recruitment practices, hands-on training systems, and use of HRIS/MIS technology. However, gaps remain in competency-mapped training, performance evaluation, succession planning depth, and training evaluation mechanisms.

An enhancement in HR practices will lead to a lower nurse and CRO turnover. Employees will experience an overall higher job satisfaction since the company is now experiencing improved alignment between HR and clinical leadership. UCCL is now able to provide increased patient care quality and enhanced organizational stability and reputation.

3.6

Recommendations/ Implications

a. Establishing a dedicated training and development institution.

- Structured clinical simulation labs
- Micro learning modules
- Digital modules on infection control, communication and safety,

b. Strengthening performance management

The company introduces competency-based KPIs and links KPIs with promotions and raises. UCCL implements 360-degree feedback for all its employees' activities.

c. Expanding HRIS and MIS usage and developing HR dashboards

UCCL uses automated performance appraisal tools and centralizes training documentation.

d. Improvement in internal communication

Monthly coordination meetings are held between HR and clinical administration teams and there are digital feedback channels for nurses and CROs to function.

e. Building a long-term succession framework

The UCCL board of directors must identify high-potential staff annually and provide leadership training pathways to its employees. UCCL regularly assigns mentors from senior medical and administrative leaders.

f. Creating financial incentives for internship programs:

Offering stipends would increase intern commitment and attract higher-quality applicants. Offering stipends would also strengthen the future talent pipeline.

g. Benchmarking HR practices with regional and international standards:

Without positioning UCCL against any hospital as a competitor, HR policies can be refined to reflect:

- JCI patient safety standards
- WHO workforce competency standards
- Bangladesh HRH strategy recommendations

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Appendix :

Primary Data Sourcing Questionnaire Link

<https://forms.gle/cHwRyp4Wqm5syHwt5>

Proposal:**Problem statement:**

In recent years, organizations, particularly those in the healthcare and hospitality sectors, have faced significant challenges in managing their human resources effectively. Even though they have Training and Development departments in place, hospitals are still facing a troublingly high turnover rate among nurses and care support staff. Many of the newly hired employees often come in without the essential skills and training needed to carry out their responsibilities efficiently. Unfortunately, the Human Resource (HR) departments in numerous hospitals, including Uttara Crescent Hospital Limited, aren't fully equipped to identify the knowledge gaps of the new nursing and caregiving staff or to roll out effective training programs.

When administrative and clinical departments aren't in sync, it can really hurt the overall performance of a hospital. Furthermore, the lack of organized HR practices—such as hiring based on competencies, managing performance, planning for succession, and utilizing ERP systems to monitor the workforce—only exacerbates inefficiencies and leaves employees feeling dissatisfied. Without solid HR backing, it's tough to keep a good balance between the business side and the medical side of hospital operations.

It's crucial to examine the gaps in HR management and training systems within hospitals more closely. We should also think about ways to boost employee retention, enhance job satisfaction, and improve the collaboration between HR and clinical departments to drive better organizational performance.

Research Questions:

- 1) What are the strengths and drawbacks of current HR practices and policies?

- 2) What are the HR policies and practices being followed by competing hospitals?
- 3) How can the HR policies and practices of Uttara Crescent Hospital Limited be improved to make it in standard with other local hospitals and international standard hospitals?
- 4) How much capital and effort are to be allocated to HR research, training, and development?
- 5) To which standards do the Board of Directors see the HR department to be reaching in the long run, say the next 5 years.

Background information:

Employee training and development have long been recognized as critical components for ensuring organizational effectiveness and service excellence, particularly in the healthcare sector. According to Armstrong (2020), training enables employees to acquire job-specific skills, while development focuses on broader personal growth, both of which are essential for sustainable institutional performance. In a hospital setting, continuous training not only enhances clinical competence but also supports the coordination between medical and administrative departments (Saks & Burke, 2012). At Uttara Crescent Clinic Limited (UCCL), we believe in the power of continuous training and development to boost our staff's skills in both medical and business areas, ensuring top-notch patient care. Our nurses gain hands-on experience in infection control, patient communication, and emergency response through practical training in the ICU and operating rooms. Meanwhile, our receptionists and administrative staff receive valuable guidance in patient management and communication from senior team members, directors, and the Quality Assurance team. This approach echoes the insights of Noe (2017), who emphasized that experiential and on-the-job learning are crucial for building job-related skills and delivering seamless service. Training and development at UCCL focus on achieving excellence in healthcare delivery, boosting operational efficiency, and enhancing employee satisfaction. As noted by Garavan et al. (2021), organizations that prioritize continuous learning tend to see higher employee engagement and lower turnover rates. The hospital's policy is all about improving performance at the individual, team, and organizational levels through structured learning opportunities. When nurses and doctors receive thorough training, they generally make fewer medical errors. This aligns with findings from Salas et al. (2018), which emphasized that competency-based healthcare training not only reduces risks but also leads to better patient outcomes. The hospital has a unique cross-training system that empowers employees to build a variety of skills and explore new promotion paths. This strategy echoes the insights of Becker and Huselid (2014), who pointed out

that fostering career development and internal mobility can significantly boost employee retention and commitment. Another key aspect of UCCL's approach is identifying learning gaps. The organization regularly assesses the difference between what employees currently know and what's expected of them through supervision, performance evaluations, and clinical audits. Insights from patient feedback and complaint reviews play a vital role in pinpointing specific training needs, aligning with the "learning organization" concept introduced by Senge (2006), where ongoing feedback loops drive organizational growth. The existing research indicates that having structured training and development systems plays a crucial role in enhancing hospital performance, retaining staff, and boosting patient satisfaction. Yet, the real challenge lies in establishing a consistent HR-driven training framework that can adapt to the ever-changing needs of both medical and administrative teams. This study aims to delve into how UCCL can further enhance its training and development practices to improve coordination in human resources and ensure top-notch patient care.

Significance:

The significance of the present research is that it spotlights one of the most important aspects of healthcare management, namely the continuous training and development of employees as the means of improving performance not only of the institution but also of the patients. Well-planned learning and skill development programs are one of the key strategic goals of Uttara Crescent Clinic Limited (UCCL) in making the working efficiency of individuals, teams, and the organization as a whole more effective. Training programs are one of the main factors that transform technical and interpersonal skills of employees but also of enhancing patient outcomes and achieving institutional excellence to a great extent.

Moreover, UCCL can attract and retain competent healthcare professionals thanks to well-thought-out training programmes together with career opportunities and promotion. Nurses can be involved in cross-training to have hands-on experience in both general wards and ICUs, while CROs are the ones who get a full-fledged training in patient coordination and administrative management. Such practices not only promote professional mobility and teamwork but also boost job satisfaction and raise the level of commitment to the organization. Besides, providing attractive remuneration packages along with teaching and learning opportunities strengthens the ties between the management and employees, resulting in the development of a culture based on trust and teamwork.

The skilled medical staff, trained in contemporary medical technology, new clinical protocols, and digital hospital management systems, are the forces behind the hospitals that are able to meet the demand of the fast-changing medical industry. The health of the patient is the first. Untrained medical personnel (nurses, clinical

research officers, or managers) can cause serious errors, miscommunication and eventually impact patient care negatively. E.g. a patient may suffer greatly or even die due to medication mistakes or improper forms of handling. From the viewpoint of an institution, such occurrences can harm its reputation, erode patient trust, and incur financial losses.

The human resources department's continuous training and development investment is a modern-day form of hospital success by leveraging its potential to the fullest. UCCL is not only positioning itself for quality but also for the competitive advantage and safety of patients in the healthcare industry, by upgrading the skills of both healthcare providers and administrative personnel.

Human Resource Processes at Uttara Crescent Clinic Limited (UCCL)

1. Interview Process

Uttara Crescent Clinic Limited follows a structured and fair interview process to ensure the selection of competent and culturally fit candidates, especially in critical healthcare and administrative roles.

Steps in the Interview Process:

1. Manpower Requisition Approval

- Department heads submit requisitions to HR.
- Final approval is granted by the Admin Director and Board of Directors.

2. Job Advertisement

- Vacancies are advertised through social media platforms (Facebook, LinkedIn), job portals, and newspapers.
- Internal referrals are also encouraged.

3. CV Screening

- HR interns and HR officers shortlist candidates based on:
 - Educational qualifications

- Relevant experience
- Training background
- Professional appearance (especially for Doctor, Nurse, CRO, and front-desk roles)

4. **Written Test**

- Applicable for nurses, CROs, and technical roles.
- Tests job-related knowledge, basic aptitude, and professionalism.

5. **Viva / Interview Panel**

- Conducted by HR Manager, Quality Assurance Director, and Department Head.
- Focus areas:
 - Job competency
 - Communication skills
 - Attitude and ethics
 - Cultural fit with hospital values

5.1 **Paid Training Period for Duty Doctors**

Before issuing a formal appointment, Uttara Crescent Clinic Limited requires prospective duty doctors to undergo a paid training period lasting two to three consecutive days. This training period is designed to assess the candidates' clinical competence, professional conduct, patient management skills, and compliance with institutional policies and medical protocols.

During the training period, the doctors' performance is closely monitored and evaluated by the Resident Medical Officer (RMO). The RMO systematically observes daily activities and documents performance outcomes using predefined evaluation criteria. These assessments include both quantitative performance scores and qualitative observations.

Upon completion of the training period, the Board of Directors reviews the RMO's evaluation report in conjunction with the candidates' written examination and viva voce assessment results. Based on a comprehensive and comparative evaluation of all assessment components, the board makes the final decision regarding the selection or rejection of the candidates.

6. Final Selection & Approval

- Comprehensive results are documented.
- Final approval is provided by the Board of Directors.

2. Pre-Onboarding Process (Day Before Joining)

Before the official joining date, HR ensures a smooth onboarding through pre-joining coordination.

Activities:

- Issuance of **offer letter** and verbal confirmation
- Communication of:
 - Joining date & reporting time
 - Department and supervisor details
 - Dress code and hospital policies
- Medical fitness check (mandatory for hospital staff)
- Preparation of:
 - Employee file
 - ID card requisition
 - ERP profile draft

3. Day of Joining – First Hour Process

The first hour is designed to make the new joiner feel welcomed and informed.

First Hour Activities:

1. Welcome & Registration

- Reporting to the HR department
- Attendance entry

2. Initial Orientation

- Introduction to:
 - Hospital history
 - Mission, vision, and values
 - Organizational culture and ethics
- Explanation of working hours and shift policy

3. Department Introduction

- Introduction to department head and team members
- Workspace allocation

4. Documents Check & Verification

HR conducts a strict document verification process to ensure compliance and accuracy.

Required Documents:

- Updated CV
- Academic certificates & transcripts
- National ID / Birth Certificate

- Passport-size photographs
- Medical fitness report
- Previous experience letters (if applicable)
- Bank account details
- All documents are verified and filed in the Employee Personal File.

5. Official Joining Process

After verification, the employee is formally onboarded.

Steps:

- Signing of:
 - Appointment letter
 - Confidentiality agreement
 - Code of conduct
- ERP system entry
- Allocation of:
 - Employee ID
 - Attendance system access

6. Opening Bank Account (Payroll Process)

UCCL supports employees in payroll account setup.

Process:

- HR provides a bank introduction letter

- Employee opens a salary account with UCCL-approved banks, such as:
 - BRAC Bank
 - Standard Chartered Bank
 - City Bank
 - Bank Alfalah
- Bank details are updated in ERP
- Payroll activation is confirmed

7. Handover of Files & Responsibilities

Once onboarded, the employee receives a responsibility handover.

Handover Includes:

- Job description
- Department SOPs
- Patient handling or administrative guidelines
- Reporting structure
- Shift rosters (for clinical roles)

Supervisors provide on-the-job guidance during the initial days.

8. Post-Joining Follow-Up Process

HR ensures proper adjustment and performance alignment.

Activities:

- Daily monitoring during probation

- Feedback from department supervisors
- Behavioral and attendance review
- Initial performance observation

9. Internship Rotation Process

Purpose:

To provide interns with holistic exposure to HR functions and hospital operations.

Internship Rotation Guidelines (Talent Acquisition – HR Intern)

Departments Covered:

- Talent Acquisition & Recruitment
- Training & Development
- Performance Management
- Payroll & Compensation
- Legal & Compliance
- HR Operations & ERP

Individual Internship Rotation Format

During my internship at Uttara Crescent Clinic Limited, I worked on implementing a team rotation system for interns to facilitate broader learning and exposure to the core functions of the Human Resource Department. The purpose of this initiative was to help interns gain a practical understanding of overall HR operations through structured departmental rotation.

Accordingly, an Internship Rotation Form was designed by me and received initial approval from the management authority. The following section presents the Individual Internship Rotation Format used during the internship period.

Detail Individual Internship Rotation Format:



Detail Individual Internship Rotation Format:

Guidelines

1. Weekly Supervised Learning

Each intern must schedule one day per week with their supervisor.

The day requires prior approval.

Interns should cover key department topics during this time.

2. Team Rotation

Each intern spends half a day in each team.

After each rotation, tick the corresponding box for record-keeping.

Rotation Checklist

Rotation Area	Tick Box	Date Completed
1. Performance & Reward Rotation	☐	_____
2. Payroll	☐	_____
3. Training & Development	☐	_____
4. Legal	☐	_____

Month	Rotation Department	Week	Topics to Cover	Key Learning Areas
Month 1	Talent Acquisition	Week 1	- HR orientation - Hospital policies and ethics - Observation of the recruitment process	Recruitment process, CV screening, interview support
Month 2	Training & Development	Week 2	- CV screening and interview support - Written test coordination - ERP data entry	Training needs analysis, training session coordination
Month 3	Payroll & Performance Legal & HR Operations	Week 3	- Training session coordination - Performance monitoring support - Payroll data assistance	Salary structure, KPI measurement, performance appraisal
Month 4	Legal & HR Operations	Week 4	- Legal documentation review - HR reporting - Internship evaluation and feedback	HR compliance, documentation, and ERP system operations