



# Venturas

Future beyond Destiny

Internship Report

On

**“The Study of Recruitment Policies and Processes in Venturas Ltd.”**

Prepared for:

MD. Ariful Ghani  
Lecturer

BRAC Business School  
UNIVERSITY

BRAC University

Prepared by:

Mosammat Isra Abeer Zakaria

ID: 12204122

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Fall 2017  
BRAC Business School

BRAC University

Date of Submission: 25<sup>th</sup> July, 2017

# Letter of Transmittal

July 25th, 2017

Md. Ariful Ghani

Lecturer

BRAC University

Subject: Submission of Internship Report.

Dear Sir,

It is my utmost pleasure to have had an opportunity to submit my internship report on “The Study of Recruitment Policies and Processes in Venturas Ltd.” which was assigned to me as a requirement for the completion of the Internship Program.

Venturas Ltd. is a Japanese Educational IT company based in Bangladesh, established in 2014 by Founder and Ms. Yoriko Ueda, whose aim is to maximize good quality education to each and every student with the help of technology that is free of cost and can be easily available to them, to achieve this many projects have been introduced and implemented in different schools and colleges all over Bangladesh.

During my time as an intern, under your active supervision as my academic supervisor Md. Ariful Ghani, Lecturer, BRAC Business School, and my organizational supervisor Yoriko Ueda, I was able to learn and merge both my theoretical with the practical knowledge that I have acquired from my courses. I have put in my best effort to complete this report and I hope this will maintain such integrity. I would like to thank you again for providing me the opportunity to submit this report. Thank you so much Sir for your time and supervision.

Best Regards,

Inspiring Excellence

Mosammat Isra Abeer Zakaria

ID – 12204122

BRAC BUSINESS SCHOOL

BRAC University

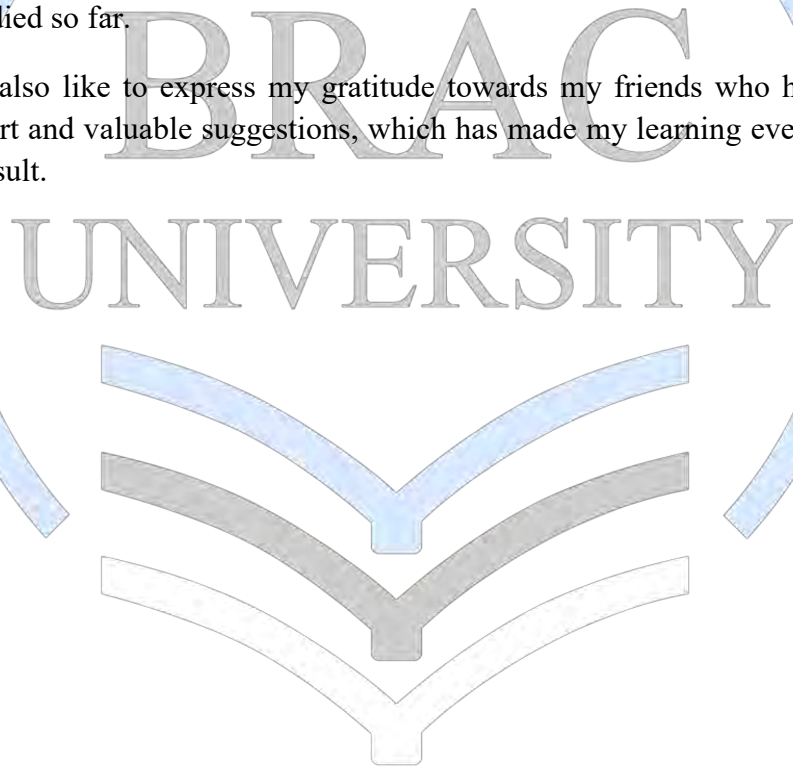
# Acknowledgement

This report has been completed with the combined efforts of many people. Two organizations played key roles, for me to have come this far. Firstly, BRAC University to which this report is being submitted to and secondly to Venturas Ltd. the company which has taught me its ways that I have summarized in the report.

First of all, I would like to sincerely honor Mr. Md. Ariful Ghani, Lecturer of BRAC Business School (BBS), and BRAC University. I am indebted to his sincere guidance during my internship period. It is with his proper directives and suggestions that this report has come to be fruitful.

I would like to thank Venturas Ltd. to have given me the opportunity to be an intern in their organization. I would like to thank Ms. Yoriko Ueda who has given me the hands on experience of what I had studied so far.

Finally, I would also like to express my gratitude towards my friends who have provided me with moral support and valuable suggestions, which has made my learning even finer and hence this report as a result.



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# Executive Summary

The objective of the report is to identify how theories and concepts that are discussed in my educational program can be practiced in the aspect of recruitment in a multinational corporation. As usual, primary data and secondary data were used to prepare this report. Primary data were gathered from my day to day observation and interviewing employees. Secondary data was collected from the discussions with my organization supervisor, website and relevant books.

The HR practices followed by Venturas Ltd. help them to achieve their goals. Hence, I also tried to focus on how efficiently and effectively this company can hire, manage and retain the valuable employees through the various activities they might undertake and how they can improve those procedures.

This report also reflects how this company can maintain their global HR standards, policies and practices. It also covers how they should plan the development activities of the valuable human assets, their several compensation policies, and training and engagement functions. This report also shows my observation on recruitment process.

Moreover, the report provides some recommendation that may help to improve their process.

The logo for BRAC University is centered on the page. It features a large, light blue circular outline. Inside the circle, the words "BRAC UNIVERSITY" are written in a light grey, serif font. Below the text, there are three stylized, downward-pointing chevron shapes. The top chevron is light blue, the middle one is grey, and the bottom one is white. Below the logo, the words "Inspiring Excellence" are written in a light grey, serif font.

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### **1.1. Introduction:**

The human resources management team suggests to the management team how to strategically manage people as business resources. This includes managing recruiting and hiring employees, coordinating employee benefits and suggesting employee training and development strategies. A good HR department is critical to an employee-oriented, productive workplace in which employees are energized and engaged. HR monitors the culture and recommends that the ownership is spread across all employees. HR is responsible for providing leadership, training, scheduling assistance, a systematic hiring process, recruitment planning processes, interview expertise, selection monitoring, and more.

When you look at the growth of any company, then most of us look at the numbers that the company produces, but we forget the most important factor behind those numbers and that is the company's staff. The employees work hard in order to achieve those numbers and how successful your company will be depends on how you look at recruitment. The companies which want to grow fast but steady knows that it can only be achieved when they have the perfect combination of employees and for that recruitment is of utmost importance. Whether your candidate will turn out to be an asset for the company or a liability, all depends on how you recruit people. Therefore, it is not only important that you select the right candidate, but it is also important that you select the candidate who endorses the core value of the company as well thus helping in maintaining and achieving the organizational goals and objectives.

### **1.2. Origin of the Report:**

This report was assigned as part of the Internship program of BRAC Business School after completing all the credits of Bachelor of Business Administration (BBA) program. In accordance with the specifications of this program, I have completed three month periods of the internship at Venturas Ltd. The assigned project titled "BIZ Development Intern" has been completed and report has been prepared under kind supervision of Academic Supervisor Md. Ariful Ghani, Lecturer BRAC Business School, BRAC University and Organizational Supervisor Ms. Yoriko Ueda, Founder and Chief Executive Officer of Venturas Ltd.

### **1.3. Objective of the Report:**

The main objective of this report is to know about the concept of recruitment policies and processes in context of Venturas Ltd. The world of business is dynamic it is subjected to continuous changes and a major cause is many of the companies are growing faster so that we need to change our strategy according to its environment. Here how you can blend education system with technology and make people understand about its benefits.

our major focus is on understanding the policies practiced by Venturas Ltd. and the methods they apply in recruiting employees. Also, to identify the relationship between recruitment policies and practices with the job satisfaction of employees working in Venturas Ltd. To know the level of job satisfaction among employees working in Venturas Ltd.

#### **1.4. Scope of the Study**

This report will give a clear idea about the various policies applied and the recruiting process works. The report covers the activities of "Venturas Ltd". It has identified the major activities of the different ways recruitment is done in the company and the changes that has been brought about in the new recruitment policies.

#### **1.5. Methodology of the Study**

I have used both primary and secondary data for preparing the report. For primary data I have had thorough discussions with my organization supervisor who had shared with me insightful information.

The report also includes a survey questionnaire on job satisfaction whose respondents were the thirty employees in Venturas Ltd. and all them had to answer the same set of questions. The survey comprised of twelve uniform and unbiased questions that addressed the issues most affecting the employees of Venturas Ltd. The responses were captured with the help of the five point likert scale and I have represented the data and the analyses using Microsoft Excel, illustrating them in pie chart figures.

For secondary data: Various articles, publication, website etc. available in the internet to prepare this report.

#### **1.6. Limitations**

Limitations of the report are given below:

- As per the organizational policy, it was difficult to collect numeric data in this report.
- In many cases up-to date information is not provided.
- To get and to acquire information is very difficult.
- Some information was confidential that were not allowed to be shared with an intern.
- Organizational information sharing is the most critical problem.
- All procedural matters were Conducted Directly in the operations by the top management level
- Non-availability of the reference book is another limitation.



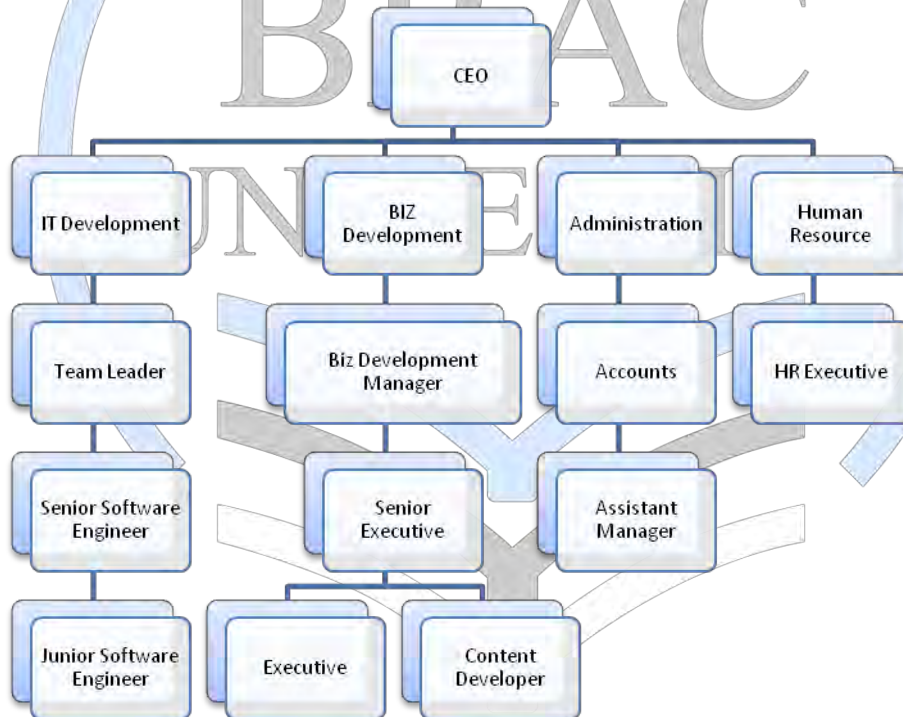
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## 2.1. Overview of the Organization

VENTURAS is an EduTech (Education × Technology) company based in Bangladesh founded by Yoriko Ueda. The point is by amplifying the energy of innovation, Venturas adds to the learning part of the rising Bangladeshi market. Venturas basically gives online "Customized Learning" stage for nearby understudies in Bangladesh with the goal that everybody can access to fantastic contents at reasonable cost. Additionally, Venturas covers organizations identified with "Learning" and "Working" adding to rising Bangladeshi market.

**Mission:** To democratize high quality of education so that everyone realizes their dream by maximizing their potential.

**Vision:** To be number one Learning platform to change the world.



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Figure 1: Organogram of Venturas Ltd.

## 2.2. Structure of the Organization

The sister concern of Venturas Ltd. is Viling Group arranged in Japan moreover, REAPRA PTE LTD is the parent enterprise of Viling PTE LTD and the holding organization of the gathering.

REAPRA built up in Singapore in 2014 by Japanese businessman Shuhei Morofuji, has set up 14 industry practices and has put resources into near 50 new companies in a different scope of divisions, including agribusiness, human services, instruction, neighborliness, advanced media, travel, land, and flying. Our organizations work crosswise over Asia, in Singapore, Thailand, Vietnam, Malaysia, the Philippines and Bangladesh. (Venturas, 2017)

Viling Group takes a shot at a mission "Convey out potential to continue living strikingly with the general public" beginning to continue toward the acknowledgment of our instructive exercises since 2014. Viling Venture Partners is a funding arm of Viling Group which concentrates on interest in "Ed Tech" divisions around Asia. (Venturas, 2017)

Viling VP is effectively directing some "Quickening agent Program" for Ed Tech new businesses attempting to actualize problematic thought and drastically change current market component.

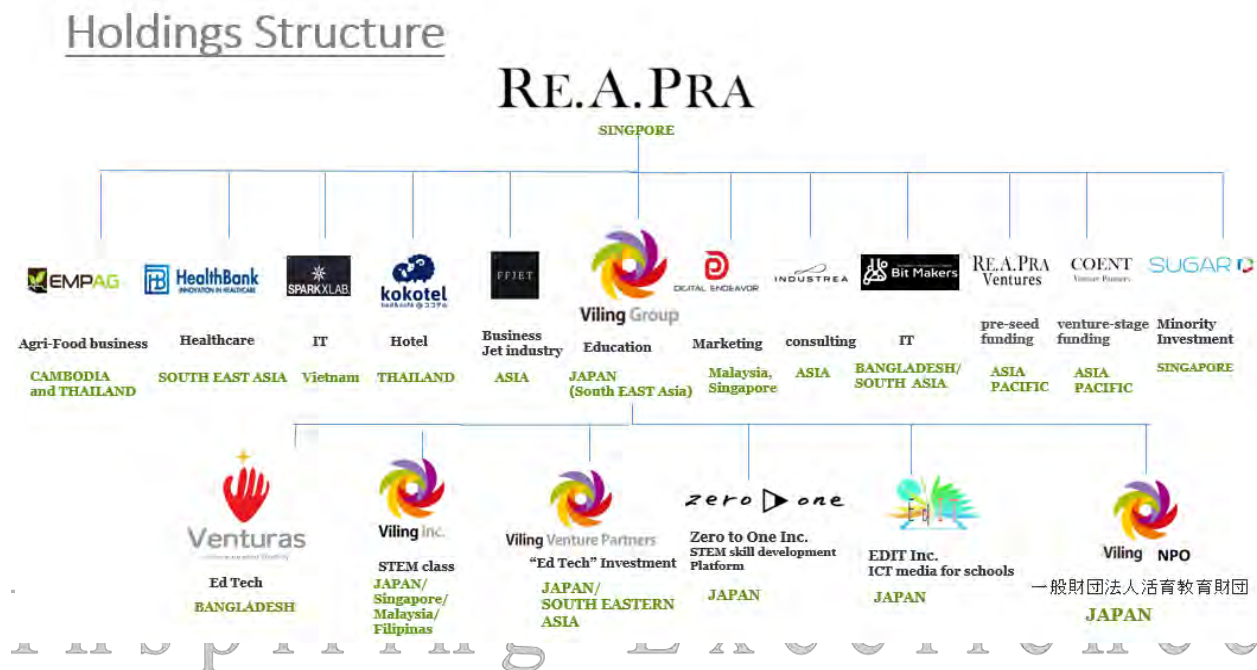


Figure 2: Holding Structure of Venturas Ltd.

(Sources: 2017 RE.A.P.R.A)

### **2.3. Services offered by the Organization**

Venturas Ltd. is a service-based organization, which offered several services for the advancement of the understudies. This organization aims to make learning interesting and hassle free. They offer various services; they are:

#### **JANO KI-Mobile based Learning APP:**

"JANO KI" is the first remembering application in Bangladesh for SSC and HSC understudies to guarantee learning adequacy. It gives substance of 19 subjects including 104 courses and 1000 vocabularies. "JANO KI" was acquainted with more than 70 schools and universities in Dhaka city, and utilized by more than 10,000 understudies.

#### **PODOKKHEP-Digital Classrooms a Platform:**

PODOKKHEP is the first Digital Classroom Platform completely tweaked and created for Bangladeshi educational foundations. It encourages instructors to picture each understudy's weakness and quality and Batch-wise inadequacy with the objective that teachers can have a true blue strategy to improve their understanding level in data masterminded way.

#### **Campusbd.net-Varsity comparison WEBSITE:**

The first ever University search and comparison website for HSC students in Bangladesh. We're associated with many universities (both public and private) all over the country so that students can be less time and money consuming when searching and applying to Varsity. Campusbd.net was launched to support students in searching, comparing and selecting Varsity in the most appropriate way. To support students to be less worried and utilize less time for making the best match to Varsity. To make this possible all the UGC approved universities of Bangladesh are brought in the same platform from which students on needs base can view in-depth information about their preferred university. Through this website student and further apply online or bookmark their various range of universities.

#### **STEMON-Robotics and Engineering program for school:**

STEMON is robotics and engineering classes presented for English Medium schools in Bangladesh. STEMON is JAPAN and U.S. Based learning strategy for STEM (Science Technology, designing, arithmetic) subjects. This venture is still in advance and soon will be presented in the up and coming years.



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### 3.1. Nature of Job

As an Intern, I worked for the position of BIZ Development Executive in Venturas Ltd. under the supervision of Yoriko Ueda (Founder and Chief Executive Officer) on one of the projects that is Campusbd.net. The site was propelled on March, 2017 and I needed to pitch the administration's idea to various College and University customers and to do this I got a chance to lead handle work that included directing efforts and overviews in schools and colleges in Dhaka to setting meeting dates with the Vice Chancellor of various colleges with the Chief Executive Officer, Yoriko Ueda, and showing the business proposition to them. Besides, I needed to waitlist CVs through internal and external recruitment, also from bdjobs.com for various positions like Senior Sales Executive, Sales Manager and Biz Development Intern. I inputted information gathered from the surveys of the college students and furthermore through telephone assemblies set conference dates with Principals and Registrars.

### 3.2. Specific Responsibilities of the Job

During my internship period I was assigned various jobs that I preceded with accordingly that were included in my day-to-day schedule.

Firstly, I was assigned to work with the Human Resource and Admin in the recruitment processes of the candidate where I was thought how to give job postings in Facebook and how to screen CVs in the bdjobs web portal, after short listing the CVs I have to collect all the necessary information of the candidates after which I would call them to inform about the interview schedule and after all the calls are made then an email will be sent to all the candidates for further details about the interview location and contact details. Moreover, on selecting the candidate I would follow them up by a final call.

Secondly, I was assigned colleges in different areas where I have to get confirmation on being able to conduct the campaign for Campusbd.net, some of the campaigns conducted by me are Badda Alatuessa Girls' College, Monpura College, Uttara Girls' College, Govt. Science College, Ideal Commerce College, Queen Mary College, Gulshan Commerce College, Gazipur Commerce College and Rotnogarva Farida Jaman School and College.

Finally, I got approval from the University VCs so that they get aligned with the project of Venturas Ltd which is Campusbd.net and some of universities that have been aligned since May, 2017 are BRAC University, North South University, Fareast University, Canadian University Bangladesh, Northern University, Primeasia University, University of Liberal Arts, United International University, Ahsanullah University of Science and Technology and Presidency University.





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#### **4.1. Employment Policy Statement:**

A fine quality of human resources will be the standard in hiring of Venturas employees. New or available positions will be open internal or external recruitment on competitive basis.

By accepting a post with Venturas Ltd all employees automatically agree to abide by the policies/rules prescribed in the Manual.

To fill up any vacant/new position concerned division/department will fill in the prescribed Manpower Requisition Form as given in and send it to Human Resources department. All enrollments must be done through focused process. Soliciting or utilization of impact by any representative is entirely taboo for securing business. Work of all agreement or consistent representatives at any level will require the endorsement of Chief Executive Officer.

#### **4.2. Recruitment Sourcing:**

Venturas Ltd. utilizes various sources from where recruitment is done, unless otherwise decided by the management; all posts will be normally advertised. But in case of emergency, candidates from pending applications may be interviewed or candidates who were interviewed earlier and put in the panel for future consideration maybe considered for employment. Existing employees with appropriate qualifications, subject to specific conditions that maybe laid down in this regard, may apply for an advertised post through proper channel. Criteria for appointment of all categories of employee shall be prescribed by the competent authority from time to time.

Venturas Ltd. uses different sources from where recruitment is done, unless generally chosen by the management; all posts will be typically promoted. Be that as it may, if there should be an occurrence of crisis, hopefuls from pending applications might be met or competitors who were talked with before and put in the board for future thought might be considered for business. Existing employees with suitable capabilities, subject to particular conditions that might be set down in such manner, may apply for an advertised post through appropriate channel. Criteria for arrangement of appointment of all categories of employees might be endorsed by the authority every now and then.

The other source where fresher or interns are recruited from are On-Campus Career Center Programs. Venturas Ltd, affiliates with the career service centers in the university and in daily bases provides the vacant job postings to them which are then posted on the websites of the university or leaflet and posters are physically available on the bulletin boards around the campus for the students to have a quick look into. By doing so the students can easily ask any queries regarding the organization and its work environment and other queries to the career service counselor that are provided to them by the organization so the students can have a clear idea while applying for the job..

Also, Third Party Recruiter Policies (BD Jobs, Facebook Groups & LinkedIn) are the other source that is intensively used by the HR for recruiting especially, middle level and lower level positions. Third-party recruiters are agencies, organizations, or individuals recruiting candidates for temporary, part-time, or full-time employment opportunities other than for their own needs. This includes entities that refer or recruit for profit or not for profit, and it includes organizations that collect individual's information to be disclosed to employers for purposes of recruitment and employment.

### **4.3. Short listing**

Short listing of the candidates for a post will be finished by the Selection Committee constituted by no less than two individuals' that is Human Resource Executive or person assigned by him and Manager of concerned office or named individual by him. Screening will be done in light of the particular employment necessities, which are said in the notice or occupation determination of the specific bit.

### **4.4. Educational Qualifications**

The base capabilities for arrangement to different posts are kept up with the exception of than by advancement from a lower classification of post. Given that, the capabilities might be deferred or the Competent Authority might recommend extra capabilities in extraordinary cases.

### **4.5. Age Limit**

A candidate shall not be less than 18 years or more than 45 years of age at the time of appointment to the services of the Company. The competent authority in suitable cases may relax the age limits.

### **4.6. Selection**

Selection of candidates must be done through composed test, viva and additionally whatever other test reasonable for the position. The reason for the choice tests is to survey applicants' reasonableness for the position. No expenses will be reimbursed to the candidate for attending interview / written test.

The choice must be made on the premise of agreement among the individuals from Interview board. The meeting board will finish its suggestion by checking the qualification of the competitors when the meetings are finished.

Appointments of the positions will require the approval of the Chief Executive Officer which must be processed through Human Resource Department. After final selection, the appointment letter is issued to the candidate hired by the Human Resource Executive with a copy of the letter sent to the Pay Roll section. The appointment letter should clearly state:

- The Position and Grade
- The Scale, Salary and Allowances (if any);
- Income Tax Deduction Information;
- The Probationary Period (if any);
- The Reporting Date, Time, Place and Reporting Person;
- Notice Period Required by Either Party For Termination Of Appointment;
- Validity (Duration) of Employment Offer.
- Candidates may be required to provide Letter of Release from previous employer where applicable.

#### **4.8. Duties and Responsibilities**

The employee's job identification, line of responsibility, performance standard, reporting relationship and required knowledge, skill and attitude will be specified in the Job Description.

Assignments may change as and when required subject to management decision. A hallmark of a good match between a person and this assignment is the best vision for the work.

#### **4.9. Probationary Period**

A candidate selected for appointment shall be on probation for a period of six months. During the period, if the employee fails to show satisfactory progress during the probationary period, the competent authority may, at its discretion, extend his period of probation or dispense with his service.

During probation, employees shall not be eligible to avail "Earned Leave". She/he may only avail "Casual" and "Sick Leave". And the bonuses that fall during the probation period will be compensated after the probationary period ends.

#### **4.10. Confirmation of Appointment**

Prior to the end of the Probationary Period, an assessment will be made about the employee's suitability. On successful completion of the probationary period, the Human Resource Executive and Admin shall confirm the employee in his appointment in writing. If not, the employee's probationary period may be extended further in writing or her/his appointment may be terminated.

The appointment shall be subject to the terms and conditions of service of the company and its rules and practices, either expressed or implied, for the time being in force.

## **Personnel Records**

Personal history of all employees will be recorded in the computerized Human Resource Information Management System of the company. Personnel files will also be maintained for all employees at the company's Human Resources Development Department.

- Each file will contain:
- Job Application, CV, Educational Credentials and References (if required);
- Appointment Letter and Letter of Acceptance confirming willingness to abide by the personnel policies and rules of the company;
- Job Description; completed Personal Information Form.
- Leave, Confirmation, Increment, Promotion and Transfer records;
- Other relevant papers (e.g. Warning letters, Show Cause Notices, etc.);
- Annual/periodic performance appraisal recorded.

Such records will be regularly updated with additions and alterations as maybe necessary from time to time. Confidentiality of the files will be strictly maintained.

### **4.11. Policy Statement**

The achievement of Venturas Ltd. relies upon its ability to pull in the best staff and volunteers available. Recruitment systems must be sensible, beneficial, and successful. Venturas Ltd. is centered on giving splendid tasks and organizations to our gathering. To enable the achievement of this objective we to see the centrality of using the most sensible contender for each and every void position. Venturas Ltd. will promise it has the most obvious opportunity to pull in the best available staff by thoroughly advancing (inside and remotely as considered legitimate) all exhaust remunerated positions and volunteer opening.

Venturas Ltd. will figure out how to ensure that applicants may be safely depended with the commitments of their position. Venturas Ltd. will inside promote each void position to current staff and volunteers to stimulate proficient achievement and augmentation intrigue. Venturas Ltd. is centered on giving a work environment that is free from bullying and detachment. All enrollment and decision frameworks and decisions will reflect Venturas Ltd's. feeling of obligation in regards to giving proportionate open entryway by assessing each potential contender according to their aptitudes, data, abilities and limits. No respect will be given to elements, for example, age, sexual orientation, conjugal status, race, religion, physical hindrance or political conclusions.

## 4.12. General Policy of Compensation and Benefits

The Company works a vocation assessed compensation structure to guarantee that representatives are set in pay go that relates precisely to the occupation they are filling as far as its specialized requests and duties in relationship to different employments in the organization.

A settled pay for the holder of the position is dictated by the Management and can be changed whenever at its tact. Compensation structure and pay scale as material for now for every Category of Employee is said in the compensation structure kept up by Venturas Ltd.

### 4.12.1. Fixation of Salary

In the event of first arrangement, compensation will be settled at the base level of the pay extend. Be that as it may, larger amount might be permitted on the suggestion of Selection Committee or by Competent Authority. At the point when a representative is advanced, his substantive compensation will be settled at the base level of the pay go for the new position. On the off chance that the representative's current substantive pay surpasses the base level for the new position, it ought to be settled at a more elevated amount in the pay extend which is promptly over the current substantive compensation of the worker.

### 4.12.2. Payment of Salary and Increments

Substantive compensation and remittances might accumulate from the initiation of administration of a representative and should for the most part end up noticeably payable on fulfillment of one date-book month of administration.

A representative should draw the compensation of the review to which he is designated from the date of his joining to such review.

In the event that joining of administration of a worker falls between 1st July and 31st December in a year the principal yearly addition might collect on 1st July of one year from now and if joining falls between 1st January and 30th June in a year the primary yearly augmentation should gather on 1st January of one year from now gave his administration is affirmed. Ensuing yearly augmentation should accumulate on the commemoration of first addition.

Higher Increments up to most extreme of two augmentations in the substantive pay of representative might be allowed by the skillful expert. Higher augmentation over two might be permitted at the Management discretion.

On the off chance that considered important, equipped specialist may, withhold or delay for such period as possibly indicated, he annual increment of an employee if an unfavorable report received about an employee.

#### 4.12.3. Travelling Allowance & Daily Allowance

The allowance will be fixed for every employee and has to be maintained so, the cost paid by the employee is compensated by the company bearing within the credit limit if, its cost has been exceeded over the limit the employee has to give evidence proving why the expense occurred, failing to do so then the company will not compensate it.

#### 4.12.4. Festival Bonus

The Chief Executive Officer may declare bonus to be paid to the employees as per bonus policy of Venturas Ltd. It is also important to create an incentive KPI plan for each category of employee who will be entitled to participate in the incentive and bonus scheme. To create an incentive KPI plan for each category of employee who will be entitled to participate in the incentive and bonus scheme.

#### 4.13. Performance Appraisal System

Performance appraisal is conducted once a year at Venturas Ltd. The exhibitions of the considerable number of representatives are assessed by the quick boss as per an endorsed shape given by the HR division. Information is given as a contribution to the execution assessment programming and a numerical assessment result is found as the yield. Other than the numerical part there is likewise a rate of the general execution of a representative, there is additionally part to contribute the individual evaluation of the quick director and additionally any above work force if required.

After completing the whole process of performance appraisal increment, promotion and salary fixation is decided and the representatives are remunerated as needs be..

##### 4.13.1. Disciplinary Procedure

All workers are liable to disciplinary measures and subject to various punishments in view of the level of encroachments of organization's strategies, abandonment of obligation, and rupture of agreement, indiscipline and unfortunate behavior.

The following will be considered as misconduct resulting in disciplinary measures and penalties:

- Persistent in subordination
- Absenteeism or habitual lateness to work
- Unaccountable time away from the office while on duty
- Behavior complaints prejudicial to company interests

- Breach of rules contained in this manual
- Absence from work without due notice
- Continuous or serious lapses of responsibility and negligence of duty;
- Conduct unbecoming of a company official
- Unauthorized divulging of information about company operations and confidential documents.
- Conviction in a criminal case involving moral turpitude
- Misbehavior including physical violence and/or bullying with employees or clients
- Fraud, misuse and defalcation of funds, materials and company assets
- Accepting bribe, and material or financial advantages from any company employee, client and one having commercial transactions with the company.

In certain circumstances the above may also be considered grounds for dismissal

#### **4.14. A Closer Look at the Recruitment Processes in Venturas Ltd.**

##### **4.14.1. The Importance of Effective and Efficient Recruitment Process**

Utilizing the ideal individual for your independent company may be the most critical piece of your venture. A viable recruitment process diminishes turnover. These procedures coordinate the perfect individual with the correct employment abilities. Meetings and personal investigations guarantee that you utilize a competitor who is dependable and completes the targets you made arrangements for giving quality administrations and merchandise to your clients.

A successful recruitment process looks at internal and external hiring. In any case, the simpler decision of contracting a less fitting individual suggests on the grounds that they are an inward competitor ought not to be made. Current workers can be urged to suggest individuals for the occupation. As per an examination by Development Dimensions International the "Web and representative referrals are the most mainstream and viable strategies for enrolling." An association ought to invest energy looking into which promoting strategy will focus on the crowd it is wanting to pull in.

For the selection procedure it is imperative to choose precisely what abilities the recruiters are searching for in a worker and tailor the meeting and determination procedure to chip away at individuals with those aptitudes. The spotter ought to likewise take a look at what qualities the present group is absent. In the event that a group has five individuals who are good at composed interchanges yet battle displaying to a huge gathering of people, a man who can help fill that hole ought to be chosen in the choice procedure. In the event that a match is not discovered amid the



first round of meetings, the procedure ought to be begun again from the earliest starting point if the circumstance permits.

#### 4.14.2. Advantage in Training

Indeed, even the most qualified hopefuls may require preparing; notwithstanding, a powerful recruitment process lessens the measure of time an association needs to put resources into preparing new representative. Then again, if the spotter picks an applicant who is an awesome fit aside from they are feeling the loss of a portion of the specialized aptitudes to carry out the employment, his/her preparation must be put resources into. It will pay off over the long haul. It is anything but difficult to prepare somebody to do a particular undertaking; it is substantially harder to prepare delicate abilities, including trustworthiness and adaptability. In addition, as Venturas Ltd. has few workers it is fundamental to prepare every last representative thoroughly so the ability of the people can conquer the set number of workforce.

#### 4.14.3. Job Satisfaction

One advantage of picking the correct contender for the occupation is his capacity to work self-sufficiently. A worker who is not self-roused or self-guided is a deplete on administration, the group and the organization as entirety. Likewise, if the picked hopeful is wrong for the employment he/she may stop, driving to begin the whole procedure once again. Fittingly picked applicants encounter more noteworthy general occupation fulfillment and larger amounts of inspiration and motivation.

#### 4.14.4. Problem Avoidance

Inadequate employees cost money, time, vitality and resources go into endeavoring to make an unremarkable or poor specialist a shimmering star. When in doubt, no entirety gets ready or educating, relief or bolster or even instruct can upgrade a troublesome delegate. Thus, it is impressively more basic to rely upon the especially made obtaining technique to avoid future issues.

Recruiting staff is a costly exercise. It is in like manner a key bit of any business and it pays to do it really. Right when affiliations pick the ideal people for the occupation set them up well and treat them legitimately, these people make awesome results and also have a tendency to stay with the affiliation longer. In such conditions, the affiliation's fundamental and consistent enthusiasm for them is particularly compensated.

An affiliation may have most of the latest development and the best physical assets, yet in case it doesn't have the ideal people it will fight to finish the results it requires. This is substantial over the whole scope of business activity e.g. schools, specialist's offices, legal practices, diners, airplanes, and diesel engine creators.

Despite specific capacity and reasonable experience, an affiliation should ensure that it can rely upon contenders' goodwill, commitment and duty towards the affiliation and its focuses. According to the Chief Executive Officer 'A champion among the most basic decisions that a pioneer will settle on is the choice of the people who will support them.'

#### 4.14.5. Appropriate Criteria for an Effective Recruitment Program

Recruitment programs set up together imprudently are most likely going to miss the mark. Describing appropriate criteria for any affiliation's enlistment and assurance shapes reinforces its delegate decision, staffing models and specialist headway goals. Criteria join acceptable and qualified staff, feeling of obligation with respect to sensible business practices, work put rules and pre-work models, for instance, foundation examinations and reference checks.

#### 4.14.6. Qualified Staff

A compelling recruitment program at first needs qualified staff. A business director with capacity in making recruitment frames and showed organization aptitudes in driving spotters and work specialists is one such program shows. Then again, a generalist Human Resource specialist prepared for overseeing both the key and utilitarian parts of recruiting and selecting is another sensible program. Recruiters and business specialists should have contribution in full life-cycle enrolling, from sourcing probability to post-contract limits, for instance, presentation, get ready and employee maintenance.

#### 4.14.7. Legal Compliance

Notwithstanding practical aptitude, qualified selection representatives, work authorities and administrators must be knowledgeable in parallel business opportunity law and, if material, governmental policy regarding minorities in society arrangements. An affiliation's success may depend upon its ability to enroll from an alternate pool of qualified hopefuls. Thus, determination delegates and business experts must be familiar with work laws, sensible work practices related to selecting and enrolling, and work capability for the work. The essential open entryway at which organizations can express their duty with respect to measure up to condition is the enlistment and assurance sorted out. This is a fundamental fragment for any suitable enlistment and decision program.

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#### 4.14.8. Work place Guidelines

Work put runs and methodologies support selection and decision concerning agent referral, plans for trades and headway, rehire capability standards and business capability. An example work put approach required for a convincing enlistment and decision program develops shapes for inside trades and headways. Principles identifying with agent residency, execution and application for trade or headways are fundamental since they maintain a strategic distance from perplexity and add structure to the methodology for upward adaptability among the present workforce.

#### 4.14.9. Pre-Employment Standards

Foundation examinations, reference checks, work history affirmation and solution screening are typical pre-business rules. Certain organizations and work floats hardly impact criteria; in any case, crucial pre-business gauges fill in as administering principles to ensure an affiliation settles on keen enrolling decisions. Candidate testing is fused among other criteria for thought by Human Resource and work managers. Dependent upon components, for instance, positions, the kind of industry and cost to control, pre-work testing may be sensible idea for some selection program.

#### 4.15. Recruitment Policies and Processes influencing Job Satisfaction

Recruitment is the way toward recognizing and drawing in potential applicants from inside and outside an association to start assessing them for future work. Recruitment is a crucial Human Resource Management function as it joins each and every definitive practice and decisions. Late mechanical advances, globalization, social examples and changes inside affiliations have brought new challenges for recruitment and selection. The recruitment of talented and powerful staff is a central workforce headway field. It is not just about picking the most sensible hopeful. The choice and determination experience can in like manner impact on the likelihood that a contender will recognize a business offer and on their ensuing feeling of obligation in regards to remaining with the affiliation. Giving time and resources for develop an entire selection method is an advantageous venture. Poorly recruited candidates can have an extent of undesirable outcomes for the affiliation and the worker including:

- Higher rates of turnover
- Reduced performance effectiveness
- Lowered job satisfaction
- Reduced work motivation

Job satisfaction is an emotional affective personal reaction because of the estimation of how much some reality of occupation the truth is harmonious or incongruent with his esteems. It is hence imperative to have a decent comprehension of a person's aggregate identity and esteem framework keeping in mind the end goal to comprehend and depict his occupation fulfillment.

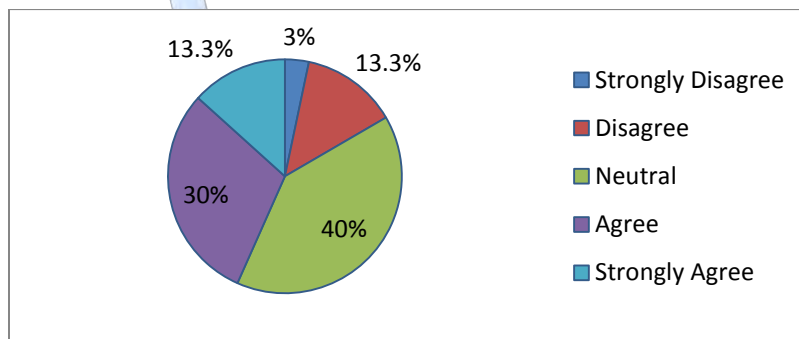
Employment fulfillment might be characterized as a pleasurable positive passionate state coming about because of the evaluation of one's occupation or employment encounters. It coming about because of the observation that one's occupation satisfies or permits the satisfaction of one's critical employment esteems giving and to the extent that these qualities are consistent with one's needs.

So as to investigate the relationship between human resource practices and policies with job satisfaction I conducted a survey among the 30 employees in Venturas Ltd. Furthermore, I have provided the analysis and the interpretation of the survey responses for which the questionnaire has been provided in the Appendix for reference.

#### 4.15.1. SURVEY INTERPRETATION ON JOB SATISFACTION OF EMPLOYEES IN VENTURAS LTD.

##### 1. I feel encouraged to come up with new and better ways of doing things.

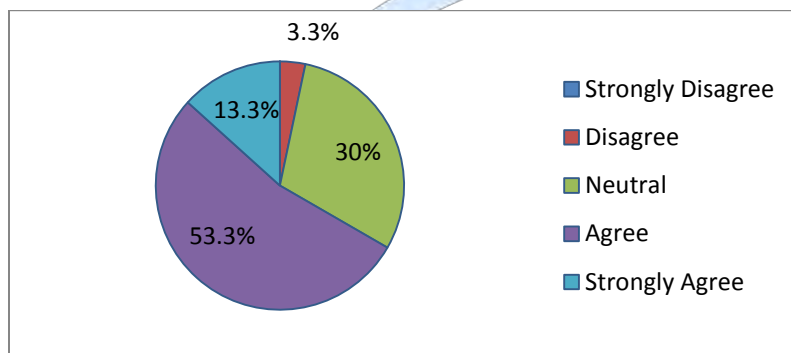
This question tries to map the sense of motivation the employees feel towards their work. Making a culture in which all workers are effectively urged to put thoughts forward can enable a firm to develop. This builds self-confidence, boosts their morale and they feel more intently towards their employments that improves their inspiration.



As per the response from the survey we can draw that 40% of the employees in Venturas Ltd. do feel encouraged to incorporate new ideas and techniques to accomplish their tasks. For a sound, forward-looking operation, they should need to pick activity and this begins with the encouragement of a proactive leader. And as the second majority falls under neutral it will be easy to influence then and with a bit more motivation they can be as encouraged as the current 40%.

## 2. My work gives me a feeling of personal accomplishment.

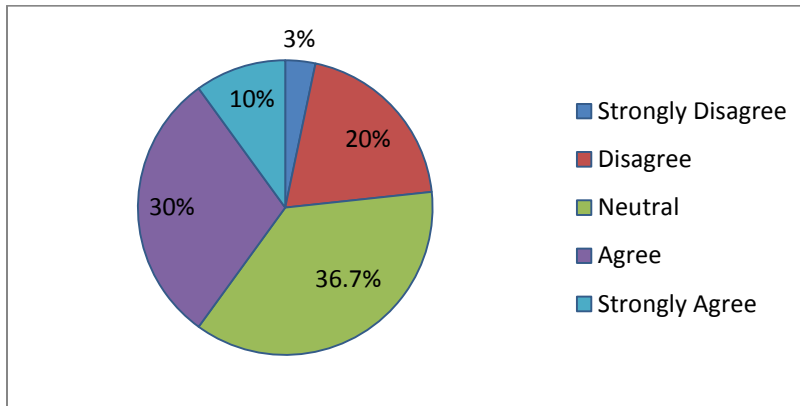
Most administration specialists would concur that inclination a feeling of accomplishment is a capable spark. Managers can help spur their employees, enhance worker fulfillment and increment efficiency by setting up programs that will enable that to happen. Working with employees to set up achievable and reasonable objectives. On the off chance that the task appears to be too vast, excessively muddled or excessively overpowering, the representative will probably feel frustrated.



The Key Performance Indicator (KPI) set by the Chief Executive Officer, Ms. Yoriko Ueda are designed in such a manner that the task seems very large and overwhelming but not complicated as it is always encouraged that the KPI is not something to be individually achieved but by immense team effort so that the task will not stressfully affect the individual so the distribution is done adequately keeping in mind the ability of the individual. As the tasks are assigned to match the individual's ability and capability that is why more than 50% of the employees agree that after every task they feel personal accomplishment.

## 3. I have the tools and resources to do my job well.

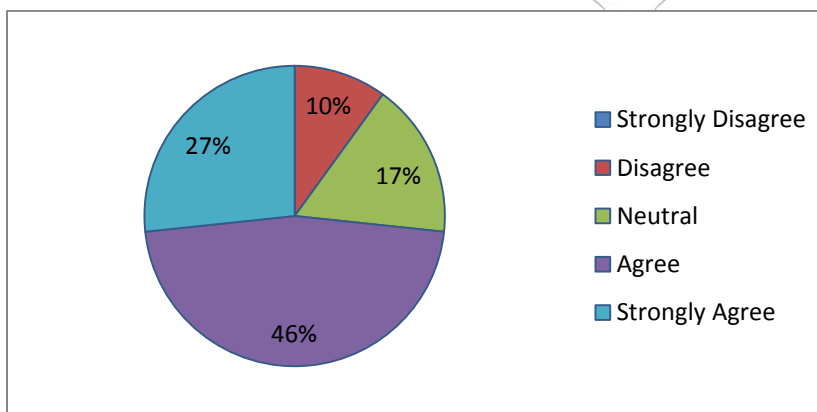
Giving your staff the instruments they have to carry out their occupation is about something other than ensuring they have work area space and a working phone – it's tied in with ensuring they have each important asset their employment part requires, and ensuring that these assets are in great, working request and inside simple reach. What's more, "assets" doesn't simply signify "things" (like phones, information, programming and so forth.) – It can incorporate individuals. Does everyone in your organization have adequate help from associates to carry out their occupation? In the event that you have a one-individual band making a three-man showing with regards to, at that point most likely not – regardless of the possibility that they do have pens dropping out of their draws, and an iPad for each square-foot of work area space.



From the observation after the three-month internship period in Venturas Ltd. it was clear that some departments had insufficient resources for example, the BIZ Development department were short in manpower, as they mainly hired interns it was difficult to bring in new interns when the work period would end for the previous interns as they were the off season times where for most semesters had started and many other students would have found other places to join. So, the lack of manpower was always pressurizing for the current employees and sometimes due to this overtime was a common scenario. Also, for campaign it would be seen that due to insufficient number of laptops and modems the sufficient count would be lower than expected. Hence, it is clearly visible in the response the three prominent percentages lie between disagree, neutral and agree and there are some departments like the IT Development department had adequate resources but the others had to face difficulty in terms of manpower and other technological facilities

#### 4. On my job, I have clearly defined quality goals.

It is imperative for employees to comprehend why they do what they do and what reliably propels them to accomplish more. Demonstrating activity is not a one-day mentality. It is a regular procedure that necessities persistent motivation.

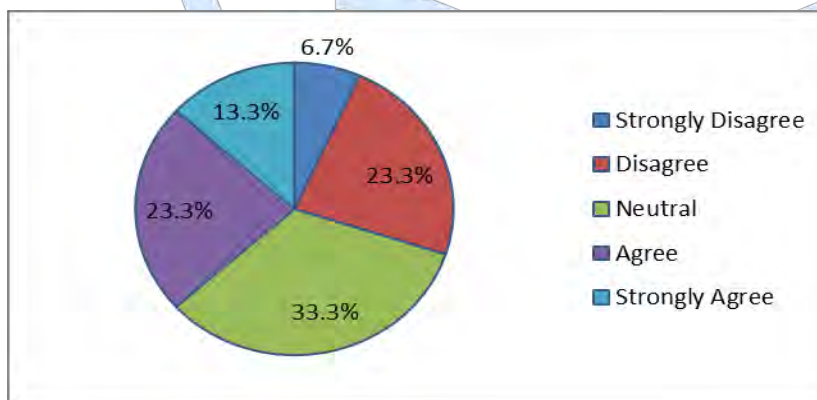


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Taken from the survey, 46% of the employees agree that goals are clearly defined to them and this can be explained because, the Manager and Executive Sales Manager make sure they have a weekly meeting with the employees, discussing how to accomplish the KPI and who will be assigned which part of the task and after doing so the Executive Sales Manager has a one on one meeting with the Executives as to what they need to prioritize in the task appointed to them so they can achieve them progressively one at a time. This not only clearly identifies what is actually wanted from an each and very executive's part but also distinctly addresses collectively the KPI will be accomplished.

### 5. The company does an excellent job of keeping employees informed about matters affecting us.

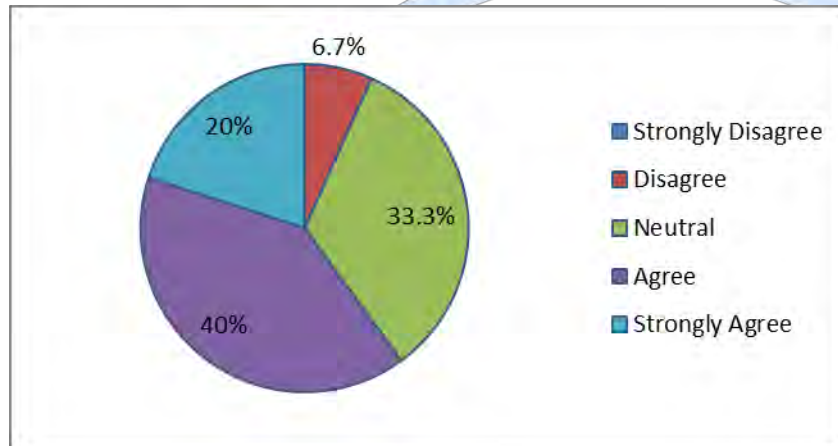
Communication also plays an essential part in changing person's attitudes that is a well-informed individual will have better attitude than a less-informed individual will. All parts of an organization are interconnected and employee activities straightforwardly affect others inside the organization, particularly as frequent change happens. The failure to bestow unmistakably characterized qualities to employees could be a major reason organizations neglect to flourish. On the off chance that workers do not comprehend the estimations of the organization, they settle on choices out of alignment, and soon you have offices and divisions off-track from the organization on the large.



It can be easily deduced from the pie chart that equal percentage of employees agree and disagree with this statement but majority strongly agrees that they are properly getting informed about the internal and external affairs that are affecting the company. It is common in Venturas Ltd. that very little is disclosed to executives and junior level employees, as most of them are hired as interns and part timers. But the case is different for the mid and upper level employees, monthly meetings are held with different department managers and team leaders where the issues relating to the company are discussed.

**6. I understand why it is so important for Venturas Ltd. to value diversity (to recognize and respect the value of differences in race, gender, age, etc.)**

Organizations need to grasp assorted qualities and search for approaches to wind up plainly comprehensive associations since differences can possibly yield more noteworthy work efficiency and competitive advantages.



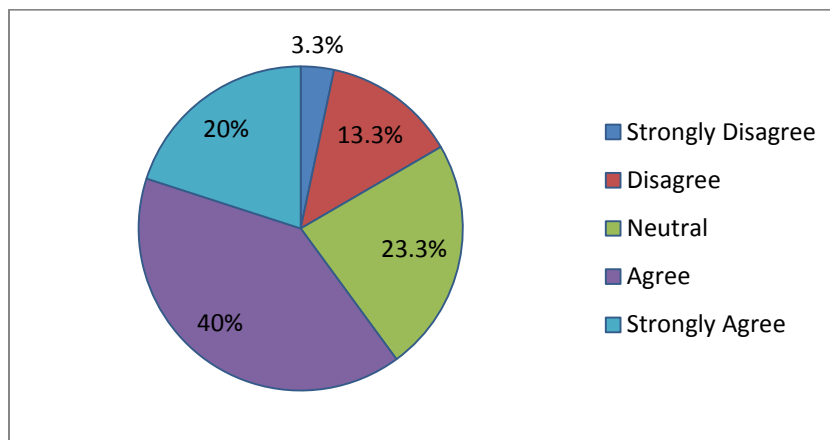
From the survey we can see that 20% strongly agree with the statement and 40% agree, this is because as the Chief Executive Officer, is from Japan so the work environment's nature is by default an accepting one towards diversity. It is taken in regard with utmost care that no one is to be ill-treated in the company for his or her background and beliefs.

**7. My job makes good use of my skills and abilities.**

For employees to like their occupation and to be focused on the organization, they have to feel that their work gives them a chance to utilize their aptitudes and capacities. A low score for this thing could imply that you are not utilizing the human resource in your work unit successfully.

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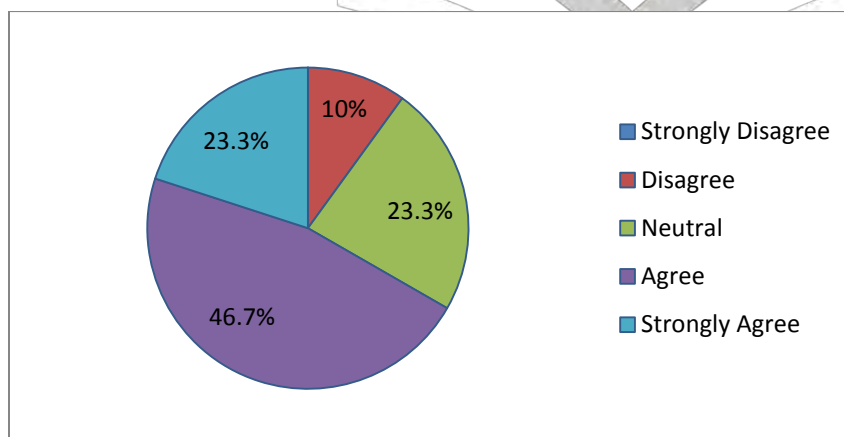




In Venturas Ltd. 40% of the employees think that their skills and abilities are put to good use by the company. This practice was clearly seen in the BIZ Development department, the employees that had better presentation skill were always given the task of conducting meetings with the Vice Chancellors of Universities, those who were extroverts were given the responsibility of leading school and college campaigns and the ones that had a knack for writing in English and Bangla were given the responsibility of the websites content development. The seniors practiced this all the time for all the tasks as it got the job done efficiently.

#### 8. My supervisor's manager visibly demonstrates a commitment to quality.

Managers, including the top executive on location, must go about as a good example for how all employees should function to make a protected, work-driven and motivated workplace. If the manager fails to do so, the sense of responsibility and work ethic is lost. Resulting, a bad reputation for the company.

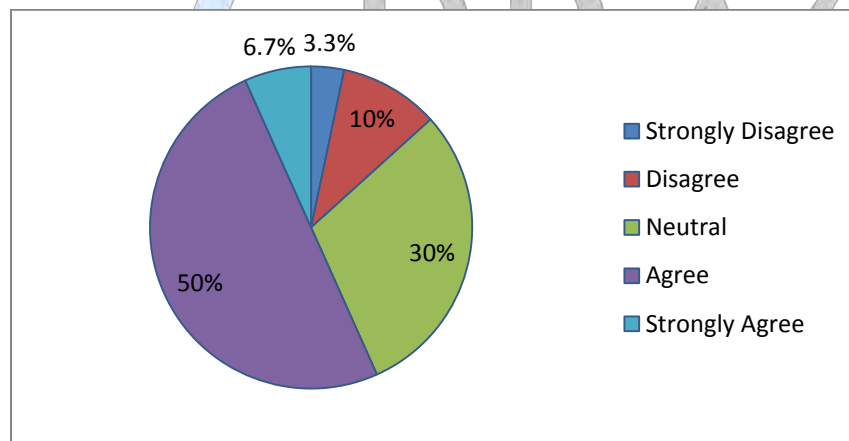


The Managers currently in Venturas Ltd. were in the company since its establishment hence they an empathy towards the company and very closely feel for the company's mission and vision.

This is why, 46.7% of the employees have agreed because they truly understand the manager's commitment work as were always asked to bring in and confirmed authentic sign ups to the page so that we can easily establish the website an authentic website to the students as this platform was created for the betterment of the student's education in Bangladesh.

### 9. Senior managers visibly demonstrate a commitment to quality.

Top management must give obvious continuous duty and authority for executing a positive workplace. Senior manager's commitment is the degree to which management work force particularly senior administration support and bolsters usage and constant changes of the representatives. It is fundamentally critical that senior managers focus on quality for securing the upfront investment and participation of middle and lower level workers in the association.



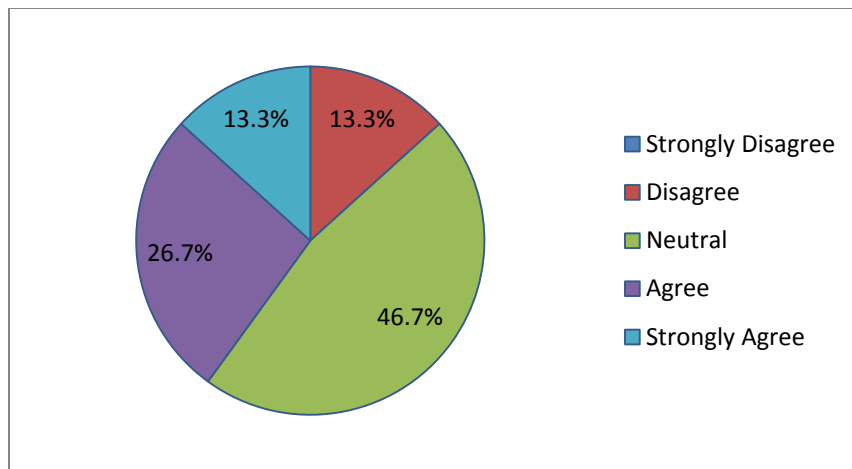
By giving persistent feedback to employees, senior manager guarantees that suggestions will proceed, regardless of the possibility that a couple of them aren't acknowledged. This is also clearly seen from the 50% response that is for agree, meaning the senior manager always keeps updating with the employees how are they doing in the task assigned and are they facing any difficulty. Also, by communication where the employees are doing well and if the employees are falling behind someone else is appointed to assist him/her. This assures employees that the senior manager is very dedicated towards the goals and objectives of the company.

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### 10. How satisfied are you with the information you receive from management on what is going on in your division?

At the point when representatives are given more in-depth and detail data about their particular division that effect their work, it authorizes the chief or director to take a shot at more future-situated issues that will eventually make the office or organization much more fruitful. By

including the representatives into the worries of their own department they at that point can completely comprehend its most extreme part in the organization.

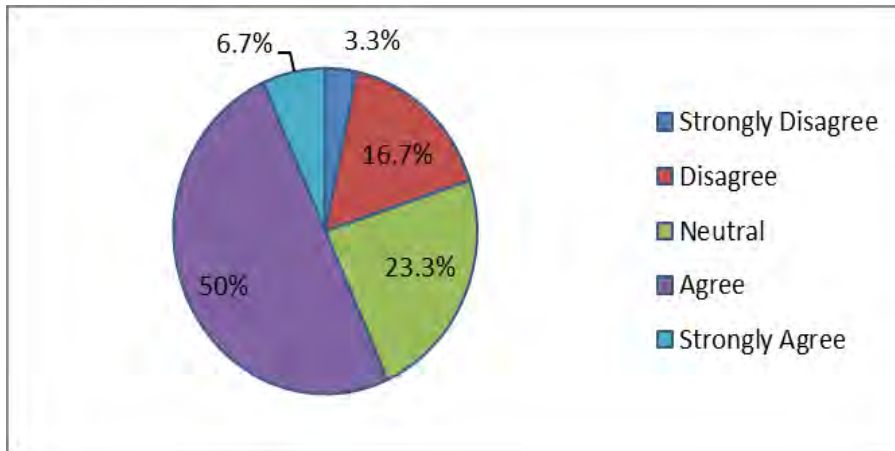


Out of the 30 employees 46.7% are neutral as they do not feel like they are given the adequate information regarding their own departments. The top management tends to not disclose such issues with rest of the employees as it is just a start up and they have yet to gather prominent employees in the company and as many of the employees are interns, as they leave after three-months period so the organization does not consider letting them into to the details much of a necessity.

### **11. How satisfied are you with your involvement in decisions that affect your work?**

It is very crucial for an employee to be informed about the decision that requires changes to take place in an employee's tasks or how to perform them. Because the procedure required to accomplish the task has been applied in a certain manner and having to have excelled that skill takes time and effort and without any consent if that is to be changed it can become difficult to cope with the work and this can minimize the motivation of the employee. When an employee is informed he/she can share their opinion and the plus points and the drawbacks become easier to understand.

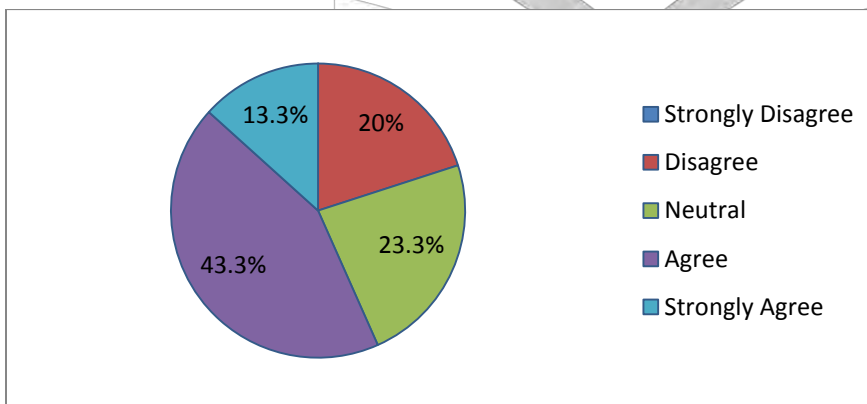
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The supervisor seeks the employee's opinion in making decisions that impact the team/department. They put them the ideas or suggestions to use if they are feasible and allows our team to make decisions that impact our team's work. Because majority, 50% agrees because they encourage a trusting environment even if someone makes mistakes that can be overcome should not be dealt with severe attitude as they do not want to lower the morale and involvement of the employee.

## 12. Considering everything, how satisfied are you with your job?

Job satisfaction is normally measured after an adjustment in an organization, for example, a move in the administration display, to evaluate how the change influences workers. It might likewise be routinely measured by an organization to evaluate one of many variables anticipated that would influence the organization's execution.



Majority of the employees in Venturas Ltd. are satisfied with their job, personal observation can justify this as the work environment is very casual hence there is no office politics as there are less number of employees it is natural that coping with fewer people is easier than a lot more

number of people. All, the departments sit in the same floor so there is a natural bond within everyone. As it is Japanese company there is already a cultural mix so breaks all odds and employees are optimistic all the time. Nobody displays any sign of cultural superiority. The working hours can be flexible with ability to provide substantial reasoning and most importantly, always team work is encouraged and appreciated. Therefore, there may be many drawbacks of a start-up company but if the work environment is inviting the other issues fall behind.



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### 4.15.2. Critical Observation

In our office around 30 individuals are working in Venturas Ltd. A large portion of the workers are well disposed and the seniors dependably support collaboration as opposed to an individual focus, then again there are some difficult issues if there should arise an occurrence of basic leadership. In spite of the fact that it is a new business however it had a splendid achievement record in a brief timeframe.

Because of absence of inspiration, deficient administration work on, expanding office hour casually that is inefficient more often than not, scratching off government occasion and holding up the pay rates for couple of days on end, these issues when raised don't have a legitimate individual whom the representatives can answer to and expect a sensible arrangement.

### 4.15.3. Recommendations

For one thing, the primary essential thing for an association is the Recruitment, which exists in this firm, is not very much outlined. The firm for the most part selected individuals in custom way. In this case what they can do is that they can go for campus recruitment, hire institute for helping them recruiting people. They can also go for online recruitment, which is a modern method.

- Need to assemble specialists who can give genuine feedback with respect to the one of a kind circumstance that the firm faces. There is a very relevant space for improvement, which can have an efficient result in the operations of the firm. As Venturas Ltd.'s Chief Executive Officer is from Japan, it is advised to hire local specialists to generate ideas relevant to the country and its market. They can provide a closer perception of the environment for the Chief Executive Officer to make better decisions.
- Need to hire more management people who can provide better directions to the employees. A work force without a direction is a just group of people. The firm needs to hire people with managerial skills so that employees do not feel stranded with a project in their hand. It is a crucial factor to any company to have a leading head to every department and Venturas Ltd. needs more leaders.

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- Job analysis and job description should be prepared elaborately and well discussed during the interview session so that the personnel can understand their duties and responsibilities. While binding to a contractual bond, it should be specifically instructed to the recruited individual about the job description and specification. In a failure to do so may result in false expectations and it may cause employee dissatisfaction. Not being motivated to work will result in delay or failure to finish a job. As Venturas Ltd has done

projects that have time limits to achieve their goal, delayed work is not an expense the firm can make.

- Ventura Ltd. should arrange some annual event for their employees, to entertain them, motivate them, give them relief from their monotonous work and make them feel that the organization also cares about each employee. In an event such as an annual dinner where employees with better results should be rewarded as token of appreciation for achieving goals that has given rise to the firm's growth. Such appreciation does not need to be monetary but a recognition among the current colleagues will motivate the employee to do better for the future and also give motivation to others to do better in the following year.
- Ventura Ltd. should open their performance evaluation system to the employee and should set some standard, so that competitiveness can grow in the employees mind to achieve the level of standard. It will be easier to assess their own work and progress and will provide a better understanding to which aspect of their performance needs to be polished and worked upon as well as which are their strengths also. Transparent basis of performance evaluation will also help Venturas Ltd to establish the characteristics of their work procedures as employees will have an in depth perception to the need and want the company expects from their employees.
- The ambiance and corporate culture should be a reflection of the top management, as it will act as a guideline to the other employees. As the Chief Executive Officer of the company is Japanese it is difficult for her to inhibit the culture of Bangladesh and hence the liaison between her and the employees do not meet on the same platform, which makes it difficult to give actual feedback of the working scenarios and customs in Bangladesh. A social misunderstanding due to cultural difference in between the Chief Executive Officer and the employee will result in miscommunication and unable to understand the environment of Bangladesh may result in strategizing unrealistic and non-feasible plans. Managers should make sure that they are able to produce better understanding of the environment in which their operations are taking place. Making plans and delivering the sense of feasibility in that plan is what the managers should also work on so that the Chief Executive Officer is able to take decisions and make moves that are more realistic in the near future of Venturas Ltd.

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Considering the fact that Venturas Ltd. is a start-up company, they have very few numbers of employees to manage as the positions that make the organogram are very limited for now hence they still are not able to implement a more precise recruitment policies and practices for all their positions. Keeping in mind, most of their working body comprises of interns and part-timers, a more standardized policies are maintained for them, they are concerned only with the qualification, working hours, compensation and absenteeism or leaves (if any). For the permanent employees the policies mentioned in the report are practiced thoroughly.

The employees over all do get adequate support from their supervisors and managers, but with time the company is blooming and it needs to change its corporate culture and environment so that Venturas Ltd. has a more prominent position in the market and this will be possible if they start recruiting more workers who envision the mission and vision of the company as the solution for the academic curriculum of Bangladesh and also feel empathy for it by believing in the company's potential. If the workforce has this belief then they will always have an optimistic mind set and this will motivate them in whichever situation as a startup company has to face many them in its initial years.

Also, a crucial factor being that it is a Japanese company established in Bangladesh to have a better work structure and flow it is important that both the cultures be compatible with one another. As it is evident from the Japanese culture that they have a very work oriented nature and commit to punctuality so the Bangladeshi employees that apply in these companies should orient them in that manner or else be a victim of constant criticism. Moreover, the top management level are mostly Japanese so they also need to be considerate towards the Bangladeshi culture and behavior so that the employees do not feel alienated and pressurized in a manner that they cannot cope with their work.

All in all, Managers and Supervisors play a crucial role in such organizations as they need to balance the work flow in the organization and build a more stronger communication bridge between the top management level and lower management level so that, they do not affect the employees negatively physically or emotionally.

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**SURVEY QUESTIONNAIRE**  
**ON**  
**JOB SATISFACTION OF EMPLOYEES IN VENTURAS LTD.**

**1. I feel encouraged to come up with new and better ways of doing things.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**2. My work gives me a feeling of personal accomplishment.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**3. I have the tools and resources to do my job well.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**4. On my job, I have clearly defined quality goals.**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

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5. The company does an excellent job of keeping employees informed about matters affecting us.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6. I understand why it is so important for Venturas Ltd. to value diversity (to recognize and respect the value of differences in race, gender, age, etc.)

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7. My job makes good use of my skills and abilities.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8. My supervisor's manager visibly demonstrates a commitment to quality.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9. Senior managers visibly demonstrate a commitment to quality.

- Strongly disagree
- Disagree
- Neutral
- Agree

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- Strongly agree

**10. How satisfied are you with the information you receive from management on what is going on in your division?**

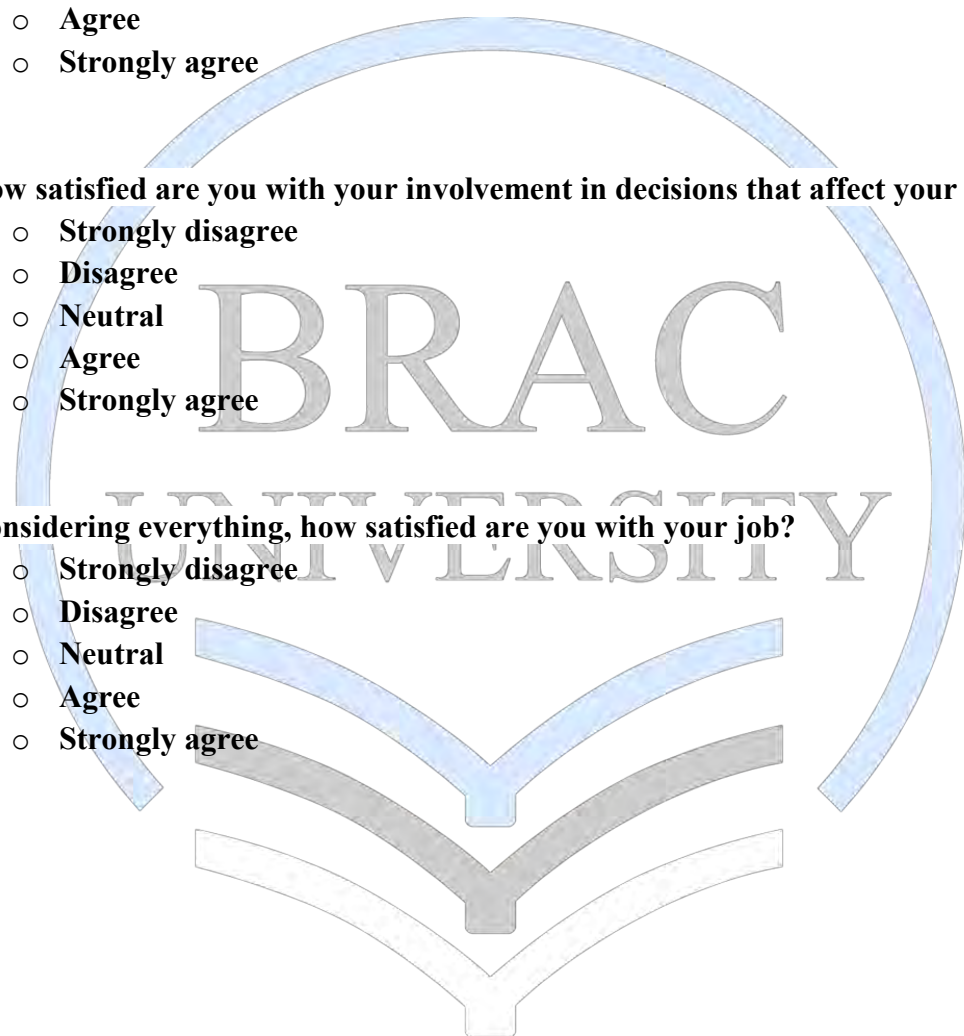
- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**11. How satisfied are you with your involvement in decisions that affect your work?**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

**12. Considering everything, how satisfied are you with your job?**

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree



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## LIST OF ILLUSTRATORS

Figure 1: Organogram of Venturas Ltd. (page no. 12)

Figure 2: Holding Structure of Venturas Ltd. (page no. 13)



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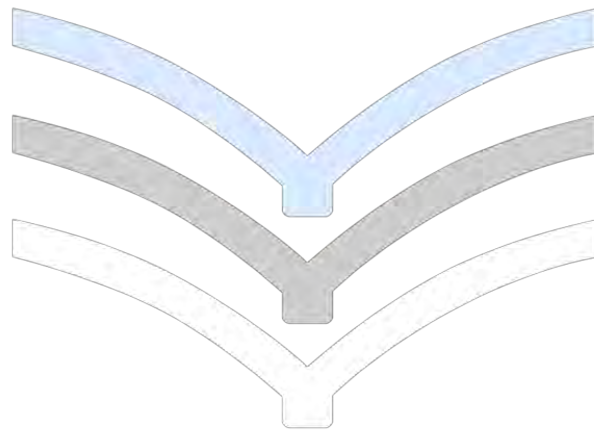
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