

**“An analysis of Human Resource activities of
Laser Medical Center Ltd.”**



Internship Report

On

“An analysis of Human Resource activities of Laser Medical Center.”

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Executive Summary

This is the internship report titled “An analysis of **Human Resource activities of Laser Medical Centre Limited**, Corporate Office: Prepared with respect to the three months Internship program in LMC.

Laser Medical Centre an *Aesthetic Clinic* registered and established in Bangladesh on 16 December, 2004. At **Laser Medical Centre** all business dealings are hallmarked by “**Customer First**” approach with Cost Effective Operation, Flexibility and Reliability in Products and Services, Creativity and Fairness in Management, Enthusiasm and Boldness by its employees mixed with Intelligence and Experience, with Innovative and Creative vision.

This report tries modestly to uphold LMC recent changes in that it has undergone in its HR practice. As the reader flips through the pages of this report they will come across changes that have been brought into the staffing, performance appraisal, and a respective compilation of general HR activities. In addition to that the report also gives a sneak peek into LMC’s history, profile, products and services etc. There are some very important issues like employees compensation management, HR budgeting etc. which could not be included specifically in the report for confidential issue. But main purpose of the report is to describe the most important Human Resource activities, which has been illustrated through the report. The report has included some findings on the issue and recommendations that would contribute to the company in order to improve their HR activities.

Letter of Transmittal

August 31, 2016

Dr. Md. Mamun Habib

Associate Professor

BRAC Business School

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Subject: **Submission of internship report**

Dear Sir,

I would like to take this opportunity to thank you for the guidance and support you have provided me during the course of this report. Without your help, this report would have been impossible to complete. With deep gratitude.

To prepare the report I collected what I believe to be most relevant information to make my report as analytical and reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose. The practical knowledge and experience gathered during report preparation will immeasurably help in my future professional life.

I would really appreciate it you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries. Thank you again for your support and patience.

Yours Sincerely,

PARTHO PROTIM KARMAKER

ID No: 13264023

BRAC Business School

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Objectives of the Project

General Objective

Leading objective of the report is to analyze the “**HR Policies and Practices in LMC**”

Specific Objectives

- To understand the functions done by HR Department, LMC.
- To determine how LMC maintain recruitment and selection process.
- To examine the training and development program practiced in LMC.
- To highlight the compensation and benefits provided by LMC.
- To provide some recommendations to improve the HR practice of the LMC.

Scope of the Report

This report is sort of case study, which means it is the illustration of the real scenario of the selected organization. So the scope of this report is limited. The first scope of this report is to have practical experience about how a research is done in the business organizations. The report has the scope to cover different aspects of HRM, which includes HR practices like recruitment, selection, and staffing procedures, selection devices, job analysis, job design, training & management development and compensation and benefit administration. It was part of my academic program to learn HR practices of LMC to understand real life scenario of business. Thus, this report does not go into deep of the HRM activities of the selected company, it is beyond this report's scope to make concentrated suggestions or recommendation other than narrating the observation and reach to a conclusion.

Methodology

The nature of the report is exploratory and descriptive. The required information is collected from the following sources:

Primary data: Primary data is collected through interview and informal discussions.

Secondary data:

- **Internal Sources** - Published documents of LMC Limited, LMC Limited's Website.
- **External Sources** - Books, Articles, Journals, Web browsing.

Chapter One

Company Overview

1.0 Introduction

Laser Medical Center the pioneers in introducing the era of laser treatment for Aesthetic purposes. Starting operation in Bangladesh on 16th December 2004. Laser Medical Center believes that beautiful skin can be owned by everyone. LMC's approach to skin care is unique. Hence our treatments are unique and personalized for everyone, providing an ideal combination of aesthetic and clinical care. All the treatments are carried out under strict supervision of laser specialists who have been trained from abroad. LMC use hi-technology laser equipment's from Europe & America. The center offers a wide range of services and the benefits include zero side effects, no pain, no stitches or scars, no radiation, no hospital stay and no major anesthetics..Laser has come to occupy a unique role in the diagnostic and therapeutic armament of medical science. It is a special type of monochromatic light. There is no side effect and it is approved by **US FDA** conforming to the highest international quality standards and is most suited for all skin type.

1.1 Company Profile

Registered name of the Company: “Laser Medical Center Limited”

Legal Form: Public Limited Company incorporated in Bangladesh on December, 2004 under Companies Act 1994.

Company Registration Number: C- 55390/2004

Registered and Corporate Office: 15, Bir Uttam M.A Rob Road Shimanto Square, Dhanmondi, Dhaka-1205

Corporate Website: www.lasermedical-bd.com

No. of Employees: 96

No of Branches: 3

Branch Address:

Dhanmondi:

15, Bir Uttam M.A Rob Road, Shimanto Square, Dhanmondi Dhaka-1205

Gulshan:

121/c, Gulshan Avenue (3rd Floor). Dhaka-1212

Uttara:

House No: 15(4th Floor)
Sonargaon Janapath Road, Sector-13, Uttara, Dhaka-1230

Board of Directors:

Chairman : Dr. Samnun F. Taha

Managing Director : Dr. Jahanara Ferdous Khan

Finance Director : Firozi Taha

Executive Director : Badrun Naher Khan

1.2 Product and Services

Laser Skin Clinic

- Laser Hair Removal
- Acne & Acne scar
- Laser Brightening
- Pigmentation
- Freckles & Sun damage
- Moles, DPN, skin tags, Viral warts
- Birth marks
- Keloid & Surgical Scar Reduction
- Psoriasis, Eczema

Anti-Aging Clinic

- FaceLift without Surgery
- POWER THREAD LIFT with PRP
- Botox
- Fillers
- PRP
- Lasers
- Radiofrequency Lifting
- AGELESS Peel

Allergy Clinic

Hair Regrowth Clinic

- Laser Hair Regrowth
- PRP - Platelet-Rich Plasma
- Surgical Hair Transplant

Slimming & Shaping Clinic (Weight Loss Program)

- BICOM + Diet
- Customized Diet

Body Shaping Program

- Ultra contour + UMD (Ultrasonic Lipolysis) + EMLAS Laser
- Smartlipo (Laser Lipolysis)
- Breast Enhancement Clinic
- Cosmetic Surgery Clinic
- Vitiligo Clinic
- Laser Pain Rehab Center

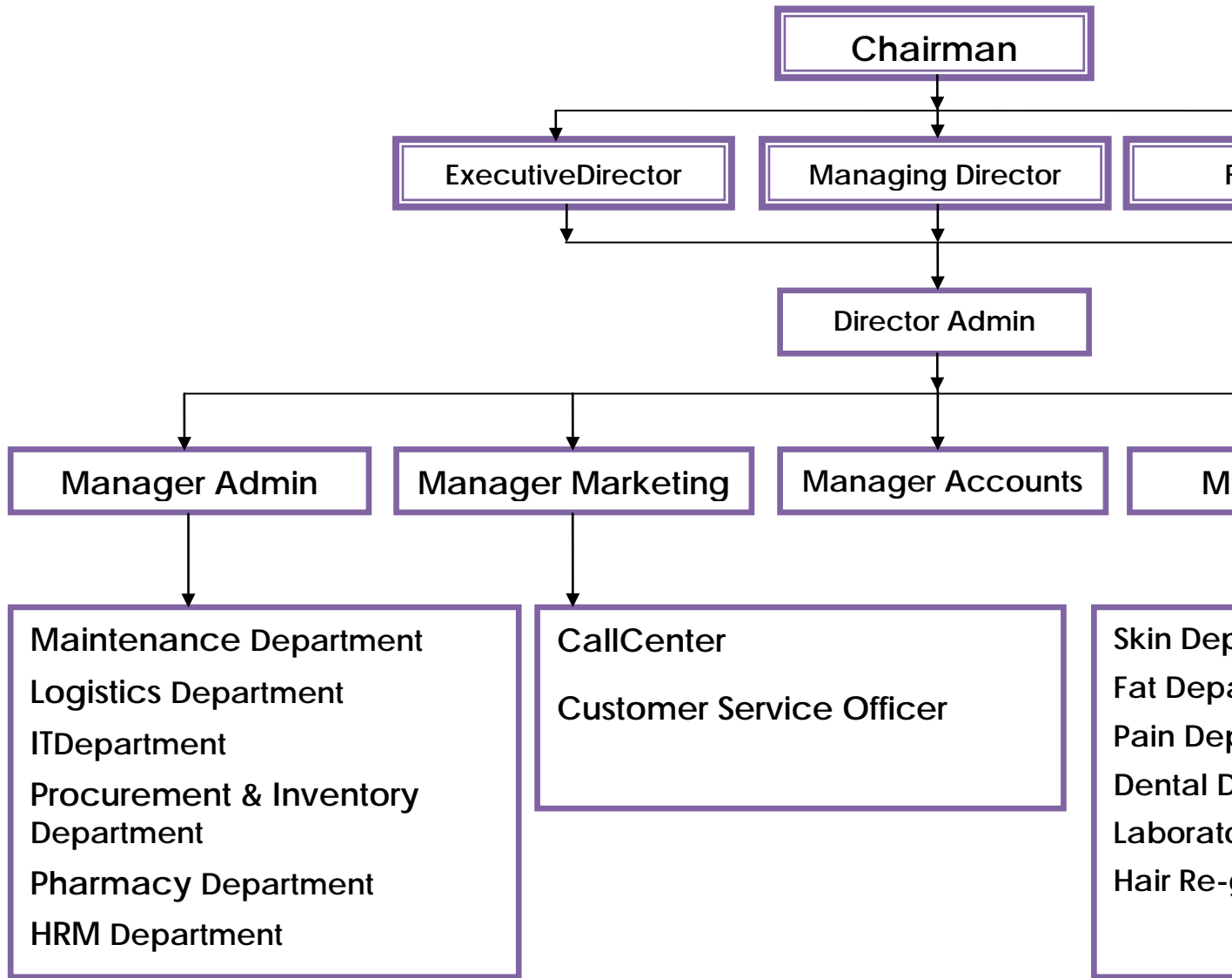
1.3 Company Milestones

Year	Month	Milestones
2007	August	Opening of Dhanmondi Branch
2008	September	Baridhara Branch Shift to Gulshan
2015	December	Opening of Uttara Branch

1.4 Future Goal

Laser Medical Centre has taken few steps to strengthening its future business endeavor and maintaining sustainable growth. LMC has targeted to appropriate niche and unexplored market. As per the growth strategies, LMC has developed new products as well as committed to provide the best service to all existing customers.

Organogram of LaserMedicalCenter



Chapter Two

Analysis & Interpretation

2.0 Human Resource Overview

Employees

Employees are the most valuable resources in an organization. One of Laser Medical Center's key strength is the quality and dedication of its employees. In order to maintain steady growth the company must be able to attract, develop and retain highly qualified people. Laser Medical Center emphasizes on familiarization and maintenance of company's strategy and focus with the employees.

Ethical standards

Laser Medical Center Limited has a set of code of ethics for employees who are well communicated and maintained. LMC respect and emphasizes on statutory compliance and ethical standards.

Employee motivation

Laser Medical Center endorses the betterment and productivity of its employees through a good number of facilities and measures. One of the key HR Policies is to enabling people to harmonize working life with family life. Company's major welfare activities include financial facilities at a discounted rate given to employees for purchase of apartment or construction of building, Car loan along with adequate allowances is given to senior and mid-level executives, Annual picnic including family members and Annual dinner with all employees, participation in different cultural and sporting events. As a part of motivation, Laser Medical Center also provides relevant employee training to keep their knowledge level up to date.

Service analysis at 31 December 2015

Service length	Senior management	Mid level management	Support staff	Total
above 10 yrs.	4	4	2	9
7 to 10 yrs.	-	2	-	2
5 to 7 yrs.	-	6	8	11
2 to 5 yrs.	-	10	20	22
below 2 yrs.	-	6	32	38
Total	4	26	62	92

Training & Development

LMC provides need based training facilities and development programs for its employees. This is an ongoing process in order to enhance the efficiency of human resources by continuously upgrading their skill, capacities and knowledge and also to meet organizational requirements to face future challenges in the ever changing financial services.

Training during 2004 - 2015

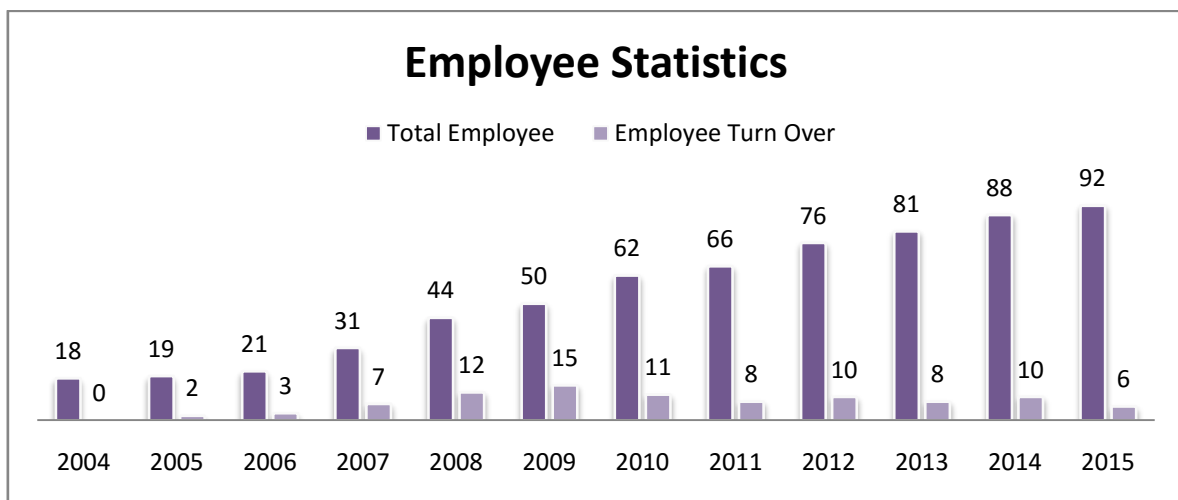
	Local Training	In House Training	Foreign Training	Total
Number of Training	3	20	8	31
Number of Participant	12	60	8	80

Staff Strength

Laser Medical Center has been able to attract, retain, develop and motivate the best people over the years. The staff strength of the company as on 31st December 2015 below:

By Gender												
Category	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Male	5	5	5	9	9	10	12	14	16	16	18	18
Female	13	14	16	22	35	40	50	52	60	65	70	74

Total Employee & Turnover Rate (2004-2015)



Interpretation: From the graph we can find out that, since 2004 total no of employee gradually increasing. On the other hand, employee turnover rate is also increased but at a low rate. As we compare the rate between Total Employee of 2015 which is 92 and Employee Turn Over rate is only 6.

2.1 HRM Philosophy & Functions

Philosophy

LMC considers human resources as a key department. LMC is well aware of the need for human resource. It recognizes that human capital forms the core of the competencies. The HRM philosophy of LMC is enumerated as under:

- Having a HR philosophy and values consistent with those of the organization.
- Having a HR vision that is actively shared by the entire group and that always value organizational goal. The vision is oriented to the strategic needs of the organization.
- Having the best HR product available for the client.
- Forming a flexible and dynamic structure that brings maximum service to the client and maximum motivation to the HR staff.
- Having a HR philosophy that is always proactive not reactive
- Being seen as successfully creating a great place to work

Functions

HR department of LMC has various functions. LMC provides the highest priority to its people. The HR department presents HR functions for the people guided by the Management. The main activities of LMC's HR department fall under following general head. These are appended below:

- Recruitment & Selection
- Training & Development
- Compensation & Benefits
- Performance Management
- Employee Relations

2.2 Code of Conduct

For stronger compliance culture the employees of LMC should follow the principles and practices established by the company. These are codified in the code of conduct of LMC. This code of conduct is very important to the employees as it describes the terms and condition of employment. The code of conduct has been adopted in order to describe the following standard of LMC:

- Loyalty to LMC
- Ethical and legal behavior
- Professionalism and good business practice
- Fair and appropriate consideration of the interests of the other stake holders and of the environment
- Supports to the protection of the human rights, nondiscriminatory and fair labor standards, protection of the environment, ensure health and safety of the employees.
- Safeguard the private & confidential business information of LMC.

All LMC employees must make all-out efforts to comply with the code of conduct. Noncompliance from their part will result in disciplinary actions which may include dismissal.

2.3 Recruitment

Recruitment Philosophy

LMC commits to promote best employment equality practice in its efforts to eliminate discrimination and create working environments where are treated fairly and with respect. Written document is maintained its recruitment and selection philosophy is concerned. However the Company believes:

- To have a workforce that reflects the diversity of local communities and the believe that it can best serve the citizens of the country;
- All people should have an equal chance to apply for and be considered for jobs;
- Comply fully with and implement legal requirements and employment guidance;
- Create working environments that promote fair and equal opportunities;
- Regularly monitor and review all employment procedures and make changes to them where they are found to be discriminatory.
- Compliance to have strict rules to ensure that the recruitment decisions are based on merit and the aim is to ensure that everyone has an equal chance to apply and be considered for jobs.

Recruitment Goals

Some of the common business reasons for hiring by LMC includes following:

- Replacements for turnover
- Current or future business expansion
- Upsizing the caliber of talent because top talent has become available
- Increasing the capability of the firm by adding new skill sets

Sources of Recruitment

LMC usually tries to attract really good and suitable candidates for recruitment. Recruitment is more likely to achieve its objective if recruitment sources reflect the type of position to be filled. Certain recruiting sources are more effective than the others for fulfilling certain type to jobs. But while choosing the source, the strength or weakness of the sources needed to be considered. The sources used by LMC are as under:

a) Internal Sources:

- Present Temp/ Casual
- Employee referrals
- Dependents of diseased , disabled , retired and present employees

b) External sources:

- Advertisement (Corporate website/ Newspaper)
- Private Employment Agencies/ Consultancies
- Educational Training Institutes

2.4 Selection

Selection Criteria at LMC

To select the appropriate candidate is very important because more attention is paid to the costs of poor selection. The selection decision has always been important as the way for a company to obtain the human resource that is appropriate for the job and company. LMC created selection criteria to make the selection procedure easier.

Developing good selection criteria is a very useful technique for outlining the particular needs of the department for a particular position. This process makes the selection procedure much easier, specific, straight forwarder and less subjective. The three standards followed in LMC are explained below:

- i. **Job Relatedness**
- ii. **Measurability**
- iii. **Successful Completion of Work**

Selection Tools

Managing Director has sole authority for any selection without any competitive examination. Otherwise the following procedure is used for selection of employees in LMC:

Interview

Following is the standard interview process for junior management, managerial contractual, and mid-level and senior management positions:

For Junior management, non-managerial contractual employees, interview is conducted in a single phase, but before offering employment, it requires approval from Head of the Department and HR Manager. The interview board is consisting of a representative from HRD and a representative from the concerned department.

For Mid-level management, interview is conducted in two phases. For the first phase, interview board consists of a minimum mid-level executive from HR and a

senior executive from the concerned department. For the final phase, the interview board consists of the HR Manager and Concern Department Head.

Selection Parameters

The job constructs (dimensions) and the sub-dimensions, against which applicants are evaluated in LMC for suitability and compatibility, are shown below:

- Communication skills
- Self motivation
- Interpersonal / ability to sell self and ideas
- Leadership potential and skills
- Decision making abilities
- Judgment abilities
- Knowledge / technical skills
- Management abilities

Organizations need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests, applications, and resume all these things help to identify differences among candidates.

2.5 Training & Development

Training & Development is a process of education to learn new information and to emphasize existing knowledge and skills. Training increase organizational productivity as well as develop the personnel of any organization. The goal of training & development is to master the knowledge, skills or ability emphasized in training program and to apply it to their day-to-day activities.

Training and development can be initiated to address by

- “Performance gap” (learning needed to meet performance standards for a current task or job)
- “Growth gap” (learning needed to achieve career goals) or
- “Opportunity gap” (learning needed to qualify for an identified new job or role)

Equation of Training & Development Need:

$$\text{Training \& Development Need} = \text{Standard Performance} - \text{Actual Performance}$$

Importance of Training & Development:

- Optimum Utilization of Human Resources
- Development of Human Resources
- Development of skills of employees
- Increase in productivity
- Building team spirit
- Creating learning workplace culture
- Improve quality of work life
- Better Corporate Image
- Improved profitability

Identifying the Needs of Training

A training program should be organized only when it is identified that

- A performance appraisal indicates performance improvement is needed.
- To `benchmark` the status of improvement so far in a performance improvement effort.
- To solve of specific operational problems
- As part of an overall professional development program as part of succession planning to help an employee be eligible for a planned change in role in the organization.

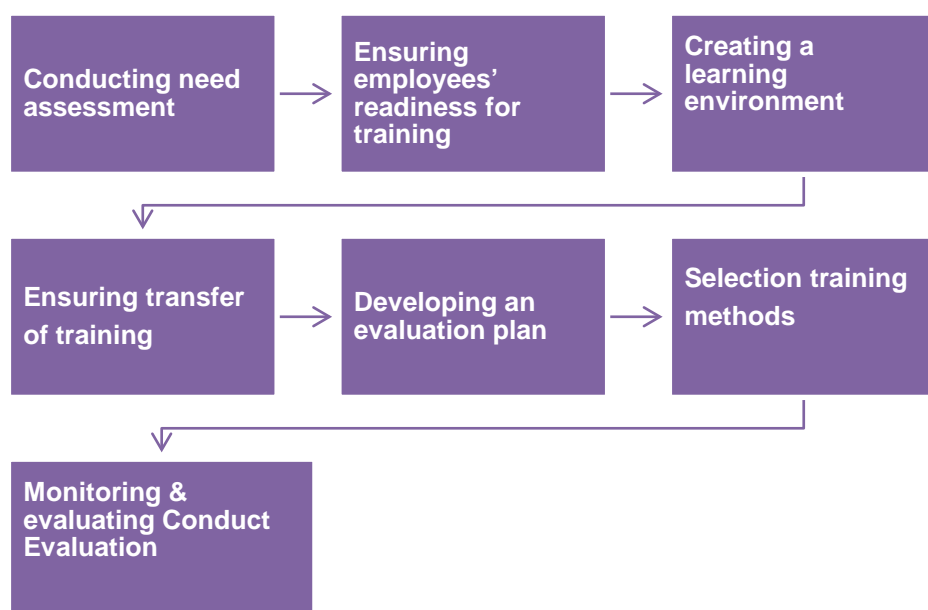
LMC thinks, at first they make a thorough analysis to the entire organization, its operations and manpower resources available in order to find out “the trouble spots” where training is needed. To identify the training needs there are three types of analysis:

- i. **Organizational Analysis:** It centers the organizational goals. How long and what steps needs to be taken to reach the organizational goals. The analysis of the organizational goals established the framework in which training needs can be define more clearly.
- ii. **Operation analysis:** Operation analysis focuses on the task or job regardless of the employee doing the job. This analysis includes the determination of the worker’s specific behavior requirement - to perform the job effectively.
- iii. **Employee analysis:** It reviews the knowledge, attitudes and skills of the incumbent in each position and determines what type of change in knowledge; attitudes or skills must acquire to contribute satisfactorily to the attainment of objectives.

Planning & Designing Effective Training System

It is very important to make plans and design an effective training system before the process is undertaken. Design a training system according to the instructional design process which refers a systematic approach for developing training programs. Following are the six steps of this process:

- i. *Assessment of Needs*- Assessing the needs of training.
- ii. *Employee readiness for training*- Ensuring that employee has the motivation and basic skill to master training concept.
- iii. *Create learning environment*- Addresses whether the training session will create a perfect learning environment.
- iv. *Ensure transfer of training*- Ensure trainees apply the learning content to their jobs.
- v. *Select training methods*- Choose a training method. Traditional on the job training or new technology such as Internet are used as Different types of training methods
- vi. *Evaluate training programs*- Determine whether training achieved the desired learning outcomes and financial objectives.



Methods of Training

Once the organization has decided to train employees and have identified their training needs and goals, the organization has to design appropriate training program. The most popular training methods used by the organization is:

On the job Training (OJT)

From the entry level officer to the company president, gets some 'on the job Training' when he/she joins a firm. LMC provides the most common OJT for their employees. It is the most common, the most widely used and accepted and the most necessary method of training employees in the skill and essential for acceptable the job performance.

Training Process

To train employees is a recent trend in our country. Organizations consider training as a prime concern. Training has become a standard process for the development of companies as well as personnel. LMC Limited is highly concerned about the training as an important and essential dimension. The phases of training process are:

Phase 1: Pre Training

The first phase is Pre Training. It determines the reason, method and process of training. To identify the specific job performance, skills need, to analyzed the skills and needs of the prospective trainees, and to develop specific, measurable knowledge and performance objective, instructional deigns are the part of this phase.

Phase 2: Training

Training is to provide the knowledge and techniques, to increase a person's ability and aptitude.

Phase 3: Post-training

This phase states that there should be an evaluation and follow-up step in which the program's successes or failures are assessed.

2.6 Compensation & Benefits

Compensation refers to wages, salaries while **Benefits** describe job extras provided by the employer. Compensation is linked to the requirements of the job. On the other hand, Benefit plans focus on employee needs and overall objectives of the organization.

Importance of Compensation & Benefits:

- Job Satisfaction
- High Motivation
- Low Absenteeism
- Low Turnover
- High Productivity
- Increase Commitment & Loyalty

LMC Limited is committed about maintaining salaries and benefits that are fair to all employees and competitive in the local market place. The management monitors changes in the economy and salary market to ensure that the overall compensation package is sufficient to attract, recruit and retain high quality staff within the financial capabilities of LMC Limited. As per LMC's language:

Principles of Salary

The compensation structure is framed with the objective to attract and retain high quality people. The guiding principles of the compensation policies are:

- i. Individuals background and experience
- ii. External pay market levels and trends
- iii. Particular skills requirements of the Company.
- iv. Company's affordability
- v. Company's statutory obligations

Payment of Salary

i. Mode of Payment:

Payment shall be made only in Bangladeshi Taka. Every employee should have a bank account. The salary will be transferred to the respective salary accounts from the Finance Department within first week of the month.

ii. Pro-rata Payment:

If any employee is hired in the middle of a month, the salary will be paid on pro-rata basis and the salary can be paid in cash cheque if the bank account is yet to be opened.

iii. Advance Salary Payment:

No advance salary or advance from already earned salary can be distributed to any employee without written approval of the Managing Director.

Fringe Benefits & Allowances

LMC provide different allowances consist of House Rent, Conveyance, Medical, Leave Fare Assistance, etc. to the employees. The amount and mode of payment of such allowances are determined by Board of Directors.

Reimbursement of Mobile telephone Bills

Reimbursement of telephone bills is applicable to the Senior Executives because they need to have public relation and also they need to maintain contact over telephone according to official responsibilities. LMC also cover any bill for overseas call unless exclusively made for official purpose.

Traveling Allowance

The costs associated with traveling for the purpose of conducting business-related activities. Travel expenses can generally be deducted by employees as non-reimbursed travel expenses that are incurred while traveling away from home specifically for business purposes, such as for a conference or meeting.

Bonus

LMC basically provides three types of bonus according to the decisions of the Board, they are-

i. Festival Bonus

All permanent employees will be entitled to festival bonuses. Amount of bonus will be equal to one month's basic salary for each bonus. Employees regardless to the religion will be paid festival bonus during Eid-ul-Fitr&Eid-ul-Azha. Every employee must be on the payroll on the day of disbursement of the festival bonus.

ii. Performance Bonus

LMC gives minimum half of 1 (one) month basic salary as performance bonus to its permanent employees. This type of bonus is awarded purely based on performance of an employee.

iii. Incentive Bonus

Incentive bonus at the discretion of the Board is given to selected employees for excellence/good performance. At least 3 (three) months confirmed service in the concerned year and he/she will receive the amount on pro-rata basis. In addition, the employee must be on the payroll on the day of declaration of incentive bonus.

Leave Encashment

The entire accumulated Earn Leave balance to the credit of the employee would be in cashed at the rate one day's gross pay for each day's Earn Leave balance on the employees leaving the service of the Company or on death.

- (i) Leave Encashment during service is fully taxable in all cases, if applicable may be claimed for the same.
- (ii) Any payment by way of leave encashment received by employees at the time of retirement in respect of the period of earned leave.
- (iii) Leave salary paid to legal heirs of a deceased employee in respect of privilege leave standing to the credit of such employee at the time of death is not taxable.

These are the main Compensation & Benefits provided by LMC to its employees.

2.7 Performance Management System

Performance Management is the process of defining clear objectives and targets for individuals and teams, and the regular review of actual achievement and eventual rewarding for target achievement.

Performance Appraisal is the method of evaluating an employee's current and/or past performance relative to his or her performance standards.

Performance Management Model

Performance Management Model incorporates the following:

- Planning Performance: setting Key Performance Area's (KPA's), objectives and standards that are linked to corporate strategy, development plans
- Maintaining Performance: monitoring, feedback, coaching and mentoring and regular interactions regarding goal achievement
- Reviewing Performance: formal feedback and ratings – evaluating performance
- Rewarding of Performance: increases, bonuses, incentives, etc.

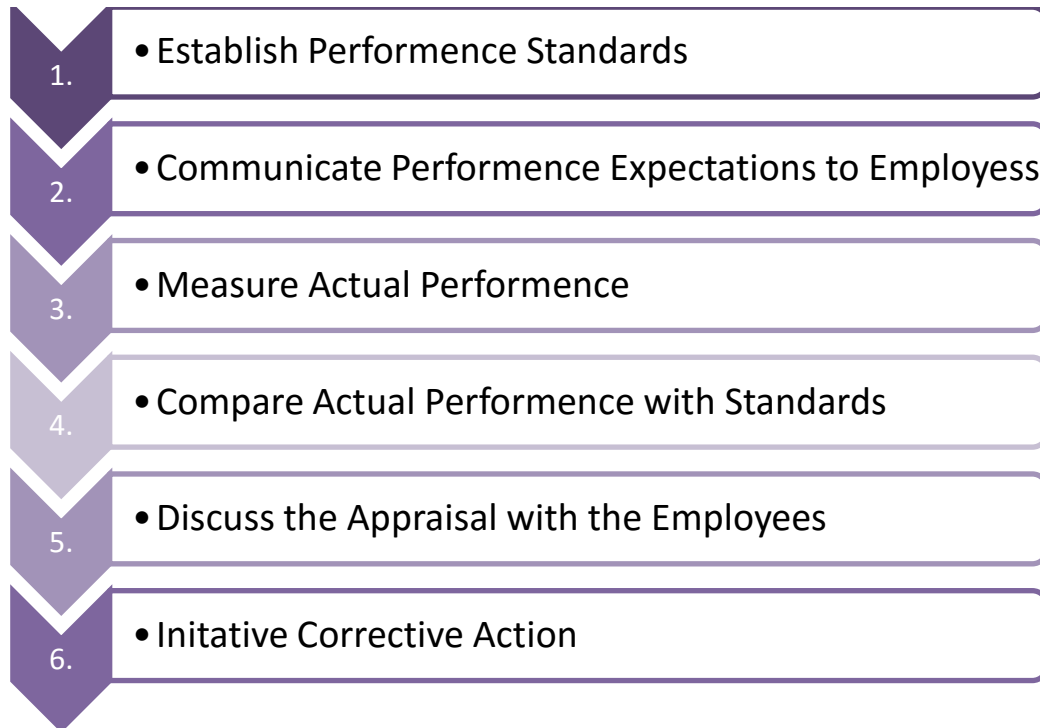
Performance Appraisal Sources

Board of Directors will decide alternative sources of Performance Appraisal. Some common sources will be preferred, such as – Supervisor, Peer, Subordinate, Team etc.

Performance Review

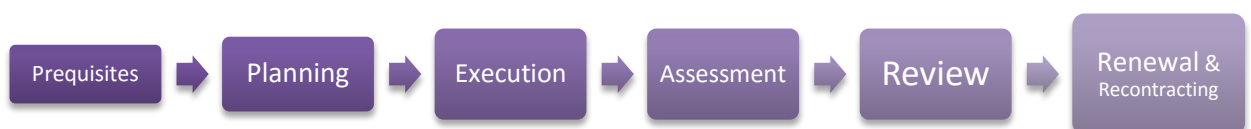
Each employee's performance is reviewed annually, the present review period being the calendar year.

Steps in Appraising Performance



Performance Management Process

Performance management is an ongoing process. It never ends. Once established in an organization, it becomes part of an organization's culture. The performance management process includes six closely related components:



Determinants of Performance

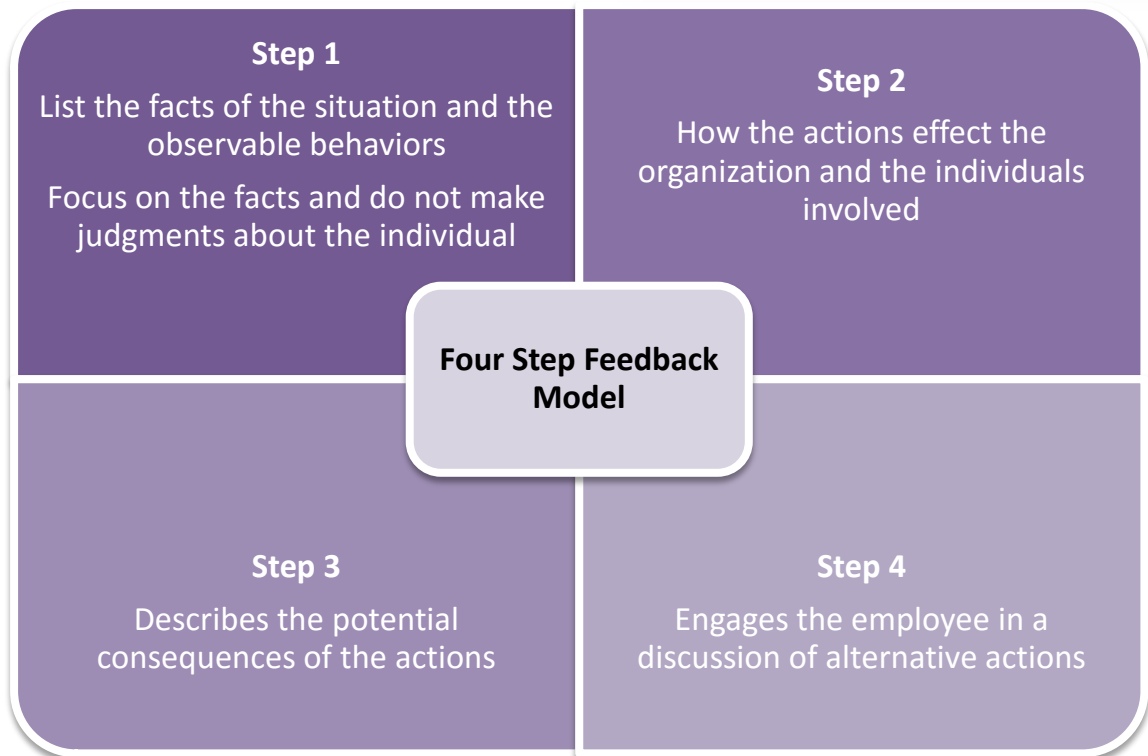
Performance is determined by a combination of declarative knowledge (i.e., information), procedural knowledge (i.e., know-how), and motivation (willingness to perform). Thus -

Performance = Declarative knowledge x Procedural knowledge x Motivation

If any of the three determinants of performance has a very small value (e.g., very little procedural knowledge), then performance will have a low level also. All three determinants of performance must be present for performance to reach satisfactory (and better) levels. There are two important facets of performance: task and contextual. Task performance refers to the specific activities required by one's job. Contextual performance refers to the activities required to be a good 'organizational citizen' (i.e., helping co-workers, supporting company initiatives, etc.). Both task and contextual performance are needed for organizational success, and both should be included in a performance management system.

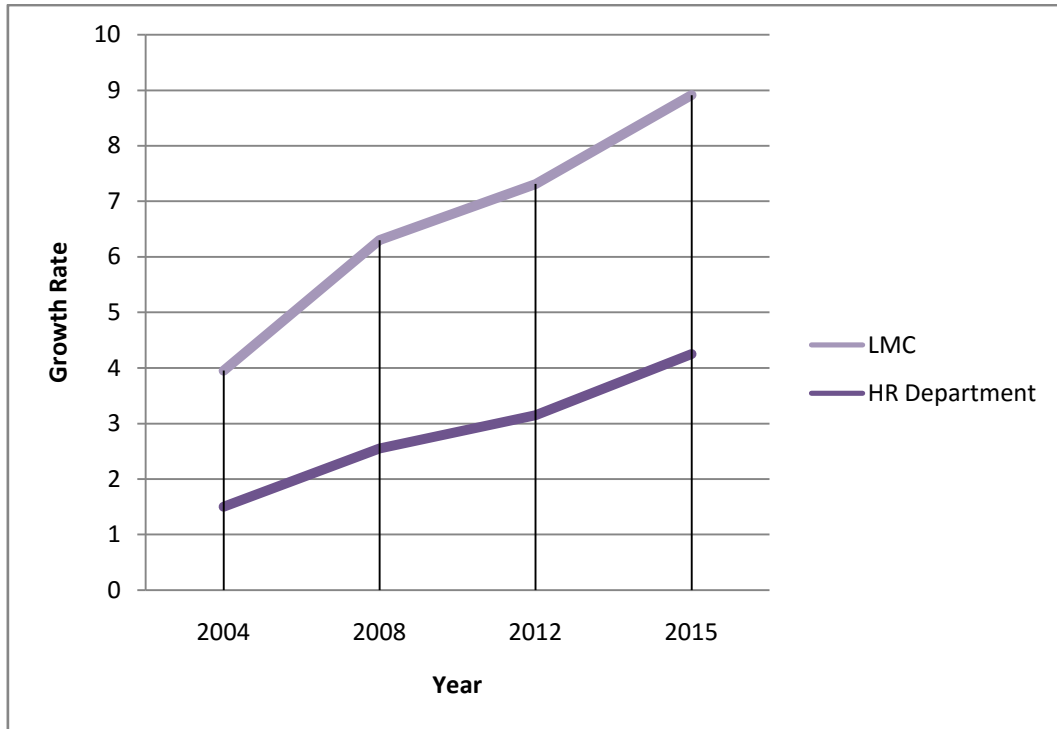
Performance Management - Four Step Feedback Model

Providing clear and direct feedback is an essential function of management. The value of feedback is that it promotes learning and maintains performance in alignment with accepted standards. Frequent feedback provides more cycles of learning and allows employees to more rapidly move up the learning curve. And yet, giving feedback is often a challenge and a source of anxiety for managers. Following a simple four step method provides a framework for giving feedback and assures a successful outcome.



By following these four steps, a manager can deliver feedback in a structured and effective manner. Managers who make consistent use of this simple method will greatly accelerate the learning in their organization and produce results that create sustainable success for the organization.

2.8 Comparison between LMC & HR Dept. Growths



Interpretation: In this graph we can see that there is a parallel relationship between company's growth and HR Department.

2.9 SWOT Analysis

It is a structured planning method used to evaluate the strengths, Weakness, Opportunities and Threats involved in a Business venture.

The SWOT analysis for LMC can be described as follows:

	Positive	Negative
Internal Factors	<p>Strengths</p> <ul style="list-style-type: none"> • Reputation and Brand Image • Product Quality Management • Quality Customer Profile • Human Resources • Operational Efficiency 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Decision Making Delay • Lack of Internal Audit • Too Much Diversification
External Factors	<p>Opportunities</p> <ul style="list-style-type: none"> • More Location to Cover • Foreign Investment in Prospective Sectors • Franchising Option 	<p>Threats</p> <ul style="list-style-type: none"> • Low Quality Products of Competitors • Regularity Control of Government • Political Environment

SWOT ANALYSIS of Laser Medical Centre (LMC)

2.10 Cope Analysis of Laser Medical Center Limited (LMC)

Cope analysis helps to determine the strategic focus considering two important factors -

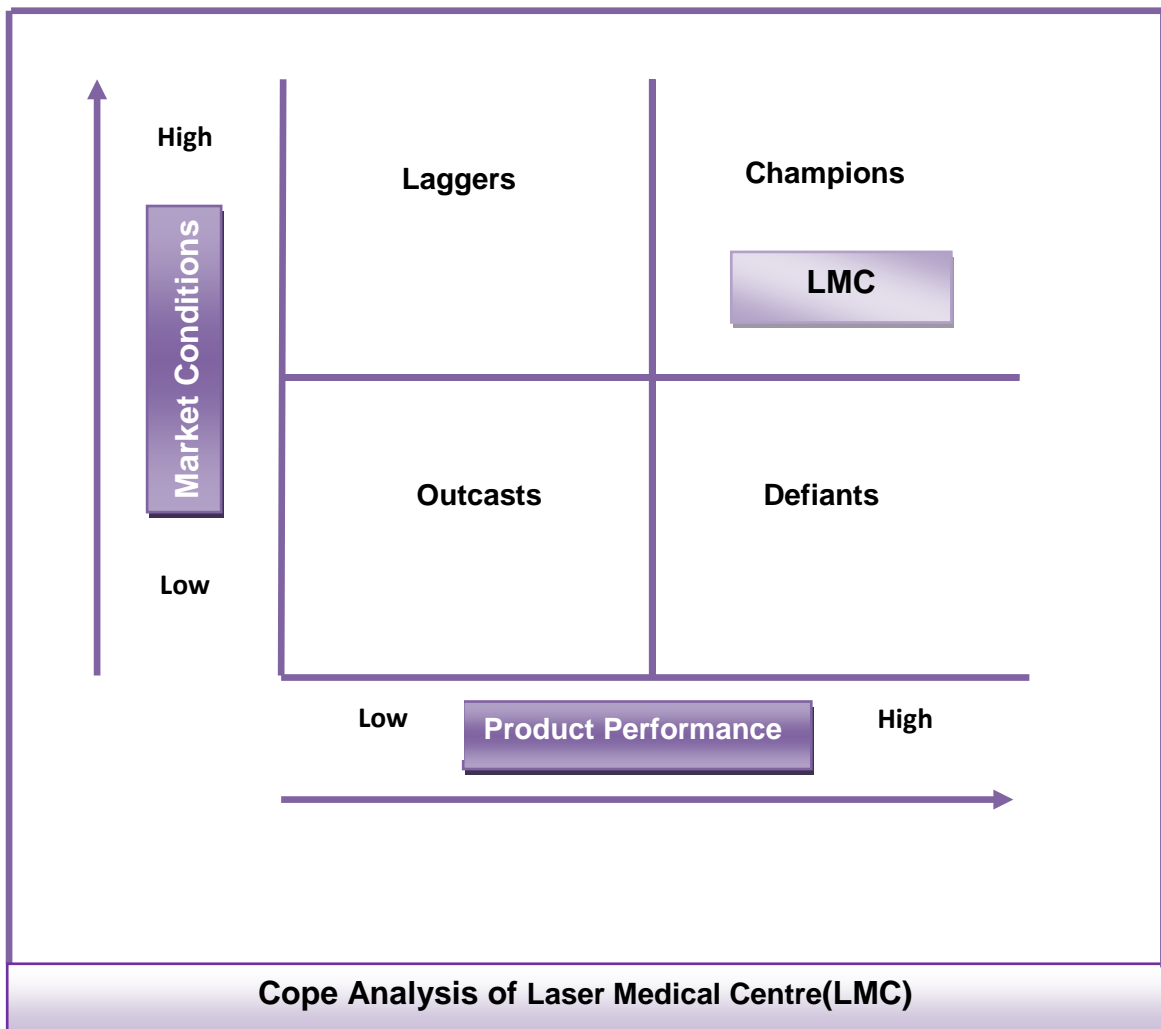
- Competitive market conditions
- Competitive product performance

Equation of Cope Analysis:

Cope = Conditions X Performance

Contents of Cope Analysis:

- **Champion:** High performance products targeted at attractive markets
- **Defiants:** High performance products targeted at unattractive markets
- **Laggers:** Low performance products targeted at attractive markets
- **Outcasts:** Low performance products targeted at unattractive markets



Position of LMC: The position of LMC in cope analysis is "Champion". Because Laser Medical Center Ltd. has high performance products targeted at attractive markets.

Chapter Three

Findings, Recommendations and Conclusion

3.0 FINDINGS

HRM is a very enormousness and an elaborate section of overall management process. Behind every success or failure HR activities are considered the ultimate deciding factor. That is why LMC always gives high priority to the overall HRM practices. In the process of studying the issue, following aspects have been identified and deserve explanation:

- The Company uses both internal and external sources of recruitment. The recruitment philosophy of LMC requires having a workforce that reflects the diversity of people. It believes that all people should have an equal chance to apply for and be considered for jobs. LMC believes in equal employment opportunities. It discourages any type of discrimination.
- Mainly the executive level employees are recruited from internal source and employees and technical level employees are recruited from external sources. It makes sure that the hiring process is legal.
- Managing director is the sole authority to approve manpower for any business or function. To recruit new employees the concerned department head fills up the staff engagement proposal forms and forward the same to the human resource department. The human resource department evaluates the proposal and forwards it to the managing director with comments if any. After receiving the approval from the managing director the human resource department starts recruitment as per the preferred method.
- On the job training is given to the employees. Sometimes managerial people are given scope to participate in training program organized by different professional institutions.
- The content of the training program designed on the basis of nature of business, needs of the employees and the organization. Training is given frequently in the organization by the immediate superior executives.
- The Company follows market based salary system for their employees.
- Different incentives, benefits like bonuses, festival bonuses, performance bonus, are prevailed in the organization.

- The employee-management relation in the company is acceptable. The company always tries to maintain good working environment.
- LMC provides various types of compensations and benefits to their employees. They also provide different types of leaves to their employees.
- The recruitment and selection process is standard and unbiased. It is free from discrimination. LMC follows valid selection process.

3.1 Recommendation

It is highly recommended the followings to improve of the HR practices in LMC to help the organization to achieve competitive advantage. They are as follows:

- HRD must ensure a valid selection process and should not compromise with time pressure as imposed by concern department to fill up vacancy.
- The compensation policy should be reorganizing to attract efficient people to the organization, because the basic salary is not high at LMC.
- LMC can improve disciplinary rules, by including –

Code of Business Ethics and Responsible Behavior

- Integrity
 - Fidelity
 - Self-Respect
 - Corporate Values
- Benefits and service programs should be designed to give more protection to the future life of the employees and their dependants.
 - Team culture should be introduced in the organization as it makes an organization more competitive.
 - LMC may adopt computerized recruitment and selection process as it reduces time and money.

Hopefully these suggestions will help the organization to improve its performance through their employees.

3.2 Conclusion

LMC is the most known and leading Laser treatment company in our country. HRM is a very vast and an elaborate section of overall management process in any organization. Behind every success or failure HR activities are considered the ultimate deciding factor. That is why LMC always gives high priority in the overall HRM practices. I think HR policy in LMC is ok, but if any problem arises then they should modify it in a proper way. To prosper, they should develop their human resource or capital properly. As I did internship at LMC so I am very grateful to the authority and LMC family. I wish that LMC will sustain its number one position in market and ensure constant growth.

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