Thesis Report
on
A Case Study on HRM Policy of Rangs Properties Ltd.

Submitted by:

Name: Md. Mostafizur Rahman Anik
ID: MBA2003021007
Program: Master of Business Administration Major: HRM
Semester: Summer-2021

Submitted To :

Department of Business Administration
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Master of Business Administration

Sonargaon University
(SU) Dhaka- 1215

Date of Submission: September 20, 2021

Thesis Report
on
An Analysis of HRM Policy of Rangs Properties Ltd.

Submitted by:

Name: Md. Mostafizur Rahman Anik
ID: MBA2003021007
Program: Master of Business Administration Major: HRM
Semester: Summer-2021

Submitted To :

Department of Business Administration
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Master of Business Administration

Sonargaon University
(SU) Dhaka- 1215

Date of Submission: September 20, 2021

Letter of Transmittal

September 20, 2021

Md. Rasel Hawlader
Lecturer
Department of Business Administration
Sonargaon University (SU), Dhaka.

Subject: Submission of thesis report.

Dear Sir,
With humble honor and respect, I am submitting my internship report on "Human Resource Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd.". as per partial accomplishment of the requirements for the MBA degree, I have completed thesis from "Rangs Properties Ltd." [As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out] under the supervision of you.

This report is an integral part of our academic courses in completion of the MBA program which has given me the opportunity to have an insight into the Human Resources Management Practices. I hope this report reflects on the contemporary issues on the HRM that are being practiced by organizations in our country.

In completing the report, I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification of the report. I humble request you to accept this report for your kind evaluation.

Sincerely Yours,

Md. Mostafizur Rahman Anik
ID: MBA2003021007
Master of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that thesis paper of "Human Resources Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd." has been prepared as a part of completion of the Executive Master of Business Administration program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Mostafizur Rahman Anik, bearing ID: MBA2003021007 under my supervision. The report or the information will not be used for any other purposes.

……

Md. Rasel Hawlader
Lecturer
Department of Business
Administration Sonargaon
University (SU), Dhaka.

Student Declaration

I am Md. Mostafizur Rahman Anik, a student of Executive Master of Business Administration, ID: MBA2003021007 from Sonargaon University would like to solemnly declare here that this report on "Human Resource Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd." has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Your

……

Md. Mostafizur Rahman Anik
ID: MBA2003021007
Program: Master of Business Administration
Department: Business Administration
Major: HRM
Semester: Summer-2021
Sonargaon University (SU), Dhaka

Letter of Authorization

This is to certify that this project report titled "Human Resources Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd." is the bonafide work of Md. Mostafizur Rahman Anik, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

.....

Md. Rasel Hawlader
Lecturer
Department of Business
Administration Sonargaon
University (SU), Dhaka.

Abstract

As a part of academic requirement and completion of Executive Master of Business Administration program, I have been assigned to complete thesis report on "Human Resources Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd." under my supervisor **Md. Rasel Hawlader**.

As usual, primary data and secondary data were used to prepare this report. Primary data came from my day to day observation and interviewing employees. Secondary data were collected by Organizational employees, hand book, website, and relevant books. I tried to minimize bias and produce and unbiased report.

"Human Resources Management" is a slice of human resource process, as such I have selected this topic to make it clear. I have divided this report in some sub segments.

As an Assistant Manager (HR & Payroll) in a reputed organization "Rangs Properties Ltd." I have tried to go through their Human Resource Management process to employee within my tenure of last eight years.

The report starts with a general introduction "Rangs Properties Ltd." and then comes the introduction of "Rangs Properties Ltd." as well as origin of the report, Statement of research problem, Objective of the report. The Mission and Vision of "Rangs Properties Ltd." are also discussed. Then this report proceeds onto the preliminary discussion about the products of "Rangs Properties Ltd."

After that I tried to shed a light on the HR structure of Rangs Properties Ltd. All the function of HR department are briefly described here. After that I continue on the main focus of the report "Human Resources Management Practices in Bangladesh: A Case Study on Rangs Properties Ltd." describing the different steps are well described with and example.

After completion of this report, it can easily be said that efficient, competent and active part in Human Resource Management practices take a company to the peak of the success.

Executive summary

Rangs Properties Limited spearheads the foray of real estate with its eye catching and awe inspiring, cutting edge design. The company makes it a priority to use the best blend of innovation, sustainability, functional design, avant-garde architecture to bring excellence in every aspect of its real estate projects.

As a result, the company's HR department has taken steps to tackle this problem. The solution that I helped to come up with, is creating a better working environment and preventing and monitoring the commission received by the line managers from the labors, so that no injustice occurs to them.

Table of Contents

Chapter: 1	Introduction
Introduction to Report	11
Origin of the Report	11
Objectives of the Report	11
Methodology of the Report	12
Scope of the Report	13
Limitations of the Report	13

Chapter: 2	Overview of the Company
Company Background of Rangs Group	14
Corporate Informaiton of Rangs Group	15
Member Companies of Rangs Group	16
Nature of Business and Financing of Operations	17
Organogram of Rangs Properties Limited	17
Organizing Process of Rangs Properties Ltd	18
Depart Mentation in Rangs Properties Ltd	18

Chapter: 3	Theoretical Framework
Definition of Human Resource Management	19
Study Human Resource Management	19
Human Resource Development	19
Differentiate between Performance Appraisal and Job Evaluation	20
Importance of Human Resource Planning	20
Objectives of Career Planning	21
Different Methods of Recruiting Employees	22
Discuss the Basic Objectives of Human Resource Management Effectiveness	23
Different Objectives of HRM	23
Briefly Describe the Importance of HRM	24
Compare the Functions of HRM and HRD	24

Briefly Describe the Importance of Motivation ……..	26
Discuss Various Applications of Job Analysis ……..	26
Role of HRM ……..	28
Role of HR Department in Evaluating Human Resources Effectiveness …….. ……..	29

Chapter: 4	**Analysis of the Study**
Department Wise Findings ……	30
Marketing Department ……	30
Project Development Department ……	31
Customer Service Department ……..	31
Sales Department ……..	31
Customer Attraction and Retention Strategy for "RPL" ……	31
Marketing Department ……..	32
Design & amp; Development Department ……..	32
Sales Department ……..	33

Chapter: 5	**SWOT Analysis**
Strengths ……	35
Weaknesses ……	38
Opportunities ……..	42
Threats …… ……..	44

Chapter: 6	**Findings and Recommendations**
Findings ……..	46
Recommendation ……..	47
Conclusion ……..	48
Bibliography ……..	49

Introduction

This internship program is a compulsory part of Bachelor of Business Administration (BBA).This program offer an opportunity to the student to apply their theoretical knowledge into practice and gain real life work experience. I will perform my best to submit the report on AN ANALYSIS OFF HRM POLICY OF RANGES PROPERTIES LTD. To understand the HRM policy of ranges property ltd., attempt of the study. To earn more market share is the aim of the rangs property ltd. Real Estate expansion has been increasing rapidly due expansion has been increasing rapidly due to globalization and innovation of technology. Real Estate need to cope up with the global change in Bangladesh. In Bangladesh Real Estate need to compete with local rivals as well as foreign rivals. In real life circumstance an academic course of the study has a great worth when it has workable application.

1.1 Origin of the report

This report has originated for BBA program of National university which requires a must submission of a report on a topic based on the organization worked and which is advised by the advisor under whom the Internship Report has done. Theoretical knowledge and practical experience makes a person sterile. The BBA program is designed to overcome such sterile position. This program gives the chance to replenish the theoretical knowledge that is acquired from class lectures, books, journals etc. in the practical settings. Here, I got an opportunity to realize the relevance and usefulness of the classroom learning as I was assigned to prepare my Internship Report on “Rangs Properties Limited”.

1.2 Objectives of the Report-

The objective of the report can be viewed in two forms:

General Objective

Specific Objective

General Objective:

The general objectives of the report is to know about the HRM policy of rangs properties ltd.

Specific objectives:

- To fulfill the partial requirement of BBA program,
- To explore about various products of rangs properties ltd.
- To find out some problems and make some recommendations regarding HRM policy of rangs properties ltd.

1.3 Methodology of the report:

The study is conducted in a systematic procedure starting from selection of the topic to final report preparation. The integral part was to identify and collect data; they were classified, analyzed, interpreted and presented in a systematic manner to find the vital points. The overall process of methodology followed in the study is explained further.

My supervisor assigned the topic of the study. Before the topic was assigned it was thoroughly discussed so that, a well-organized internship report can be prepared.

Primary Sources- Primary Data was derived from the practical deskwork. Moreover, the survey also helped me to get information directly

- Conversation with the officers.
- Conversation with the clients.
- Secondary Sources- secondary sources of information include
- Annual report of rangs property ltd.
- Manuals of rangs property ltd.

1.4 Scope of the Report:

In my report I have highlighted the various steps of regular work of the Rangs Property Ltd. I have also discussed about the background of the sector, market structure, risk management factor etc with the company personnel. Before that, a brief overview of the rangs property has been given to understand its options and activities. So the scope of the report covers the comprehensive knowledge on the organization of rangs property ltd. I have tried to analyze and evaluate of real estate based on adequate information contained in documents and interviews of corporate officers.

1.5 Limitations of the Report:

There is some limitation in our study-

- The main problem was time constraint.
- In case of the survey the sample size was quite small as it was not possible to analyze large sample due to time constraint.
- The duration of my work was only three months. But this period of time is not enough for a complete and clear study.
- Another limitation was some essential information could not be collected due to confidentially of company purpose.

Although there were many limitations, I tried to give my best effort to furnish the report.

2.1: COMPANY BACKGROUND OF RANGS GROUP:

The journey of RANGS Group has been a long one. In 1979, a group of dynamic thinking entrepreneurs came together to plan the first seeds of the RANGS Group. Nearly two decades later, those early seeds have matured into large trees with branches spread over various growth sectors. Within one year of it's opening, RANGS was awarded the sole distributorship of Mitsubishi MOTORS Corporation. Today, the company also represents Daimler Chrysler AG, Germany, Mitsubishi Motors Corporation, Japan, Hindustan Motors Ltd, India, Eicher MOTORS Limited, India, Mitsubishi Electric Corporation, Japan, Gulf Oil International, BPL, Cannon and Pioneer. From one company to a group of eighteen companies and growing, with a total workforce of 3500 and total turnover of Tk. 2000 million it is one of the renowned groups in Bangladesh. The group maintains close relation with all its foreign principals, thereby guaranteeing quality products and efficient service to the customers in Bangladesh. RANGS Group always encourages a renewal of new dreams. They have diversified. They provide employment and played good citizen by expanding their resources toward the betterment of their social surroundings. It has grown to be one of the largest industrial and trading conglomerates of the country under the same management. The area of activities of the group includes electronics, automobiles, real estates, petroleum, banking, printing media, electronic broadcasting, deep sea fishing, insurance, IT, security services. Even though RANGS main forte remains in marketing of Mitsubishi Automobiles, the group also evolved into versatile company with interest in automobile servicing, electronic household goods, property development, security service and seafood export. The decentralized management structure of the corporation has ensured that efficiency and productivity have not been hampered due to the organization's growth and expansion. Over the years, RANGS has remained true to providing customers with the very best in product selection and service. The group continually invests in modernizing its management system and designs specific in-house training programs targeted towards improving the Customer Attraction and Retention Strategy For "RPL"

Corporate Headquarter:

RANGS Group

215, Bir Uttam Mit Shawkat,Tejgaon Industrial area,

Tejgaon, Dhaka-1208, Bangladesh

2.2: CORPORATE INFORMAITON OF RANGS GROUP:

RANGS Group has diversified business activities in various sectors. It had started its business with one company and now it is a group of eighteen companies. It has expanded its business from automobiles to petroleum to electronics, from deep sea fishing to real estate, from banking to print media to electronic broadcasting, from insurance to security service to information technology and many more. The names of the companies are given below:

- RANGS Limited (RL)
- RANGS MOTORS Limited (RML)
- RANGS Workshop Limited (RWL)
- RANGS Industries Limited (RIL)
- RANGS Properties Limited (RPL)
- RANCON MOTORS Limited (RML)
- RANCON Engineering Limited (REL)
- RANCON Services Limited (RSL)
- RANCON Service Center Limited (RSCL)
- RANCON sweaters Limited (RSL)
- SEA RESOURCES GROUP OF COMPANIES (SRGC)
- SHIELD SECURITY SERVICES LIMITED (SSCL)

Sole Distributor:

- Mitsubishi Motors Corporation, Japan
- Daimler Chrysler AG, Germany
- Eicher Motors Limited, India
- Hindustan Motors Ltd., India
- Mitsubishi Electronics Corporation, Japan
- BPL; Exclusive Agencies: Cannon and Pioneer.

2.3: MEMBER COMPANIES OF RANGS GROUP:

Brief description of the various member's companies of the RANGS Group is described below:

RANGS LIMITED (RL):

RANGS Limited, the Flagship Company of the RANGS GROUP, was incorporated in 1979. RANGS Limited is the exclusive distributor of Mitsubishi MOTORS in Bangladesh. The marketing of Mitsubishi MOTORS in our country started in the early 70's. Dienfa MOTORS, a company of the Nowab Family, was primarily involved in the marketing of the MMC Customer Attraction and Retention Strategy for "RPL"

To security service to information technology and many more. The names of the companies are given below:

- RANGS Limited (RL)
- RANGS MOTORS Limited (RML)
- RANGS Workshop Limited (RWL)
- RANGS Industries Limited (RIL)
- RANGS Properties Limited (RPL)

- RANCON MOTORS Limited (RML)
- RANCON Engineering Limited (REL)
- RANCON Services Limited (RSL)
- RANCON Service Center Limited (RSCL)
- RANCON sweaters Limited (RSL)
- SEA RESOURCES GROUP OF COMPANIES (SRGC)
- SHIELD SECURITY SERVICES LIMITED (SSCL)

2.4: Nature of business and financing of operations:

The company is engaged in Real Estate Business. It purchases land, develops apartment and sells it to Customer. Sometimes it develops Project at Join venture with Land Owner. In that case Land Owner gates some percentage of apartments and the Company gets some Apartment.

2.5: Organogram of Rangs Properties Limited:

Chief Executive Officer

GM & HOP

DGM &

HSC

DGM &

HCSD

AGM

Manager
Senior Executive

Executive

2.6: Organizing Process of Rangs Properties Ltd:

The above figures show how organizing is performed in Rangs Properties Ltd, we find some stages of organizing. They are as below:

Top Management: Top management in Rangs Properties Ltd includes Managing Director, Chief Executive Officer and Head of Operation. This top level Management develops strategic plans. Middle Management: This level is responsible for beginning the implementation of strategic plans. Supervisors: This level is designed for carrying out operational plans and ongoing daily activities. From the above, we may say that the organizing is performed in the above way.

2.7: Depart mentation in Rangs Properties Ltd:

Depart mentation is the efficient and effective grouping of jobs into meaningful work units. In Rangs Properties ltd, we find two types of depart mentation in head office and at Project level. The depart mentation in head office and Project level are shown by the following figure:

Human resources management process includes: -

- Job analysis and HR planning
- Employee recruitment and selection
- Employee training, performance appraisal, and compensation
- Ends when employee leaves organization
- Human Resource Management is the process of-
- Hiring,
- Developing,

3.1: Definition of Human Resource Management

Human resource management is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives.

According to Flippo, “Human resource management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resource to the end that individual, organizational and society’ objectives are accomplished.”

3.2: Study human resource management

You may ask a question, why study human resource management? You will recognize that staffing the organization, designing jobs and team, developing skillful employees, identifying approaches for improving their performance, and rewarding employee successes—all typically are known as HRM issues-are as relevant to line managers as they are to managers in the HR department.

It is also most important for the welfare of both the employees and employer. In simple words, HRD is an organized learning experience aimed at matching the organizational need for human resource with the individual need for career growth and development.

3.3: Human resource development

Human Resource Development is the continuous process of improving the capabilities required to achieve organizational and individual goals. It is a broader concept than Human Resource Management. Generally, it consists of several sub-systems such as appraisal; counselling, training, rewards, and welfare, quality of work life, etc.

3.4: Differentiate between performance appraisal and job evaluation

(i) Meaning – Performance appraisal refers to knowing of the level of performance of employees working in an organization.

(ii) Relation – It concerns with individuals because the level of their performance is to be determined.

ADVERTISEMENTS:

(iii) Objective – Its objective is to provide basis for promotion, transfer, training, etc.

(iv) Basis of Policies – Policies regarding training, promotion, transfer etc. are formulated on its basis in an organization.

Job Evaluation:

i) Meaning – Determining of the relative worth of different jobs of an organization is called job evaluation.
(ii) Relation – It is concerned with the job and not individuals. Worth of each job is determined.
(iii) Objective – Its main objective is to determine remunerations for different jobs.
(iv) Basis of Policies – Remuneration policy of an organization is determined on its basis.

3.5: Importance of Human Resource Planning

i) To carry on its work and to achieve its objectives, every organization requires employees with adequate knowledge, experience and aptitudes. Human Resource Planning is helpful in selection and training activities.

(ii) Human Resource Planning identifies gaps in existing manpower in terms of their quantity and talent

(iii) There is need to replace employees who retire, die, resign and become incapacitated due to injury. Provision for replacement of personnel can be made through Human Resource Planning.

(iv) Human Resource Planning facilitates the expansion and diversification of an organization.

(v) Human Resource Planning creates awareness about the effective utilization of human resources throughout the organization. It helps to reduce wastage of manpower. It also helps in judging the effectiveness of human resource policies and programmed of management.

(vi) Human Resource Planning is helpful in effective utilization of technological progress.

(vii) With the help of Human Resource Planning, areas of surplus manpower can be anticipated and timely action can be taken (e.g. redeployment).

3.6: Objectives of career planning

i. To provide and maintain appropriate manpower resources in the organization by offering careers, not jobs.

ii. To provide environment for the effectiveness, efficiency and growth of its employees and motivating them to contribute effectively towards achieving the objectives of the organization.

iii. To map out careers of various categories of employees suitable to their ability, and them

Willingness to be 'trained and developed for higher positions.

iv. To have a stable workforce by reducing absenteeism and employee turnover.

v. To cater to the immediate and future human resources need of the organization on a timely basis.

vi. To increase the utilization of managerial reserves within organization.

3.7: Different methods of recruiting employees

In this method, recruiters visit colleges and technical schools, e.g., Infosys, the Tata group, IBM, Siemens and several other companies maintain continuous relationship with institutions to hire students for responsible positions. Internships and walk-in interview are other methods of direct recruitment.

1. Direct:

In this method, recruiters visit colleges and technical schools, e.g., Infosys, the Tata group, IBM, Siemens and several other companies maintain continuous relationship with institutions to hire students for responsible positions. Internships and walk-in interview are other methods of direct recruitment.

2. Indirect:

This involves advertising in newspaper, radio, T.V., journals etc., advertising can be very effective if its media is properly chosen.

3. Third Party Methods:

Under this Method, recruitment is done through third parties including:

(i) Employment agencies and exchange,

(ii) Management consultants or professional search firms known as head hunters,

(iii) Professional associations.

3.8: Discuss the basic objectives of human resource management effectiveness

In the opinion of Jucius- Human resource refers to a whole consisting of inter-related, inter-department and interacting physiological, sociological and ethical components. Again, he explains that "Human resource management may be defined as that field of management which has to do with planning, organizing and controlling the functions of procuring, developing, maintaining and utilizing a labor force. Human resource management is known by different names, e.g., personal management, manpower management personal administration, staff management etc."

3.9: Different objectives of HRM

1. Societal Objectives – To be ethically and socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization.

2. Organizational Objectives – To recognize the role of HRM in bringing about organizational effectiveness. HRM is only means to achieve to assist the organization with its primary objectives.

3. Functional Objectives – To maintain department's contribution and level of services at a level appropriate to the organization's needs.

4. Personal Objectives – To assist employees in achieving their personal goals, at least in so far as these goals enhance the individual's contribution to the organization. This is necessary to maintain employee performance and satisfaction for the purpose of maintaining, retaining and motivating the employees in the organization.

3.10: Briefly describe the importance of HRM

i. Human resources, along with financial and material resources contribute to the production of goods and services in an organization.

ii. It is through the combined and concerted efforts of people that monetary and material resources are harnessed to achieve organizational goals.

iii. Personnel management policies: A policy is a statement or general guidelines for employees to make decisions in respect of to any course of action.

iv. Personnel policies provide guidelines for a variety of employment relationships and identify the organization's intentions in recruitment, selection, development, promotion, compensation, motivation etc.

3.11: Compare the functions of HRM and HRD

HRM Function:

i. The HRM function is a routine, maintenance oriented administrative function.

ii. HRM function is seen as an independent function with independent sub-functions.

iii. HRM function is regarded as mainly a reactive function responding to the demands of the organization as and when they arise.

iv. HRM is supposed to be an exclusive responsibility of the personnel department.

v. HRM takes a very narrow view of its scope and aims only at developing and administering people.

vi. HRM function considers salary, economic rewards, job simplification and job specialization as important motivators.

vii. HRM function considers improved satisfaction and morale as the cause of improved performance.

HRD Function:

i. HRD is a continuous development function. The major attention of HRD is on improving the human process.

ii. HRD is viewed as a sub-system of a larger system. This means that the design of HRD cannot be considered in isolation.

iii. HRD is regarded as a proactive function- The function of HRD is not merely to cope with the needs of the organization but to anticipate them and to act on them in advance in a continuous and planned way.

iv. HRD aims at developing the capabilities on all line managers to carry out various personnel functions themselves.

v. HRD takes a much wider view of its scope and aims at developing the total organization.

vi. HRD emphasizes the importance of higher needs in motivating individuals. It considers informal organization, autonomous work groups, job enrichment, job challenge and creativity as the main motivating forces.

vii. HRD considers improved performance as the cause and improved satisfaction and morale of as its results.

3.12: Briefly describe the importance of motivation

i. Leads to high performance

ii. Enhances morale.

iii. Increases productivity.

iv. Reduces Turnover/absenteeism.

v. Induces cooperation and team spirit.

vi. Helps in assuming responsibility and working in disciplinary manner

vii. Helps in better utilization of resources.

viii. Helps achieve organizational goals.

3.13: Discuss various applications of job analysis

1. Organizational Design:

Job analyses are useful in classifying jobs and interrelationship among them. Responsibility commensurate with authority and accountability for various jobs can be specified so as to minimize duplication or overlapping. In order to improve organizational efficiency, sound decisions concerning, hierarchical positions and functional differentiation can be taken on the basis of information obtained through job analysis.

2. Requirement and Selection:

Job analysis provide information about the task, responsibilities, knowledge and skill required for a job. It is helpful for recruitment and selection of employee. Job analysis provides understanding of what an employee is expected to do on the job.

3. Performance Appraisal:

Job analysis determines performance standards of the job. So an employee performance is compared with the standard set with the help of job analysis.

4. Training and Development:

Job analysis provides valuable information required to identify training needs to design training programs and to evaluate training effectiveness.

5. Human Resource Planning:

Job analysis is an essential element of effective human resource planning. It helps in determining quality of human resources required in an organization. It also provides useful information for forecasting manpower requirements in term of knowledge and skills.

6. Health and Safety:

Job analysis reveals unhealthy and hazardous environmental and operational conditions in various jobs. Heat, noise, dust, fumes etc. are examples of such condition. On the basis of such information, management can develop measures to ensure the health and safety of employees.

7. Job Evaluation:

On the basis of job analysis, worth of different jobs are determined. It is helpful in developing appropriate wage and salary structure.

8. Labor Relation:

Information obtained through job analysis is helpful to both management and trade unions for collective bargaining. It is also helpful to resolve disputes and grievances originated in the workplace.

3.14: Role of HRM

1. Advisory Role – HRM advises management on the solutions to any problems affecting people, personnel policies and procedures.

i. Personnel Policies – Organization Structure, Social Responsibility, Employment Terms & Conditions, Compensation, Career & Promotion, Training & Development and Industrial Relations.

ii. Personnel Procedures – Relating to manpower planning procedures, recruitment and selection procedures, and employment procedures, training procedures, management development procedures, performance appraisal procedures, compensation procedures, industrial relations procedures and health and safety procedures.

2. Functional Role – The personnel function interprets and helps to communicate personnel policies. It provides guidance to managers, which will ensure that agreed policies are implemented.

3. Service Role – Personnel function provides services that need to be carried out by full time specialists. These services constitute the main activities carried out by personnel departments and involve the implementation of the policies and procedures.

3.15: Role of HR department in evaluating human resources effectiveness

Ans. The role of HR department are:

(1) Policy Formulation- Human resource department formulates new human resource policies and revises the existing policies. The department also prepares programmers which basically concerning recruitment, selection, training, etc.

(2) Advising- The duty of HRM department to advice all other departments in areas relating to the management of human resource, industrial relations, etc.

(3) Assistance and Service- HRM department provides information and infrastructure and it conducts human resource research and maintains HR records. It also helps to develop collaboration between trade union and management.

(4) Monitoring and Control- HRM department conducts HR audit and helps other departments in proper implementation of human resource policies and programmers. As a controller, the HR department also reviews the work of line department which concern accident, grievances, absenteeism, labor turnover, disciplinary actions, etc.

The design and consultancy fees are very high with respect to the rivals. The management team has lack of professionals. The marketing tools are not that much efficient.

Lack of "on the job" and "off the job" training facility. The customer service and after sales department is lagging far behind the rivals. The audit department is a burden to the business. The product mix is not adequate for the present market. The company is not aware of the fact of the budget of this year. The increase in the bank interest rate can stop apartment selling. Political situation and the trend of other business are not considered. Proper relationship with buyers and landowners are not maintained. The company is not thinking about the small Real Estate companies. These small companies can anytime be a threat to RPL.

RPL should develop through introduction of modern technological innovations, maximizing space utilization, regardless of the location the building standard should be uniform, provide modern facilities and amenities to suit the need of a city lifestyle. RPL should put more emphasis on privacy and security, excellence of quality. Whatever the situation is RPL should keep its word, stick to its commitment for maintaining time schedule. It is not just a business, but it is all about relationship. Both the landowners' and the buyers' interest should be considered. RPL should try for financial assistance for the buyers.

4.1: Department Wise Findings:

To be more concrete about the findings I am providing the findings below, which are arranged in department wise.

4.2: Marketing Department:

Customer Attraction and Retention Strategy for "RPL"
The marketing tools are not effective with respect to that of the competitors. The brochures are not attractive and informative. The team does not prepare a data base to store address of potential clients, landowners or events. There is almost no Neon Sings in Dhaka city let

alone other cities where RPL wants to operate. The project sign board are not that much informative and attractive.

4.3: Project Development Department:

The main task of land procurement department is to get land information and negotiation with the landowners. But the land procurement team is very inefficient in getting land information. They mostly depend on brokers, which is a bad sign for the future of the company. The deed of agreement and power of attorney are not prepared in time. Here there is vast scope for improvement.

4.4: Customer Service Department:

The condition of customer service department is very alarming. The team is not able to provide satisfactory service to the customers. The clients are getting annoyed day by day. They maintain very little liaison with all clients. The response to the clients' letter is late. They arrange the apartment handover ceremony in a very shabby manner.

4.5: Sales Department:

The sales team of RPL is in much good shape. In spite of all that negligence of the marketing team in case of promotional activity, this sales team is selling apartments and commercial spaces on daily basis and meeting their targets. There is a strong coordination the sales persons. The team maintains a very good relation with clients as well asother prospects. This team again does not maintain any data base of the present and prospective buyers.

4.6: Customer Attraction and Retention Strategy for "RPL"

To continue the business with good market reputation, profitability the top management thinks that with the help of supply chain the defects identified earlier can be solved. An efficient supply chain management system can upgrade the reputation of RPL and lead

RPL to be the number one within three years. Some specific recommendations are described below as department wise.

4.7: Marketing Department:

It should improvement of advertisement designs & change the advertisement designs after every three months. It can place some noticeable neon signboards in the strategically important positions. The gift items should represent the quality and standard of RANGS Group. By inserting more attractive advertisements it should remind its bold existence in the market. The brochures should be more informative. The web site should be much rich with updated information. Finally, it should create a brand in the market.

4.8: Design & Development Department:

The supply chain concept has change the operational procedure of this department remarkably. Now the design department is concentration more on designs so the better designs are coming up. The designs are handed over to REL in due time. Which ensures handing over the project at the right time and this cost a lot in term of commitment? Some more things should be implemented in this department. There should be transport facilities. for frequent site visit. More qualified Civil Engineers are needed to prepare in-house structural designs, which can reduce the consultancy cost to some extent.

Customer Attraction and Retention Strategy for “RPL”

4.9: Sales Department:

The sales team of RPL was efficient from the very beginning of the business. The team is now setting its own target. They are making the monthly sales plan. Due to the global economic, the sale has decreased the last couple of months. In spite of being an efficient team, this department has some more tasks to do for the betterment of the organization. Internet facility should be provided for overseas selling to the foreign residences of Bangladesh and for mass mailing. All these activities will definitely enhance the sales.

Overhead is on an average 10 %, which I think is more than industry average. It should be reduced by increasing the productivity or taking more projects to utilize the excess manpower. There is a growing need for apartments among the people representing the middle and upper middle-income groups in Bangladesh. Because of severe resource constraints, the government is not able to take the role as a provider of housing for those groups. There is also an increasing demand among the affluent class of the society to buy luxury apartments especially in Dhaka city. Most of these apartments have most modern imported fittings, latest architectural design, parking facility, emergency generator and almost all modern amenities, which give rich people a sense of new social life. Therefore, unlike many of the developing Customer Attraction and Retention Strategy for “RPL” countries, apartments in Bangladesh are becoming costly rather than being affordable for most people. Purchasing apartments, however, can help to avoid many hassles such as those related to purchase of land, approval of design, connecting electricity, gas and water, purchase of raw materials etc. With this emergence, RANGS Properties Limited is providing apartments for middle income to upper income group people with standard fittings & fixtures. It has a very good position in the market as per growth. Though it has huge numbers of competitors, but it creates a very good reputation. As it has a high market growth with a high market share, it needs a big amount of investment. But the previous management style of RPL was not that much up to date. The key success factors for RPL are: it has to introduce a stream of new projects, get new customers, introduce apartment with low price without sacrificing quality and introduce exclusive shopping malls like “Anam RANGS Plaza” and exclusive apartment complex like “RANGS Water

Front", which will bring good image of RPL in the market. For these reasons RPL has changed its operational system and turned to the supply chain management system.

If the company can ensure that the customer will get the right product, at the right place, at the right time, in the right quantity, with the right quality, at the right cost. Then automatically profitability will increase.

SWOT ANALYSIS:

A scan of the internal and external environment is an important part of the strategic planning process. Environmental factors internal to the firm usually can be classified as strengths (S) or weaknesses (W), and those external to the firm can be classified as opportunities (O) or threats (T). Such an analysis of the strategic environment is referred to as a SWOT analysis.

The SWOT analysis provides information that is helpful in matching the firm' s resources and capabilities to the competitive environment in which it operates. As such, it is instrumental in strategy formulation and selection. The following diagram shows how a SWOT analysis fits into an environmental scan:

So to find out the available resources and capabilities of RANGS Properties Ltd the strengths and weaknesses of the company have been found out. Again to explore the future

market opportunities have been detected. That has brought some threats with itself. The strengths, weaknesses, threats and opportunities of RANGS LIMITED are discussed below in details.

5.1: Strengths:

The strengths of RANGS Properties Ltd are its resources and capabilities that can be used as a basis for developing a competitive advantage. Examples of such strengths include: Long Existence in Bangladesh

RANGS has started its operation in Bangladesh 25 years ago. And it has been delivering the some very much prestigious products in this country. Within these 25 years many ups and downs has come in the business sector of Bangladesh but RANGS has never deviated from its vision to deliver the best products. This long existence in the market has given RANGS a tremendous goodwill and believes in the mind of the people.

Strong brand names:

RANGS by name has a very Strong Brand Recognition in peoples' mind. Whenever someone sees a Mitsubishi car or Mercedes Benz or Toshiba electronics then and the name RANGS

come in the mind of that person. Although Sony does not belong to RANGS Group but is has also helped a lot to create the brand image of RANGS in Bangladesh.

Good reputation among customers: Using the brand name of RANGS, RANGS Properties Ltd is taking the advantage of good reputation. RANGS stands as a name of belief, trust, class, taste, elegance and superiority in

the mind of the people of Bangladesh.

Cost advantages from proprietary know-how:

Customer Attraction and Retention Strategy for "RPL"

As RANGS had very successfully captured the majority market share of the brand new vehicles, deep sea fishing in Bangladesh, it has enjoyed solid profitability, which enabled it to be financially strong company. Although the other associates of RANGS Group are not the market leaders in their respective fields but those companies are also earning a huge amount of money. As a result, the whole group as well as RANGS Properties Ltd is enjoying tremendous financial backup.

5.1.1: Wide range product lines:

RANGS Properties Ltd carries one of the widest product lines of classic homes in Bangladesh. "Water Front" is one of land marks in the real estate sectors in Bangladesh. It is the most luxurious apartment complex in Bangladesh. Beside that it is also building other

apartments of different size for the other classes of people in the society. It has also constructed some exclusive commercial projects in the prime locations of Dhaka city. Recently it is extending its business in other prime cities in the country like Chittagong and Sylhet. It has taken a project to build duplex cottage in the sub-urban areas outside Dhaka main city.

The sales team: A very efficient and energetic team of sales is working to enhance the sales of RANGS Properties Ltd. This team is always in search of new potential customers. The capable sales team of RANGS Properties Ltd can be an asset for any company to redirect a company to its profitability.

5.1.2: Product's Uniqueness:

Due to the engagement of so many reputed engineers and architects in the construction of any projects of RANGS Properties Ltd, each of the projects becomes unique and master piece of its class. From aesthetic, civil engineering and functionality point of view the projects of RANGS Properties Ltd are far better than any other real estate company in Bangladesh.

The new management concept of RANGS Properties Ltd: Supply Chain Concept has been introduced in RANGS Properties Ltd recently. This new management concept has predominance of managing the core product, which will benefit

Customer Attraction and Retention Strategy for "RPL"

RANGS Properties Ltd to get support from a very professional management team and up

grade the product and make it fit for tomorrow.

High Resale value and rental value:

The resale value of RPL apartments and commercial spaces are found higher than that of the competitors. This is because of design and functionality. Again the rental value of RPL apartments and commercial spaces are higher than others because of the same reason.

5.1.3: Favorable access to distribution networks:

As the group is running its business for the last 25 years in Bangladesh, it has already created a very efficient distribution network inside Bangladesh. Through the brand new motors and electronics business, RANGS has reached to a class of customer in Bangladesh, especially in Dhaka city. By using the same network RANGS Properties Ltd is enjoying enormous advantage to reach to its customers in Dhaka city.

5.2: Weaknesses:

The absence of certain strengths in RANGS Properties Ltd (RPL) has become its weakness. In the case of RPL, weaknesses are the flip side of strengths. Take the case in which a firm has a large amount of manufacturing capacity. While this capacity may be considered a strength that competitors do not share, it also may be a considered a weakness if the large

investment in manufacturing capacity prevents the firm from reacting quickly to changes in the strategic environment. The same thing is true for RPL. Being a very large company

overhead is also huge, which is one of the weaknesses. Each of the following may be considered weaknesses of RANGS Properties Ltd.:

Poor supply of raw materials: RPL has a poor image for not having smooth supply of raw materials for construction work. This particular company does not maintain any sort of contact will any large cement factory or steel industry. Though these core materials are needed as a daily basis but yet RPL has not gone under any agreement with those industries. The other construction materials like sand, brick, bamboo and others are bought from the local market. So there is a great opportunity for RANGS to save a huge amount of money and increase the quality of the work and of course

Customer Attraction and Retention Strategy for "RPL

RPL goes for the best finishing materials for its products like imported tiles, bathroom fittings etc., but it does not buy them in bulk volume, which delays the construction work and increases the cost. Of course there is chance of inventory buildup, but this can be handled by efficient management

5.2.1: Products are expensive:

Cost of RANGS products are higher than almost all major competitors in the real estate sector in Dhaka. Same amount of space is around ten to twelve percent higher in sales value than the other competitors.

Unavailability of effective and professional marketing team:

The present marketing team is only concentrating in the broachers of the projects. They don't have even a marketing plan to promote their products. The absence of an effective and professional marketing team with a marketing plan to position RANGS Properties ltd in people's mind with distinct characteristics is hindering the company backward.

Internal management conflicts:

There is a presence of high level of internal management conflicts, which is causing serious

negative impact on each of the teams and other wings of business operation.

5.2.2: Limited sales outlets:

RPL has a very limited sales outlet, which limit the accessibility of the products under the present market growth. It has engaged only seven or eight sales person for sales over the entire Dhaka city. And in case of established sales out let it has only one, which is the head office, RANGS Bhabon. Lack of financial support at the right time: The present system is whatever the cost is it must be go under proper audit procedure. But the inefficiency of the audit section sometimes costs a lot. Such as, in case of emergency the customers service department or the land procurement department has nothing to do but waiting for the audit department of sanction for the required money. Customer Attraction and Retention Strategy for "RPL"

Poor advertising, sales promotion and public relation: No marketing efforts in a form of advertising, sales promotion and public relation are in place which can help the sales to boost up let alone in a good situation but not during poor sales period.

5.2.3: Poor buyer seller relationship:

No proper system to maintain liaison with existing customer to build rapport and ensure RANGS is always there to take care of their all kind of problem regarding the product offered by RANGS.

No attempt to sale in Government sector: The real estate sector is very big. The unexplored sector today is the government sector. There is a huge demand for housing in the government sector. But RANGS has not yet taken any step to deal with the government sector.

5.2.4: No sales MIS:

No effort to have a Sales MIS to help managers to make decision like sales break-up month

wise to plan inventory. This has totally handicapped management of not knowing regularly

that how the company is performing, how an individual is doing. And when they are aware of it, it is too late and damage cannot be repaired.

Lack of data:

No efforts to use sales data of previous years. As these data are not either available or kept

professionally it is not possible to compare the performance of this to last year and other relevant comparison.

Difficulties in cost reduction:

The competitors are more or less small companies, with little overhead. They can reduce their cost to some certain limit which RANGS cannot do. As a result, RANGS cannot compete in the market through price. It has bounded to go through product differentiate, which is again costly.

Customer Attraction and Retention Strategy for “RPL”

5.2.5: Shortage of land mark projects:

Because of some reasons, the numbers of projects of RANGS are less than the other competitors. So it becomes difficult for the landowner to go in a joint venture with RPL, because the landowner does not see many building constructed by RANGS around him or her. The same thing happens with a customer. A customer puts the reservation money only after a look of some papers and some virtual building. That particular customer does not get enough confidence because of fewer projects.

5.2.6: Failure to position the brand:

RPL failed to position its product as a niche in the market. RPL is unable to make a statement to the customer that its products are better than its competitors.

Lack of access to key distribution channels:

The present real estate market is captured by two or three real estate companies. The sales of those companies are very efficient and really effective. So it has become very difficult for the sales team of RANGS to get an access to the key distribution channels.

5.3: Opportunities:

The external environmental analysis may reveal certain new opportunities for profit and growth. Some examples of such opportunities for RANGS Properties Ltd include: Rectification in the Building Code: The revision and rectification of the building Code is a potential opportunity for RANGS. This has again limited the competitors to some unethical deeds. Now the competitors have to build the buildings according to the code. This will raise their costs up to RPL standard. As a result, there will be no cost advantage to the competitors and they will have to compete with RPL from the same cost platform.

5.3.1: Introducing some new design apartments:

There is a possibility of introducing some new design apartments. Recently a world reputed

Malaysian construction management firm has been contacted to manage the construction of RPL in the most efficient manner. Here there is a possibility of change in the design as well Customer Attraction and Retention Strategy for “RPL”

as the orientation of the features of the apartment complex. This will help RPL to give some additional choice to the customers of private sector who usually likes multiple choices. Possibilities to capture market share of Government Housing: The present Government is inviting tenders from the builders for the construction of houses for Bangladesh Army, Navy, Air Force, Police, RAB and others. So there is a huge opportunity for RPL to use the reputation and asset of RANGS Group to explore this unexplored area of business.

Introduction of RPL to the World Market:

Recently RPL took part in the REHAB Fair, which was arranged this year in London. This event gave RPL the exposure as a leading real estate company Bangladesh. RPL got some reservation order in the fair, which indicates a positive sign of the growth of this company.

5.3.2: Improvement of customer service department:

Under the new extended supply chain concept, the customer service department has become a core individual department to support the core supply chain. Form the sales of an under construction apartment and handing over of the finished project the duty of the customer service department starts. In very recent future there is a possibility of reorganizing the after sales division, which will ensure smooth delivery of service to customers.

5.3.3: Introduction of RANGS web site:

The web site for the whole group is under construction. But RPL has introduced its own web site, which is very user friendly and informative. By this way RPL will be able to build a system to communicate with its customers, listen to them, respond to their requirement and learn about the defective side of its operations. Then it can make some improvement, create brand loyalty etc., which should help to capture and retain substantial amount of market share.

Sanction of Bank Loan:

Recently RPL has got a sanction of handsome amount of bank loan. This will certainly enhance the growth of the company.

Customer Attraction and Retention Strategy for “RPL”

5.4: Threats:

Changes in the external environmental also may present threats to the firm. If the present business condition of RANGS Properties Ltd prevails then it will face some massive threats in the near future. Some examples of such threats include:

The budget for fiscal year 2002-2003:

Recent budget for fiscal year 2007-2008 has increased the duties on apartment registration at the rate of one hundred and seventy-five TAKA per square meter and two point zero five

percent on land value. This will discourage a massive segment of population to invest their money in the real estate sector.

Increase in the bank interest rate:

The Bangladesh Bank has increased the rate of interest in the fixed deposit accounts. This

will encourage a good number of people to deposit their money in the banks. And this act will definitely reduce the sale of apartments. Political situation on the country in the next two years: The present Government is at the end of its term of ruling the country. So the political situation is expected to turn to bad for the next two years. A good number of hartal and other mishaps are expected. This should also affect the business of RPL.

Decreasing growth rate of Private Banks and Private University:

The rate of growth of private universities and banks will definitely decrease in the very near future or may be within two or three years. These private universities and banks are one of the most valuable customers of real estate sectors.

5.4.1: Quality of the products:

The finishing quality of the products of RPL is decreasing day by day. As the number of project will increase in the next few years it can be assumed that the quality will decrease. So there is always a chance that the customer will shift from RANGS to some other company.

Relationship with the landowners:

Customer Attraction and Retention Strategy for “RPL”

After the acquisition of a land, RPL treats the landowners in a very unsatisfactory manner.

Most of the time RPL fails to deliver the finished product on the agreed time. This brings sufferings to the landowners. RPL is very unwilling to pay any sort of compensation to the landowners. As a result, the relationship between the landowner and RPL becomes unhealthy. These unsatisfied landowners never recommend RPL for developing their neighbors or relatives known person’s land. It is a threat for the future business of this company.

Competitor’s relation with the clients:

Asset, Advance Development, Urban Development and others whose are the competitors of RANGS Properties Ltd. There is a gulf of difference between RPL and its competitors in terms of client dealing. The competitors are always trying to satisfy their customers in the best possible way. But RPL does a very little to satisfy the customers.

Potential entrances:

More and more small companies are coming in the market. Market segment, that usually wants compact size and mid-size apartments with little luxury is growing very fast. And to satisfy this segment small companies are booming. These companies have very little overhead cost, the top managements can devote their whole time behind a particular project, these companies expect very little margin or even no margin just to survive. They are the potential threats. Again, some small companies are coming up with their steel structures. These steel structures are eating up the opportunities of the giant companies to build massive factory buildings.

New competitors:

Recently it has been heard that a Malaysian company is coming to invest in the Real Estate.

6.1 Findings:

While working in rangs properties ltd. I gather some experience. I have got some findings of the working environment and some activities. The findings given below:

- Sometimes lack of insufficient feedback from the respective department
- Departments can't take any decision without getting clearance from Higher Authority. So sometimes it will be time consuming
- Apart from the horizontal intakes, the HR Division is very alert and meticulous for selecting candidates and also the process is quite very transparent so that they can choose the best candidates among applicants
- When they search for any experienced people, they give more concentration on Previous experienced, Educational background, length of services etc. so that they can select the most suitable experienced people
- When they select entry level candidates than they concentrate more on pro-activeness, creativeness, ideas which related with the post
- It is noticeable that turnover rate is pretty high in mid-level management positions.
- The HR department ensures that each employee has an updated and appropriate job description stating clearly the purposes, duties, responsibilities etc.

6.2 Recommendation:

Rangs Industries Limited should arrange a lot of training schedules, seminars and workshops for its existing employees to make them more effective and efficient. So that, there are less numbers of performance gap among the employees.

 There should be more team meeting in HR department to stay in track with everyone in the team to generate more good works. Because same dept. employee works are interrelated, so that if someone is not aware of something which creates a miscommunication. So to stay on track I think twice every week should be incorporated.

 Original qualifications be absolutely scrutinized by way of the HR recruitment team

 Interpersonal skills, communication capabilities must be examined deftly at some point of interview

 Time-prolonging in taking off interview should be cut short Formal

 Notifying about rejection through e mail must be introduced

 Performance assessment device ought to be improved

 A vacant role should be stuffed or the recruitment technique be started as quickly the worker leaves the job or the choice for his leaving is announced

 Working surroundings must be accelerated for its personnel which is assist to create loyalty for the organization.

6.3 Conclusion:

The internship program has provided me with the scenario of the real corporate world. I tried to implement my academic knowledge as much as I could at Rangs Industries. Doing so it enhanced my communication skills, made interpersonal development, and also developed my analytical and technical skills which will come handy in the future to play a major role in my corporate career. Before my internship I did not know much about the corporate world and its culture, but soon after I was enrolled as an intern at Rangs Industries I have learnt a lot from them and I can proudly say that I have successfully gained a lot from this internship and look forward to utilize the skills and knowledge that I have gained properly to achieve an advanced potential corporate career. As the days passed I became very close to my department's member, Moreover I became very close to the CEO. The opportunities I was given still surprises me. The whole working experience made me more loyal and tough and created a new bonding with Rangs Industries. Initially I wanted to give up, but it is also important to recognize and appreciate what I have accomplished. I will never lose sight of how much progress I have made. I can focus my attention on similar initiative in the future. I can also recall an experience that felt negative at the time but turned out to be a good thing in the long run. It is likely that an employee has norms at place. There might be bad practices that need correcting right away. The gap would be very much reduced if Rangs industries could offer training to its interns and also occasionally to their permanent employees.

Bibliography

Books:

- Crosby, P. B. (1992). Completeness. Quality for the 21st century, Dutton, USA.
- James R Evans and William M Lindsay "*The Management and Control of Quality*"
- Mukherjee "*Total Quality Management*"
- Oakland, J., 2004. *Oakland on quality management*. 1st ed. Oxford: Elsevier Butterworth-Heinemann.
- Pyzdek, T., 2003. *The six sigma handbook*. 1st ed. McGraw-Hill.
- Russell, R. and Taylor, B., 2003. *Operations management*. 1st ed. Upper Saddle River: Prentice Hall.

Websites:

- www.rangsproperties.com