Thesis Report

On

HR Management in Organizations

Practices on

Raven Agro Chemicals Limited

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Regular Master of Business Administration



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Letter of Transmittal

Date:

Abul Kalam
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Subject: Submission of thesis report on: "HR Management in Organizations on Raven Agro Chemicals Limited"

Dear Sir,

With humble honor and respect, I am submitting my thesis report on "HR Management in Organizations on Raven Agro Chemicals Limited" As per partial accomplishment of the requirements for the MBA degree, this thesis has been carried out under my supervision to me. This report is an integral part of our academic courses in completion of the MBA program which has allowed me to have an insight into HR Management in the Organizations Practices Sector of Bangladesh especially the real scenario of Raven Group hope this report reflects on the contemporary issues on the (Human Resource Management) that are being practiced 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 humbly request you to accept this report for your kind evaluation.

Sincerely,

_____

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Acknowledgment

I would like to mention some people with due respect and honor who assisted me, without any hesitation to complete my thesis report within the due time. Therefore, I would like to thank them all from the bottom of my heart.

In this procedure, first, I would like to thank All Mighty Allah for making it possible for us to complete my work properly within the given time. Most importantly I would like to thank my Thesis Supervisor Abul Kalam, who was always ready to guide me and solved all the difficulties that I faced during preparing my thesis for the fore report.

This acknowledgment will remain incomplete if I don't thank tur AGM, HR Admin Md. Mehedi Hasan Rifat. Without his support, it would have been very difficult for me to complete this report. I also like to thank my colleagues, friends, and family members, who are my pillars of strength and all my concerns for helping me complete this report and RMBA. I am grateful for their help and advice.

Yours faithfully
Md. Mahmadul Hasan
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Declaration of student

This is to notify you that the internship report on ‘‘HR Management in Organizations on Raven Agro Chemicals Limited’’, has been prepared as a part of my internship formalities. It is an obligatory part of my RMBA program to submit an internship report. Moreover, I was inspired and instructed by my supervisor Abul Kalam, Dean & Professor, Sonargaon University. I am further declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.

Sincerely Yours

……..

Md. Mahmadul Hasan
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Letter of Authorization

Certified that this project report titled **"HR Management in Organizations on Raven Agro Chemicals Limited"** is the Bonafede work of Md. Mahmadul Hasan, 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 thesis based on which a degree or award was conferred on an earlier occasion on this or any other candidate.

……
Abul Kalam
Dean & Professor
Faculty of Business
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Executive Summary

To the fulfillment of my RMBA program, I got to plan a report and I choose the subject **HR Management in Organizations on Raven Agro Chemicals Limited.** This can be the most reason for planning this report. Human Asset is the foremost imperative resource for any organization and it is the source of accomplishing competitive advantage. Overseeing legitimate human assets is exceptionally challenging as compared to overseeing innovation or capital. For its successful administration, the organization requires a viable HRM framework. For a consultancy firm like Raven Group, a viable HRM framework is very much criticized for its victory. In this report, it has been attempted to appear how Raven Group performs the preparing, enlistment & determination prepare, what sorts of coordinate & indirect benefits and rewards they offer to their staff to hold them, how they have performed their performance examination of the educating staff and admin staff and generally HR capacities. During my thesis period whereas I am planning this report, I have confronted a few issues like- a lot of work pressure, multiple tasks, etc. but I have learned so many things that are described in the lessons learning chapter. The finding & Some recommendation has been added at the end of this report. I hope these will be helpful for them.

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Chapter-01

Introduction

1.0 Introduction:

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. More precisely, HRM focuses on management of people within companies, emphasizing on policies and systems.

In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills.

HRM: HRM also includes employee assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labor and with trade unions, and taking care of employee safety, welfare and health by complying with labor laws of the state or country concerned.

The Scope of HRM: The scope of HRM is very wide. It consists of all the functions that come under the banner of human resource management. The different functions are as follows.

Human Resources Planning: It is the process by which a company identifies how many positions are vacant and whether the company has excess staff or shortage of staff and subsequently deals with this need of excess or shortage.

Job Analysis Design: Job analysis can be defined as the process of noticing and regulating in detail the particular job duties and requirements and the relative importance of these duties for a given job.

Job analysis design is a process of designing jobs where evaluations are made regarding the data collected on a job. It gives an elaborate description about each and every job in the company.

Recruitment and Selection: With respect to the information collected from job analysis, the company prepares advertisements and publishes them on various social media platforms. This is known as recruitment.

A number of applications are received after the advertisement is presented, interviews are conducted and the deserving employees are selected. Thus, recruitment and selection is yet another essential area of HRM.

After the employees are selected, an induction or orientation program is organized. The employees are updated about the background of the company as well as culture, values, and work ethics of the company and they are also introduced to the other employees.

Training and Development: Employees have to undergo a training program, which assists them to put up a better performance on the job. Sometimes, training is also conducted for currently working experienced staff so as to help them improve their skills further. This is known as refresher training.

Performance Appraisal: After the employees have put in around 1 year of service, performance appraisal is organized in order to check their performance. On the basis of these appraisals, future promotions, incentives, and increments in salary are decided.

Compensation Planning and Remuneration: Under compensation planning and remuneration, various rules and regulations regarding compensation and related aspects are taken care of. It is the duty of the HR department to look into remuneration and compensation planning.

Features of HRM: It helps a company achieve its goals in the future by facilitating work for competent and well-motivated employees.

It approaches to build and maintain cordial relationship among people working at various levels in the company.

1.2 Statement of the problem:

The report offers HRM's functions like Human Resource Planning, recruiting and selection process, training and development process, compensation management, employee relationship, performance evaluation, etc. The study will allow new techniques and structures applied to make it more efficient to learn about HRM issues. It would help to get some valuable information on the activities done by the country's leading pesticide manufacturing organizations. The study will additionally assist differentiate between the system and the principles that drive the appreciation of how the HRM process has to be elevated using the organization.

1.3 Objective of the study:

The primary objective of HRM is to ensure the availability of a competent and willing workforce for an organization. Beyond this, there are other objectives too. Specifically, HRM objectives are fourfold: Societal, Organization, Functional, and personal.

Specific Objective:

1. To help the organization to attain its goals effectively and efficiently by providing competent and motivated employees.
2. To utilize the available human resources effectively.
3. To increase to the fullest the employee's job satisfaction and self-actualization.
4. To develop and maintain the quality of work-life (QWL) which makes employment in the organization a desirable personal and social situation.
5. To help maintain ethical policies and behavior inside and outside the organization.
6. To establish and maintain cordial relations between employees and management.
7. To reconcile individual/group goals with organizational goals.

1.4 Methodology of the report:

Research Methods in Human Resource Management is a key resource for anyone undertaking a research report or dissertation. It covers the planning and execution of HRM research projects, from investigating and researching HR issues to designing and implementing research and then evaluating and reviewing the results.

 # Primary Sources

(A) Acquired knowledge from the practical knowledge o during my job Responsibilities.

(B) Took interviews with my supervisors who were directly monitoring the marketing activities in the company.

(C) Gained knowledge by communicating with various vendors.

 # Secondary Sources

(A) Collected information from company websites.

(B) Gained information from the company profile and product books.

1.5 Limitations of the study:

I have tried heart and soul to achieve the objectives of this report and make this report feasible and informative. But they were not able to give me many documents that I would require, on the way to my study. I have faced the following problems that may be termed the limitation of the study:

Time was a major constraint.

Some information cannot be disclosed.

Strategies for operation and business were restricted.

Reluctant to give confidential information.

Chapter-02

Company Profile

2.1 Company Profile:

Raven Group is one of the most reputed Crop Protection companies in Bangladesh. We provide affordable & top-quality solutions to farmers with pesticides, micronutrients, and PGR. We make our best effort to foster our service every day to improve agriculture and the quality of life of the people.

Raven Group

Serving Since 2003

R - Rural

A - Agricultural

V - Viable

E - Efficient

N – Network

i.e. Raven represents nationwide farmers' developments.

2.2 Our Allied Organizations:

Raven Agro Chemicals Limited

Raven Formulations Limited

Krishi Crop Care Limited

Raven Fertilizer Limited

Raven Aqua Agriculture Limited

Mahin Enterprise Limited

Trust Agri Science Limited

Raven Seeds BD Limited

Raven Developer & Real Estate Limited

2.2 Our Slogan:

Raven Ponno Sera Mann, Sera Sheba.

(Raven Products-The best in quality, The best in Service)

2.3 Vision:

To enrich the quality of life of people through responsible application of knowledge, skills, and technology. RAVEN GROUP is committed to the pursuit of excellence through world-class products, innovative processes, and empowered employees to provide the highest level of satisfaction to its customers.

2.4 Values:

- ✓ Quality in all aspects
- ✓ Customer Focus
- ✓ Fairness and Transparency
- ✓ Continuous Improvement

2.5 Mission:

We seek to promote sustainable agriculture by saving crops and ensuring the profitability of our customers by catering quality crop protection chemicals & fertilizers at an optimum price.

Raven Group will:

- Endeavour to attain a position of leadership in each category of its businesses.
- Attain a high level of productivity in all its operations through effective and efficient use of resources, adoption of appropriate technology, and alignment with our core competencies.
- Develop its employees by encouraging empowerment and rewarding innovation.
- Promote an environment for the learning and personal growth of its employees.
- Provide products and services of high and consistent quality, ensuring value for money to its customers.
- Encourage and assist in the qualitative improvement of the services of its suppliers and distributors.
- Establish a harmonious relationship with the community and promote greater environmental responsibility within its sphere of influence.

2.6 Strength:

- More than 125 Registered Products.
- Countrywide distribution coverage.
- Good Business Ethics.

- Satisfied customer base.
- Eight (08) pesticides formulation units and Five (05) repacking units with skilled manpower.
- Products with attractive packing, and efficient supply to a farmer at a competitive price.
- Strong marketing channel having more than 705 distributors.
- Policy of long-term relationship with Customers, Suppliers, and Employees.

2.7 Position:

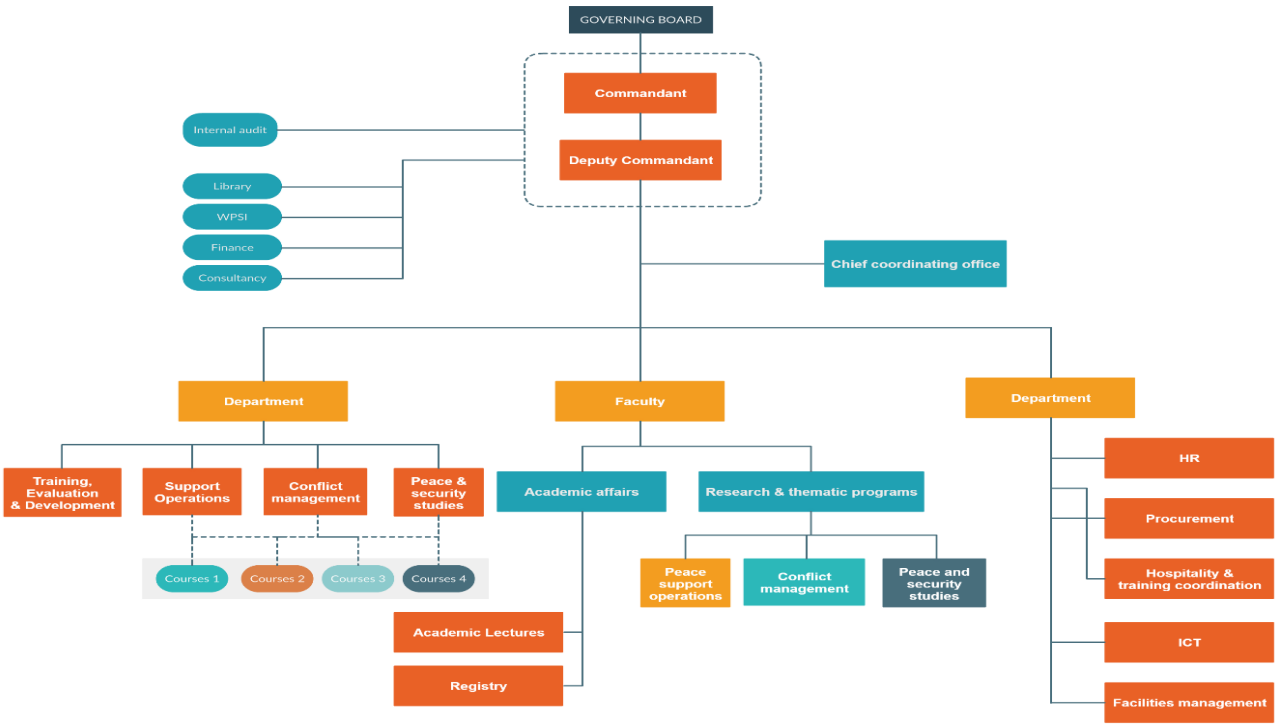
We are one of the formulating companies out of the thirteen companies in our country and we are a member of BCPA (Bangladesh Crop Protection Association).

2.8 Message from Managing Director:

Raven Group was founded in 2003 to reduce crop loss due to pest infestation, providing quality & low-cost agricultural inputs, enhancing yield, creating employment & serving farmers who are the real entrepreneurs in the society. I believe, as an agro-based country, our development goal can't become true without an emphasis on agricultural development.

Here is Raven Group, we have created an environment to brighten the future of its employees, distributors, farmers & stakeholders with eco-friendly, state of art solutions and expert advice. We are always marching forward to support our farmers & agriculture which in turn means serving the nation as a whole.

2.9 Organogram of Raven Group:



Chapter-03

Literature Review

3.1 HR Management in Organizations:

As a practice, businesses and organizations depend on three key resources: physical resources, such as materials and equipment; financial resources, including cash, credit, and debt; and people. There can be no doubt that people play a vital role in an organization or business as a resource.

Having a thorough strategy, a marketable product or service, and efficient processes are all important. But all of this depends on the ability of the people within the organization to execute strategies, plans, and processes to make a business successful.

Every part of the business boils down to people. And by managing people, organizations can be more profitable, lead more effectively, create brand loyalty and do better work.

The human resource function of every defines their success as an organization. An organization's HR function plays a major role in the growth of its bottom line and the success of its business strategy. The very nature of a company is in its people, and giving direction to people is what human resource management (HRM) is all about. HRM provides an organization with the best services and systems drive both profit and team synergy.

3.2 What is HRM:

According to The Harvard Model of Human Resource Management, created by Michael Beer, Human Resource Management is a strategic approach to the employment, development and wellbeing of the people working in an organization. Human resources management involves all management decisions and actions that affect the relationship between the organization and its employees – in other words, its human resources.

HRM refers to the management of all decisions within an organization that are related to people.

It concentrates on making the most of the human resources that are at the disposal of the organization and enhances the performance of employees to achieve the organization's objectives. HRM ensures the seamless and effective application of policies and processes in the business. HRM is there to keep the balance between employee needs and satisfaction and an organization's profitability and capability to reach its objectives.

In practice, however, HRM is a tool used to try to make optimum use of human resources, to foster individual development, and to comply with government mandates. Larger organizations typically have an HRM department and its primary objective is making company goals compatible with employee goals. For a company to attain its goals, it must have employees who will help it attain them.

An efficiently functional HRM aids the workforce of an organization to contribute efficiently and effectively towards the overall achievement of an organization's goals.

To understand HRM, the functions of HRM must be taken into consideration. The functions of HRM are managerial, operative and advisory.

Managerial functions include:

- Planning: The planning function of HRM ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses for the organization. There are four key steps of the HRP process: Analyzing present human resource supply, forecasting human resource demand, balancing projected the human resource demand with supply, and aligning the first three steps to the organizational goals.
- Organizing: Organizing is the function of HRM that involves developing an organizational structure to ensure the accomplishment of the organizational goals. The structure is usually represented by an organization chart, which provides a graphic representation of the chain of command within an organization.
- Directing: This includes activating employees at different levels and making them contribute maximum towards organizational goal. Tapping maximum potentialities of an employee via constant motivation and command is a prime focus for this function of HRM.
- Controlling: Post planning, organizing and directing, performance of an employee is to be evaluated, verified and compared with organizational goals. If performance is found to be deviating from the plan, control measures are to be taken.

Operative function Includes:

- Recruitment and Selection: Recruitment and selection creates a pool of prospective candidates and selects the right candidates from that pool.
- Job Analysis & Design: This HRM function includes describing nature of the job, including the requisite qualifications, skills, and work experience for a specific position

within an organization. This function is crucial in helping to combining tasks, duties and responsibilities into a single work unit to achieve organizational goals.

- Performance management: Checking and analyzing employee performance is another important function that HRM performs.
- Learning & Development (L&D): This HRM function allows employees to acquire new skills and knowledge to perform their job effectively. L&D also prepares employees for taking up higher level of responsibilities.
- Compensation management: HRM also includes determining pays for different job types and compensations, incentives, bonuses and benefits related to a job function.
- Policies: HRM functions by drafting, revising, publishing and implementing the organizational policies, which are essential for the fair treatment for all the employees.
- Employee Welfare: This function takes care of numerous services, benefits and facilities provided to an employee for their wellbeing.
- HRMS: This function involves recording, maintaining and retrieving employee related information including employment history, work hours, earning history etc.

Advisory function includes:

- Top Management Advice: One of the critical HRM functions is to advise the top management in formulating policies and procedures. The advisory function of HRM also advise the top management on appraisal of manpower. This function also involves advice regarding maintaining high-quality human relations and improving employee morale.
- Departmental Head advice: Under this HRM function, HRM advises the heads of various departments on policies related to job design, job description, recruitment, selection, appraisals.

What is the importance of HRM:

Recognizing and valuing individuals: HRM acknowledges every employee's worth within the organization, suggesting that the organization recognize and value individual contributions.

People bring ideas: HRM manages people, and people bring new skills and ideas into the organization and fuel the growth of business.

Quality of work life: Quality of work life is a legitimate concern, and that employees have a right to safe, clean, and pleasant surroundings, which is one of the responsibilities of HRM.

Upskilling is a long-term interest: HRM recognizes the need for continuous learning; talents and skills must be continually refined in the long-term interests of the organization.

Facilitate continual worker adaptation: Opportunities are constantly changing. Organizations need methods to facilitate continual worker adaptation and HRM provides the organization with those methods.

Employee satisfaction: People have a right to be satisfied by their work, and organizations have a responsibility, and a profit motivation, to try to match their skills with their job.

Beyond technical training: HRM has a much broader scope than technical training employees need to know more than the requirements of a specific task in order to make their maximum contribution.

Benefits of HRM:

HRM bridges the gap between the employees and the management of an organization. Operating a successful organization requires a good HRM which is dedicated to the progress and growth of the organization. A balanced HRM is critical to the productivity and synergy of the organization.

An effective HRM allows organizations to tackle human resource issues strategically. HRM supports in attracting and retaining competent employees, helps the organization's leaders and employees in adapting to organizational change, and enables the adoption of technology. HRM play a critical role in managing employees, helping them to work effectively and creatively to help their organization to attain a competitive advantage in their market.

The question 'What is the importance of HRM?' can be answered by considering all the ways that HRM helps organizations to meet their competitive challenges and create value. These facets of HRM include how an organization manages the human resource environment and acquires, trains, assesses, develops and compensates its employees.

The importance of HRM goes unnoticed in the organization with the routine hustle and bustle in the workplace, but without the effective HRM contributions, the organization might not be able to achieve its fullest potential and expand its horizons.

Here are the benefits of HRM:

- Strategic Management: HRM enhances the company's bottom-line by triggering positive output, leading to organizational success. Leaders with expertise in HRM participate in corporate decision-making that underlies human resource decisions.
- Mission, vision, values, and goals: HRM when handled strategically contributes to an organization's mission, vision, values, and goals. This, in turn, enables employees to see where they fit within the organization and helps to shape and define their roles.
- Branding internally: Creating a positive brand about the organization for its employees and internal stakeholders is an important responsibility of HRM.
- Creating awareness for employees: HRM builds workplace awareness by providing complete information to employees of their functioning and governance.
- Maintaining a conducive work environment: A favorable work environment within the organization where the employees can have both hygiene factors and motivators is taken care of by HRM. One of the top employer attributes that jobseekers value most is a pleasant working atmosphere, according to a study by ran stand.
- Talent management: This is one of the important responsibilities of HRM. HRM remains committed to recruitment and selection, on-boarding, training, management development, performance management, succession planning, career paths, and other aspects of talent management.
- Organizational culture: HRM impacts the culture of the organization and has a key role to play in ensuring that an organization's culture continues to be supportive and effective. The culture of an organization never solidifies - it changes with changing demographics, workplace norms, industry forces and other factors. HRM molds the organization's culture, and the organization's culture is reflected in the HRM – so they are interlinked.
- Conflict management: Conflicts are part of any healthy and robust organization. Not everyone always feels the same way, but they need to develop effective working relationships for contributions and productivity. HRM helps by knowing the personalities of each of the employees and taking on the necessary role of advocate, coach or mediator.

3.3 Human resource management history:

The term "human resource management" has been commonly used for about the last ten to fifteen years. Prior to that, the field was generally known as "personnel administration." The name change is not merely cosmetics.

Personnel administration, which emerged as a clearly defined field by the 1920s (at least in the US), was largely concerned the technical aspects of hiring, evaluating, training, and compensating employees and was very much of "staff" function in most organizations. The field did not normally focus on the relationship of disparate employment practices on overall organizational performance or on the systematic relationships among such practices. The field also lacked a unifying paradigm.

HRM developed in response to the substantial increase in competitive pressures American business organizations began experiencing by the late 1970s as a result of such factors as globalization, deregulation, and rapid technological change. These pressures gave rise to an enhanced concern on the part of firms to engage in strategic planning--a process of anticipating future changes in the environment conditions (the nature as well as level of the market) and aligning the various components of the organization in such a way as to promote organizational effectiveness.

Human resource management (HRM), also called personnel management, consists of all the activities undertaken by an enterprise to ensure the effective utilization of employees toward the attainment of individual, group, and organizational goals. An organization's HRM function focuses on the people side of management. It consists of practices that help the organization to deal effectively with its people during the various phases of the employment cycle, including pre-hire, staffing, and post-hire. The pre-hire phase involves planning practices. The organization must decide what types of job openings will exist in the upcoming period and determine the necessary qualifications for performing these jobs. During the hire phase, the organization selects its employees. Selection practices include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified.

It's believed that the first personnel management department began at the National Cash Register Co. in the early 1900s, according to an HR Magazine article. After several strikes and employee lockouts, NCR leader John H. Patterson organized a personnel department to handle grievances, discharges, and safety, as well as training for supervisors on new laws and practices

In the post-hire phase, the organization develops HRM practices for effectively managing people once they have "come through the door." These practices are designed to maximize the performance and satisfaction levels of employees by providing them with the necessary knowledge and skills to perform their jobs and by creating conditions that will energize, direct, and facilitate employees' efforts toward meeting the organization's objectives.

The Historical Background of Human Resource Management:

Human resource management has changed in name various times throughout history. The name change was mainly due to the change in social and economic activities throughout history.

Industrial Welfare:

Industrial welfare was the first form of human resource management (HRM). In 1833 the factories act stated that there should be male factory inspectors. In 1878 legislation was passed to regulate the hours of work for children and women by having a 60 hour week. During this time trade unions started to be formed. In 1868 the 1st trade union conference was held. This was the start of collective bargaining. In 1913 the number of industrial welfare workers had grown so a conference organized by Seebohm Rowntree was held. The welfare workers association was formed later changed to Chartered Institute of Personnel and Development.

Recruitment and Selection:

It all started when Mary Wood was asked to start engaging girls during the 1st world war. In the 1st world war personnel development increased due to government initiatives to encourage the best use of people. In 1916 it became compulsory to have a welfare worker in explosive factories and was encouraged in munitions factories. A lot of work was done in this field by the army forces. The armed forces focused on how to test abilities and IQ along with other research in human factors at work. In 1921 the national institute of psychologists established and published results of studies on selection tests, interviewing techniques and training methods.

Industrial Relations:

Consultation between management and the workforce spread during the war. This meant that personnel departments became responsible for its organization and administration. Health and safety and the need for specialists became the focus. The need for specialists to deal with industrial relations was recognized so that the personnel manager became as spokesman for the

organization when discussions where held with trade unions/shop stewards. In the 1970's industrial relations was very important. The heated climate during this period reinforced the importance of a specialist role in industrial relations negotiation. The personnel manager had the authority to negotiate deals about pay and other collective issues.

Legislation:

In the 1970's employment legislation increased and the personnel function took the role of the specialist advisor ensuring that managers do not violate the law and that cases did not end up in industrial tribunals.

Flexibility and Diversity In the 1990's a major trend emerged where employers were seeking increasing flexible arrangements in the hours worked by employees due to an increase in number of part-time and temporary contracts and the invention of distance working. The workforce and patterns of work are becoming diverse in which traditional recruitment practices are useless. In the year 2000, growth in the use of internet meant a move to a 24/7 society. This created new jobs in e-commerce while jobs were lost in traditional areas like shops. This meant an increased potential for employees to work from home. Organizations need to think strategically about the issues these developments raise. HRM managers role will change as changes occur.

Information Technology Some systems where IT helps HRM are: Systems for e-recruitment; On-line short-listing of applicants; Developing training strategies on-line; Psychometric training; Payroll systems; Employment data; Recruitment administration; References; Pre-employment checks. IT helps HR managers offload routine tasks which will give them more time in solving complex tasks. IT also ensures that a greater amount of information is available to make decisions.

3.4 Human resource management planning:

It is the HRP process which helps the management of the organization in meeting the future demand of human resource in the organization with the supply of the appropriate people in appropriate numbers at the appropriate time and place. Further, it is only after proper analysis of the HR requirements can the process of recruitment and selection be initiated by the management. Also, HRP is essential in successfully achieving the strategies and objectives of organization. In fact, with the element of strategies and long-term objectives of the organization

being widely associated with human resource planning these days, HR Planning has now become Strategic HR Planning.

Though, HR Planning may sound quite simple a process of managing the numbers in terms of human resource requirement of the organization, yet, the actual activity may involve the HR manager to face many roadblocks owing to the effect of the current workforce in the organization, pressure to meet the business objectives and prevailing workforce market condition. HR Planning, thus, help the organization in many ways as follows:

HR managers are in a stage of anticipating the workforce requirements rather than getting surprised by the change of events

Prevent the business from falling into the trap of shifting workforce market, a common concern among all industries and sectors

Work proactively as the expansion in the workforce market is not always in conjunction with the workforce requirement of the organization in terms of professional experience, talent needs, skills, etc.

Organizations in growth phase may face the challenge of meeting the need for critical set of skills, competencies and talent to meet their strategic objectives so they can stand well-prepared to meet the HR needs

Considering the organizational goals, HR Planning allows the identification, selection and development of required talent or competency within the organization.

It is, therefore, suitable on the part of the organization to opt for HR Planning to prevent any unnecessary hurdles in its workforce needs. An HR Consulting Firm can provide the organization with a comprehensive HR assessment and planning to meet its future requirements in the most cost-effective and timely manner.

An HR Planning process simply involves the following four broad steps:

Current HR Supply: Assessment of the current human resource availability in the organization is the foremost step in HR Planning. It includes a comprehensive study of the human resource strength of the organization in terms of numbers, skills, talents, competencies, qualifications, experience, age, tenures, performance ratings, designations, grades, compensations, benefits, etc. At this stage, the consultants may conduct extensive interviews with the managers to understand the critical HR issues they face and workforce capabilities they consider basic or crucial for various business processes.

Future HR Demand: Analysis of the future workforce requirements of the business is the second step in HR Planning. All the known HR variables like attrition, lay-offs, foreseeable vacancies, retirements, promotions, pre-set transfers, etc. are taken into consideration while determining future HR demand. Further, certain unknown workforce variables like competitive factors, resignations, abrupt transfers or dismissals are also included in the scope of analysis.

Demand Forecast: Next step is to match the current supply with the future demand of HR, and create a demand forecast. Here, it is also essential to understand the business strategy and objectives in the long run so that the workforce demand forecast is such that it is aligned to the organizational goals.

HR Sourcing Strategy and Implementation: After reviewing the gaps in the HR supply and demand, the HR Consulting Firm develops plans to meet these gaps as per the demand forecast created by them. This may include conducting communication programs with employees, relocation, talent acquisition, recruitment and outsourcing, talent management, training and coaching, and revision of policies. The plans are, then, implemented taking into confidence the mangers so as to make the process of execution smooth and efficient. Here, it is important to note that all the regulatory and legal compliances are being followed by the consultants to prevent any untoward situation coming from the employees.

3.5 Human resource management function:

The functions of the human resource department performed at the mid-level are known as the operative functions. Operative functions of HRM are directed towards the execution of plans and strategies designed by the senior managers of a company. Operative Functions of human resource management includes the following:

Hiring Talent: One of the primary functions of the human resources department is to hire people who are a perfect fit for the organization. Along with quick and effective hiring, the HR team also ensures smooth onboarding.

Orientation: Human resources managers ensure that legal formalities are effectively completed from every employee's side. After that, they introduce them to the company policies, principles and working culture.

Training and Development: The working need of every company differs from one another. Employees are provided with adequate training so that they are on track with the team's requirements.

Employee Retention: The HR team ensures that employees stay productive at work and deliver their best performance. They try to develop a culture of work and fun.

Feedback and Performance Appraisal: Human resource management team creates a systematic process to improve productivity and work efficiency. They create a flow where employees receive feedback from senior managers at regular intervals.

Provide Actionable Insights: HR insights help the management drive important metrics for employee engagement. Performance data, employee benefits, their skills, claims, company turnover and other vital statistics can help an organization improve work culture and stay closer to achieving goals & objectives.

3.6 Major functions of HRM in an organization:

Recruitment and selection:

Recruitment is the process of captivating, screening, and selecting potential and qualified candidates based on objective criteria for a particular job. The goal of this process is to attract the qualified applicants and to encourage the unqualified applicants to opt themselves out.

Before starting the process of recruitment, the companies must execute proper staffing plans and should grade the number of employees they are going to need. Forecasting of the employees should depend upon the annual budget of the organization and short-term and long-term goals of the organization.

Recruitment and selection process is very important to every organization because it reduces the costs of mistakes such as engaging incompetent, unmotivated, and underqualified employees. Firing the unqualified candidate and hiring the new employee is again an expensive process.

Orientation:

Many organizations do not provide a thorough orientation to the new employees. This is the fundamental step to help a new employee to adjust himself with the employer and with his new job. Employee orientation program should include the objectives and goals of the organization and how the employee can help to achieve the long-term and short-term goals of the organization.

Giving intensive orientation to the employee is one of the major functions of human resource management. The program should help the employee to know his assigned duties and his exact

job description, job role, and the relationship of position to other positions in the organization. It gives clarification to the employee to take an active role in the organization.

Maintaining good working conditions:

It is the responsibility of the human resource management to provide good working conditions to the employee so that they may like the workplace and the work environment. It is the fundamental duty of the HR department to motivate the employees. The study has been found that employees don't contribute to the goals of the organization as much as they can. This is because of the lack of motivation.

Human resource management should come up with a system to provide financial and non-financial benefits to the employee from the various departments. Employee welfare is another concept which should be managed by HR team. Employee welfare promotes job satisfaction.

Managing Employee relations:

Employees are the pillars of any organization. Employee relationship is a very broad concept and it is one of the crucial functions of human resource management. It also helps to foster good employee relations. They have the ability to influence behaviors and work outputs.

Management should Organize activities which will help to know an employee at the personal and professional level. Well-planned employee relations will promote a healthy and balanced relation between the employee and the employer. It is the key for the organization to be successful.

Training and development:

Training and development are the indispensable functions of human resource management. It is the attempt to improve the current or future performance of an employee by increasing the ability of an employee through educating and increasing one's skills or knowledge in the particular subject.

3.7 Importance of Human Resource Management:

Human Resource Management (HRM) is a modern approach to maintaining people in the workplace that focuses on the acquisition, development, utilization, and maintenance of human resources HRM is development-oriented. It is a concern of managers of all levels and provides space for employee involvement, performance, and growth. Several companies nowadays

prefer HRM to personnel management because HRM plays a vital role in maintaining a quality team of working experts. Besides, it has several importance which is discussed below.

Strategy management is an essential component of every organization and plays a critical aspect in human resource management. HR managers oversee strategies to guarantee that the organization meets its business objectives while also making major contributions to corporate decision-making, which includes assessments for present workers and projections for subsequent ones based on business requirements. HR is also the agency to contact if any form of professional problem emerges between workers. They guarantee that challenges and disputes are properly handled by examining the topic objectively and fostering good conversation to establish a solution. Furthermore, they assist employees in understanding various methods of creating productive work connections as well as the need not to allow personal judgment to affect their behavior.

To maintain quality of work-life:

Quality of work life is the perception of employees regarding the relationship between working conditions with management. Simply, it is the relationship between employees and the total work environment. Quality of work life is concerned with the employee's perception of physical as well as psychological wellbeing at the workplace and it can be obtained by maintaining work autonomy, work freedom, job recognition, belongingness, rewards, etc.

To increase productivity and profit:

Human resource management ensures the right quality and quantity of personnel in a workplace, apart from which, it creates opportunities to facilitate and motivate individuals and groups of employees to grow and advance their careers. Motivated employees work hard to meet their personal career goals which directly influences the productivity of the organization. Minimizing cost and maximizing profit is the essence of productivity.

To produce employees who are easily adaptable to change:

Human resource management performs various functions, among which training and development of employees are vital ones. Training and development programs keep employees updated with skills necessary to adjust to alteration of the organization's environment, structure, and technology.

To match the demand and supply of human resources:

Human resource management probes existing human resources at certain intervals of time to identify if the company has an adequate number of workers or not. In case when a company has inadequate human resources, human resource management performs activities like recruitment and selection to balance the need. In the same way, it lay-off inefficient employees when the company has excessive employees.

To recognize merit and contribution of employees:

Human resource management performs a timely appraisal of employees' performance to recognize excellent and poor workers. The excellent workers are then rewarded in a return for their contribution.

To create a feeling of belongingness and team spirit in the employee:

Human resource management designs jobs based on teamwork. As teamwork demands contribution from every team member, HRM focuses on making every employee feel valued so that employee contributes best from their side.

To sustain business in the market:

Human resource management makes sure that the company has the best employee because promising employees are capable of taking their company ahead in the race by delivering excellent results. This guarantees the organization's success and stability in the future.

To develop corporate image:

Every company should maintain a good public image to sustain itself in the market. Any individual would like to work for companies that are known for moral and social behavior. On the other hand, companies that do not treat their employees in a good manner can run through employee deficiency and even collapse.

3.8 Characteristics of Human Resource Management:

Any company's most valuable asset is its human resources department. The strategists discuss long-term competitive advantage. HR plays a key role in maintaining the competitive edge.

Human resource management is the process and concept of acquiring, developing, utilizing, and maintaining competent human resources to fulfill an organization's goals cost-effectively and efficiently.

There are two variations of the Human Resource Management concept: a hard version and a soft one. The hard version or variant highlights the need of managing people in such a way that they provide additional value and hence provide a competitive edge.

The soft version is focused on considering employees as valuable assets that may provide a competitive advantage through their dedication, flexibility, and high quality. HRM in today's world is a hybrid of the two. HRM is the management of human potential and energy.

3.9 Objectives of Human Resource Management:

The primary objective of resource management is to ensure a seamless experience for the staff and other people associated with management and organizational goals. Objectives of HRM include ensuring availability of resources, easy access to data, on-time payroll, ensuring compliances, etc. One major HRM objective is to fulfill organizational goals. Utilizing human resources to achieve business requirements and goals is very important for an effective HRM.

3.10 Principles of Human Resource Management:

Human Resource Management is an organizational function that concentrates on staffing/recruiting, managing, and directing the people who work for a company. The human Resource (HR) department deals with employee benefits, compensation, performance and reward management, wellness, safety, organizational development, employee relations, motivation, etc. HRD plays a significant and strategic role in managing people as well as workplace culture. It can hugely contribute to a company’s growth and stability if implemented effectively. It is said to be a process of bringing organizations and people altogether to meet the goals of both. In this topic, we are going to learn about the Principles of Human Resource Management.

Human Resource Management is an umbrella term that is being used to describe the management as well as the development of the employees in an organization. It designs various management systems to ensure that employee talent is used efficiently and effectively to accomplish organizational goals.

The most important resource a company has is manpower (people who work for the company). The biggest task is to manage people effectively. This is considered to be the key to organizational success.

3.11 Scope of Human Resource Management:

Human resources are undoubtedly the key resources in an organization, the easiest and the most difficult to manage! The objectives of the HRM span right from the manpower needs assessment to management and retention of the same. To this effect, Human resource management is responsible for the effective designing and implementation of various policies, procedures, and programs. It is all about developing and managing knowledge, skills, creativity, aptitude, and talent and using them optimally.

Human Resource Management is not just limited to managing and optimally exploiting human intellect. It also focuses on managing the physical and emotional capital of employees. Considering the intricacies involved, the scope of HRM is widening with every passing day.

It covers but is not limited to HR planning, hiring (recruitment and selection), training and development, payroll management, rewards and recognitions, Industrial relations, grievance handling, legal procedures, etc. In other words, we can say that it's about developing and managing harmonious relationships in the workplace and striking a balance between organizational goals and individual goals.

3.12 Recruitment of Human Resources:

Recruitment in HRM is a systematic process for Hiring Talent. It starts from identifying, attracting, screening, shortlisting interviewing, selecting, and finally hiring the most potential candidate for filling up the vacant job vacancies in an organization.

In any business organization, employees are always considered to be their biggest asset and People Management is the most important function managed by the HRM Department. The primary job of the Human Resource Management (HRM) Team is to keep building the pool of Human Capital for the organization which can result in the selection of the right candidate for the right job. Recruitment aims for choosing and hiring the right person for the Right Job at the right time. The Human Resource Management Department often considers two major sources of recruitment namely internal and external sources of recruitment. The purpose of the

recruitment process is to gather information about the talented and qualified individuals who might be interested to work for the organization effectively.

3.13 Selection & Interview of Human Resources:

The difference between recruitment and selection is important to understand. Recruitment refers to the process where potential applicants are searched for and then encouraged to apply for an actual or anticipated vacancy. Selection is the process of hiring employees among the shortlisted candidates and providing them with a job in the organization.

The success of any organization depends on its employees. When an employee is well suited for their job, the entire company can enjoy the benefits of their unbeatable success. Recruitment and selection help organizations choose the right candidates for the right positions. Therefore, understanding the difference between recruitment and selection is essential to reduce any losses for an organization.

3.14 Job Analysis:

Job analysis is a systematic and detailed examination of jobs. It is a procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Job analysis is the procedure through which you determine the duties and nature of the jobs and the kinds of people who should be hired for their goal. It provides to write job descriptions and job specifications, which are utilized in recruitment and selection, compensation, performance appraisal, and training.

Job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the task, duties and responsibilities necessary to do a job.

Advertisements: A task is a distinct work activity carried out for a distinct purpose. Examples would include type a letter, preparing a lecture, or unloading a mail truck.

A duty is a large work segment consisting of several tasks, related by some sequence of events that are performed by an individual.

A position refers to one or more duties performed by one person in an organization. There are at least as many positions as there are workers in the organization.

Job responsibilities are obligations to perform certain tasks and duties. Thus, job analysis is a procedure and a tool for determining the specified tasks, operations and requirements of each job.

It is a complete study of job, embodying every known and determinable factor, including the duties and responsibilities involved in its performance, the conditions under which the performance is carried on, the nature of the task, the qualities required in the worker and such conditions of employment as pay, hour, opportunities and privileges. It also emphasizes the relation of one job to others in the organization.

Job analysis is a process of studying, examining and collecting detailed information relating to the components and various operations of job. It is a process of collecting and analysing data relating to a job. It is defined as the process of studying and collecting information relating to the operations and responsibilities of the specific job. The immediate products, of this analysis are Job description and Job specification.

Job analysis is a systematic process of collecting the information on nature of a job, qualities and qualifications required to a job, physical and mental capabilities to require to a job, duties and responsibilities, physical and mental effort required to perform a job, necessary skills required to perform a job, working conditions and environment for a job, in order to describe job description and job specification, for recruitment and selection of employee, improve job satisfaction, employee safety and to build up employee motivation etc.

Importance of Job Analysis:

Job analysis helps in analyzing the resources and establishing the strategies to accomplish the business goals and strategic objectives. Effectively developed, employee job descriptions are communication tools that are significant in an organization's success.

The main purpose of conducting job analysis is to prepare job description and job specification which would help to hire skilled workforce. Job description is a statement of information about duties and responsibilities of a particular job. whereas job specifications is a statement of information about qualifications, special qualities, skills and knowledge required for an employee to fit for a job. Therefore, job analysis enables recruiter/employer to have a deep insight of a job, with that, recruiter can easily track candidates who have required qualifications and qualities to perform a job.

Chapter-04

HR Management in Organizations on Raven Agro Chemicals Limited

4.1 HR Management of Raven Agro Chemicals Limited:

Raven Group started its journey in 2003 with a vision to assist farmers by supplying crop protectants (insecticide, fungicide & herbicide), fertilizers, and plant growth regulators. By helping farmers, we are contributing to the food security and safety of the country. We've built a formulation facility that assures high-quality products at a reasonable price. We've been introducing new pesticides that are not only effective at saving crops but also safe for plants, the environment, and people. With a country-wide network, strong distributors & retailers channel Raven group has become a leading brand in the Bangladesh crop protection industry. We have partnered with world-renowned multinational manufacturers & formulators of the crop protection industry to make sure quality products & services to the agriculture of the country.

In producing rice, vegetables & fruits Bangladesh has positioned itself in a notable place in the world, we take pride in it as Raven Group certainly has a contribution to this agricultural development. We wish to keep working like this to enrich the farmers, feed the people & make the prosperous country that we dream of.

4.2 HR Activities:

HR Planning: Human resource planning is the continuous process of systematic planning to achieve optimum use of an organization's most valuable asset — its human resources. The objective of HRP is to ensure the best fit between employees and jobs while avoiding manpower shortages or surpluses. The four key steps of the HRP process are analyzing present labor supply, forecasting labor demand, balancing projected labor demand with supply and supporting organizational goals.

Job Analysis: Information is the basic material used by an industry for many kinds of job-related planning. Nature of job information varies from industry to industry, from department to department and from purpose to purpose. Information used for job analysis must be accurate, timely and tailor made. According to N.R Chatterjee, job analysis is the process of determining by observation and study and reporting pertinent information related to the nature of a specific job. Dale Yoder defined as the method used to determine what types of manpower are needed to perform the jobs of the organization.

Selecting and Hiring Employees

Job Analysis: Job analysis is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job analysis provides information of organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully.

The process of job analysis involves the analyst describing the duties of the incumbent, then the nature and conditions of work, and finally some basic qualifications. After this, the job

analyst has completed a form called a job psychograph, which displays the mental requirements of the job. The measure of a sound job analysis is a valid task list. This list contains the functional or duty areas of a position, the related tasks, and the basic training recommendations. Subject matter experts (incumbents) and supervisors for the position being analyzed need to validate this final list in order to validate the job analysis.

Recruiting: Recruiting is a 'linking function' joining together those with jobs to fill and those seeking jobs. It is a joining process in that it tries to bring together job seekers and employer with a view to encourages the former to apply for a job with the latter. The objective of recruitment is to develop a group of potentially qualified people. To this end, the organization must project the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for non-qualified persons to self-select themselves out.

Selection: To select is to choose. Selection is a screening process. It is the process of picking individuals who have relevant qualifications to fill jobs in an organization. The basic purpose is to choose the individuals who can most successfully perform the job from the pool of qualified candidates. Selection starts after the recruitment process is over and job application has been received.

4.3 Selection Policy:

a) No one who is below eighteen (18) years of age may be hired as an employee of Raven Agro Chemicals Limited, either on a regular or contract basis. The minimum age limit for the appointment of any apprentice will be sixteen (16).
b) The age will be determined by a secondary school certificate, or certificate from the Chairman of Union Parishad / City Corporation, or any qualified physician.
c) During recruitment special attention will be given to gender balance in head office and plant. Some quotas may be reserved for males or females. If necessary, the advertisements may be given exclusively for male or female candidates depending on the nature of the job position.
d) Education qualifications may be relaxed in the case of highly experienced internal candidates.
e) The issuance of interview cards will be 10 (ten) days ahead of the interview date, but this can be flexible if the candidates can be reached by telephone or by e-mail.
f) Test will be administrated concerning the requirements of the job. The line Manager will draft the test format, which will be treated confidentially before administering the test.
g) No consideration shall be given to a candidate's gender, religion, culture, etc. unless such aspect is directly related to the requirements of the job.
h) After final selection by the board, HRD may conduct a reference check, and based on positive feedback from the references, the recommended candidate will be invited for employment in Raven Agro Chemicals Limited.

4.4 Recruitment and Selection:

Raven Group establishes standards for hiring and promoting the most qualified individuals, with emphasis on educational background, prior work experience, past accomplishments, and evidence of integrity and ethical behavior, demonstrating an entity's commitment to competent and trustworthy people.

Human Resource Management involves recruitment of the people by the needs of the organization, compliance with employment agreements and labor laws, payments to employees, and accounting for them.

After acceptance by the HR head, I initiated a personnel file for the new employee containing:

- ✓ Employment Application.
- ✓ Resume
- ✓ Two Passport size photographs
- ✓ N.O.C. copy Academic certificates (copy)
- ✓ Experience certificates (copy)
- ✓ References.

(Preferably one from the recent employer) Other relevant documents, The references are given by the candidate in the employment application form are contacted by me, either through a confirmation letter or a phone call. After confirmation, I filed the acknowledgment in the personnel file that I received.

My supervisor told me to make a draft of the appointment letter for the candidate. Then I prepared the draft of the appointment letter for the new employee. After the probationary period, a job confirmation letter was sent to the new employee.

I send information regarding new employees through email to all internal departments.

4.5 Benefits to Employee:

In addition to the Compensation Plan, Raven Group's employees are entitled to different benefits; which are Loans, Overtime / Late Sitting Allowance, Marriage Gift Canteen Facilities, Medical Benefits, Company Vehicles, and Group Insurance.

4.6 Overtime:

Employees working after normal working hours or on holidays are entitled to overtime allowance as per the approved rates in Raven Group.

In Raven Group employees manually prepare their timesheets and the supervisor approves these timesheets. Before sending the sheet to the supervisor I check their overtime sheet and corrected it if needed. The supervisor calculated the amount of allowance as per the approved

timesheets. After checking by the Manager Personnel, Payroll Officer incorporates the amount of allowance in the Payroll System which is then paid to the employee along with his monthly payroll for the next month.

4.7 Increment letters:

Employees are given yearly increments at the end of each financial year. Sometimes special increments are also given to a few selected employees based on their good performance.

4.8 Critical observation:

Employee turnover information is a very secret matter in an organization and concerned department sometimes shows their reluctance and inability. Often only very partial information has been provided.

While working in the HR department was a bit confusing in the beginning, as I had no prior practical knowledge regarding HR activities. But with the help of my supervisor's guidance and practical suggestions and co-workers' support, I have overcome my lacking.

Chapter-05

Findings

5.1 Findings:

- The job for the interns could not be more structured. It will not help the interns to understand their job responsibilities properly and they can work efficiently accordingly.

- It is very difficult to gather internal information about the organization for an intern. The organization should not be a bit more flexible to provide information to the interns.

- The trainer should not adopt some interesting methods to conduct the training program. The Training programs are day long and participants get bored after sometime.

- Some Trainees may not be interested to attend training programs. The Importance of the training programs must not be explained clearly to the employees of the organization to motivate and encourage them for attending the training programs.

Chapter-06

Recommendation and Conclusion

6.1 Recommendations:

- The job for the interns could be more structured. It will help the interns to understand their job responsibilities properly and they can work efficiently accordingly.

- It is very difficult to gather internal information about the organization for an intern. The organization should be a bit more flexible to provide information to the interns.

- The trainer should adopt some interesting methods to conduct the training program. The Training programs are day long and participants get bored after sometime. Hence, some interesting methods like adding videos and audio in the training will help the participants to focus on the training program.

- Some Trainees may not be interested to attend training programs. The Importance of the training programs must be explained clearly to the employees of the organization to motivate and encourage them for attending the training programs. This will help the employee to understand and reach the organizational goal. Otherwise, the training will be failed.

- To Motivate the employees and for recreation, the organization should arrange annual functions, picnics, or annual tours. This refreshes the mind of the employee and improves their work performance

6.2 Conclusion:

Raven Agro Chemicals Limited is one of the fast-growing pesticide companies. It has turned into a successful organization within a very short period compared to other banks. It is a great opportunity for me to work as an intern at Raven Agro Chemicals Limited. During the internship, I attained the knowledge of working in a fully professional establishment. The organizational aspects of Raven Group have given me an enriched insight into how the different parts of an establishment are to be maintained, balanced, and improved through a continuous development process. Although the organization of Raven Group is not optimized to its full potential, it has achieved tremendous growth due to the hard work, dedication, and cooperation of all the employees of all the branches throughout the country. The training and development Information of Raven Group is very confidential. I was not allowed to have all the information. The report was prepared with the limited information provided, my observation, the help of my supervisor, other employees, and all the available information on the internet. I have faced many difficulties in my internship program, I can carry out the responsibilities successfully.

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