Sonargaon University (SU)
Dhaka, Bangladesh

Thesis Paper
on
Human Resource Management Practices in Bangladesh
A Case Study on Square Group of Companies

Program: Regular Master of Business administration (RMBA)
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Submitted To:
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Date of Submission:

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Letter of Transmittal

May 11, 2023

To,
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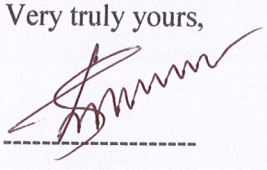
Subject: Submission of Thesis Paper on "Human Resources Management Practices in Bangladesh: A Case Study on Square Group of Companies".

Dear Sir,

With due respect and honor, I would like to inform you that, I have successfully completed the requirements to entitle myself for the thesis paper, which is a mandatory requirement to completion of the RMBA program. This is a great pleasure for me to submit the thesis paper on, "Human Resources Management Practices in Square Group of Companies". Here I gathered what I believe the most completed information available. I believe that it will provide a clear scenario of the HRM polices of the prominent industrial institution Square Group of Companies in Bangladesh. This report is all about to synchronize my theoretical learning from RMBA program with the real corporate world. I attempted my every move to go through all the necessary materials, documents, guidelines, and other subsequent reports which fulfill the requirements of this thesis paper. I have placed my most effort on preparing this term paper and tried to leave no stone unturned to make the report a vivid and comprehensive one despite a lot of limitations. I sincerely believe that it will serve the required purposes. I will always be obliged to furnish any clarification regarding this paper, if required.

I humble request you to accept this report for your kind evaluation. Kind regards,

Very truly yours,



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Letter of Authorization

I, Mr. Md. Rasel Hawlader, Lecturer, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as "Human Resources Management Practices in Square Group of Companies" has been prepared by Md. Julfiker Ali, ID: RMBA - 2101022002, Department of Business Administration, Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Regular Master of Business Administration (RMBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student himself. Any option and/or suggestion made in this study are entirely that of the author of this thesis paper. The report is an original work and prepared as a partial requirement of the degree the Regular Master of Business Administration (RMBA).

Md. Rasel Hawlader
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Student's Declaration

This is Md. Julfiker Ali, a student of Regular Master of Business Administration, ID: RMBA-2101022002 from Sonargaon University (SU) would like to solemnly declaration here that this report on Human Resources Management Practices in Bangladesh: A Case Study on Square Group of Companies has been authentically prepared by me under supervisor of Md. Rasel Hawlader, Lecturer, Department of Business Administration, Sonargaon University. Sincerely Yours, Md. Julfiker Ali ID: RMBA 2101022002, Major: HRM Semester: Spring-2023 Department of Business Administration Sonargaon University (SU) m I didn't breach any copyright act intemationally. I am farther declaring that I did not submit this report anywhere for awarding any degree, diploma, or certificate.



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Acknowledgement

I would like to thank Almighty Allah who made me able to complete this Thesis Paper by utilizing my skills and knowledge.

I would like to express my indebtedness and deepest sense of gratitude to Supervisor **Md. Rasel Hawlader,** Lecturer of Business Administration, Sonargaon University for his encouragement, thoughtful suggestions, proper guidance, and supervision throughout the progress of my thesis work.

I would like to Special thanks to **Mr. Abul Kalam Azad, Sr. Manager,** Square Securities Management Limited, Motijheel branch for his assistance while working in the concem. I would like to convey my heartiest thanks to Mr. A S M Sarwar Hossain, Manager (A&F) who gives me valuable cooperation, affectionate behavior and special guidance and several types of Accounts & Financial Information.

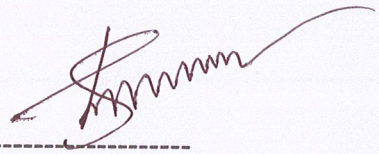
I would like to express my cordial thanks to **Mr. Hasan , Md, Rashedul Kabir,** Executive, for all types of help during my thesis work.

I express to my sincere thanks to **Mr. Md. Safkat Ilossain, Mr. Nokib, & Mr. Shawkat,** for their wholehearted co-operation of Compliance activities information while doing my thesis in the concern.

I wish to offer my warm thanks to **Mr. Monir, Belal, Nasir,** for their cooperation during my research work. Special thanks go to **Md. Salkat Hossain,** for all kinds of help during my thesis work.

Last but not the least, I am also thankful to employees of HR department of Square Group of Companies whose management experience and tips are always helpful for me. Without their encouragement and guidance, it might not be possible for me to complete my thesis paper so successfully and smoothly.

I am responsible for errors and mistakes presented in the report and a positive and constructive criticism will always be greeted warmth.



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Executive Summary

In this report the study is based on Human Resources Management Practices–SQUARE Group. The business lines of SQUARE GROUP are Manufacturing, Marketing Pharmaceuticals, Toiletries, Consumer products and Textile of yarn. Services provided by SQUARE include Health care (Hospitals), Information and Communication Technology. Visions of Square are to emphasize the quality of products, processes and services, leading to growth of the company imbued with good governance. Its Address SQUARE Centre 48, Mohakhali C/A Dhaka 1212, Bangladesh. The manufactures 100% Cotton Ring Span Yarn or Hosiery, 100% Cotton OE Rotor for Hosiery and Knit Fabrics for 100% export oriented readymade Garments Industry. I recently have done my internship in SQUARE GROUP, in which I got training from each of its department. The internship basically revolved around the product knowledge training. The system, the style of working & the commitment of the employees in SQUARE GROUP is really exemplary. I have all my practical efforts in the form of this manuscript that's the asset for my future career. Then I have done a detailed with theoretical framework, company overview, HRM policies & practices, SWOT analysis & Findings. In this report I have given a very brief review of what I have seen during our internship. I have mentioned all these as I have made an internship.

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Chapter: 1

Introduction

1.1 Origin of the Report

As a fresh graduate from the Program of RMBA of Sonargaon University (SU) Dhaka, Bangladesh, I was required to meet the requirements of internship program as a part of RMBA program. Consequently, my orientation to SQUARE for such purposes has given me the chance to make myself familiar with the organizational culture, behavior and other aspects such as HRM procedures. In addition, I am supposed to conduct a report and submit it in the company's interest as well as the academic requisition. Hence, this report is proposed and assigned by Mr. **Abul Kalam Azad**, Sr. Manager, Square Securities Management Limited, and approved by my Academic supervisor Rasel Hpwlader (Lecturer, Department of Business Administration, SU). In this regard, I would like to add that this report is completely confidential and prepared with a view to exposing myself to the practical exposure and knowledge.

1.2 Background of the Report

This study has been conducted as partial fulfillment of requirement of the Regular Master's in Business Administration (RMBA) under the Department of HRM, Sonargaon University (SU); therefore this is purely academic in nature. Basically based on both primary and secondary data and information, the process and findings of the study is mainly indicating the report writer's capability. The report writer's area of specialization is HRM and the area for this study is especially in SQUARE Group, Bangladesh.

1.3 Objective of the Report

Every research work is conducted to achieve some objective. The primary objective of this report is to fulfill the requirement of the internship program. The secondary objective of the report is to evaluate the "Human Resource Management Procedure" of SQUARE Group of Industries.

1.4 Scope of the Study

Broadly, this study has covered only one oversize group of company working in Bangladesh and HRM policies & practices efforts over nationwide. This study has been conducted at the corporate head office of SQUARE Group of Industries, Bangladesh at Dhaka in the Department of HRM.

1.5 Rationale of the Report

There are some identified purposes of the study. These are:

- To know about SQUARE Group of Industries.
- To learn regarding HRM procedure.
- To be familiar with the HRM procedure at different stage.
- To find out problem related to HRM procedure.
- To propose necessary recommendations.

1.6 Methodology of the Report

In order to complete this report personal visit and discussion with executives and top level management of "SQUARE Group", become conversant with the company's philosophy, working procedures, management system, and decision-making process of the company.
The details of the work plan are furnished below:

- **Data sources:** The information and data for this report have been collected from primary as well as secondary sources but emphasis has been given more on secondary sources.

- Primary sources:

Primary sources mean the sources of data which were never used in any where and which data are presented first time.

- Secondary sources:

Secondary sources mean the sources of data which were already existed and used. Many journals, books and data from websites are used here as a source of secondary data. This report will be based on theoretical and practical information gathered from Secondary sources e.g.

- Books, manuals,
- Journals,
- Publications,
- Web sites,
- Back office management on the related field.

Apart from these I will try to induce my practical experience what I have gathered while working as an intern and my leanings what I have learnt from my university.

Data Analysis, Classification, & Presentation:

Relevant data for this report has been collected through practical orientation, personal interview, and observation in the organization etc. The interviews were administered by formal and informal discussion. No structured questionnaire has been used. Secondary sources of information include the annual report of the company. Data collected from secondary source have been, processed manually and qualitative approach has been used throughout the study. Qualitative approach has been adopted for data analysis and interpretation taking the processed data as the best. So the report primarily on an analytical judgment and critical reasoning.

After gathering all the prime and secondary data we collected, corrected, organized, analyzed and integrated to draw some findings.

1.7 Limitations of the Report

There is no study work which is free from defect. Such defects are known as limitations. As the report prepared with a short span of time, the report could not be made comprehensive and conclusive. Some usual constraints I did face during the course of my investigation. Due to the company's policy of maintaining secrecy I did not get the opportunity to collect information regarding all departments. The limitation of my study work is stated by the following:

- The data and information related with the topic was not easily available.
- The study also suffered from inadequacy of data.
- The study was not done very successfully due to inexperience.
- Supply of more practical and contemporary data is another shortcoming.
- Unwillingness to response of the interviewer is another limitation for this study work.
- Lacking of young, energetic and talented officers / staffs.
- Scarcity of pertinent information.
- Time Constraint.
- Lack of experience.
- Lack of knowledge about the functional aspect of Capital Market activities.
- Shortage of update data.

Chapter: 2

Theoretical Framework

2.1 Introduction

Human resource management (HRM or simply HR) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture, and ensuring compliance with employment and labor laws. In circumstances where employees desire and are legally authorized to hold a collective bargaining agreement, HR will typically also serve as the company's primary liaison with the employees' representatives (usually a labor union).

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

2.2 DEFINITION OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization. HRM can also be performed by line managers.

HRM is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

"The Process of analyzing and managing organizations human resources needs to ensure satisfaction of its strategic objectives"

-Management –Hellriegel/Slocum

"The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting, screening, training and appraising."

-Human resource management –Gray Dessler

The administrative discipline of hiring and developing employees so that they become more valuable to the organization.

Human Resource management includes

(1) Conducting job analyses,

(2) Planning personnel needs, and recruitment,

(3) Selecting the right people for the job,

(4) Orienting and training,

(5) Determining and managing wages and salaries,

(6) Providing benefits and incentives,

(7) Appraising performance,

(8) Resolving disputes,

(9) Communicating with all employees at all levels.

2.3 OBJECTIVES OF HRM

Whilst the precise HR objectives will vary from business to business and industry to industry, the following are commonly seen as important HR objectives:

Objective	HR Actions
Ensure human resources are employed cost-effectively	Pay rates should be competitive but not excessive Achieve acceptable staff utilization Minimize staff turnover Measure returns on investment in training
Make effective use of workforce potential	Ensure jobs have suitable, achievable workloads Avoid too many under-utilized or over-stretched staff Make best use of employees skills
Match the workforce to the business needs	Workforce planning to ensure business has the right number of staff in the right locations with the right skills Effective recruitment to match workforce needs Training program's to cover skills gaps or respond to changes in technology, processes & market Consider outsourcing activities that can be done better and more cost effectively by external suppliers Get the right number and mix of staff at each location where the business operates in multiple sites and countries.
Maintain good employer/ employee relations	Avoid unnecessary and costly industrial disputes Timely and honest communication with employees and their representatives Sensitive handling or potential problems with employees (e.g. dismissal, redundancy, major changes in the business) Comply with all relevant employment legislation

2.4 STRATEGIC IMPORTANCE OF HRM

In Today's businesses, the right approach and management of the company's employees can greatly affect the company's overall performance. A strategic approach in Human Resource Management is vital especially in growing companies. Starting from right staffing to maintaining performing employees, HR management is key in developing not only the employees, but the whole organization itself.

Human Resources encompass a broad scope in management. An expanding company dependent on its current success can maintain and further develop its business starting with the right staffing. As demands for the product or services increase, additional manpower is needed to comply with them. The current manpower should be checked but not simply if they can comply with the demands, but it has to ensure that it can still keep its quality and standards. Mass production or bulk orders should not be an excuse in decreasing quality, hence, increased customer dissatisfaction and decreased sales. For a company that is already recognized in the industry and is eyeing on expansion, their status and reliability should be maintained. The leaders of the company can now focus on the products itself and expansion, and let the HR Department handle the development of the organization. Keeping an eye on the company's log-term goals, mission and vision, the development of performance standards is essential to identify potential problems, non-performing employees and compliance to tasks and standards. Minor employee and performance problems should be seen immediately to avoid any future inconvenience and potential problems to the customers and thus become a liability to the company. HRM professionals can also identify the processes and the proper staffing for each of these activities, and in effect, the systems and approach in terms of the company's front line operations can be improved to decrease manpower hours, improve quality, streamline processes, and elevate standards. The success and growth of a small company can be attributed to its culture. Due to its size, communication between all employees is not complicated. And alongside this communication, the trust and organizational goals are easily shared and understood by everyone. And in its growth, it is important that this culture is maintained and adjust to changes accordingly. HR professionals can work both with management and employees in doing this. With increase in employees and more demands in operations, communication may take a

backseat for both parties. However, Human Resources Management can amend this and become a bridge in establishing what the management wants from employees and vice-versa. In its continuous development, it is but imperative that the management or its owner be prepared for more arduous tasks in operations and leading the rest of the team towards continued success. Management should be equipped with the right skills in planning, leading, organizing and establishing standards. As they are the ones who will eventually be focused in developing the company instead of the operations and technical aspects, a higher understanding of this responsibility is essential, and this also plays a significant part once competition is put into the picture. Companies fail because of a number of reasons, and mismanagement can be one of them. Operations may spin out of control if personal agendas and politics are placed, and in growing companies, this should be monitored and prevented. Developing not only management but also its employees is significant. To keep up with competition, employees should be given with a number of reasons to stay with the company, and do their jobs exemplary well. Their continuous growth, the right compensation and benefits, and work-life balance are just some of the things that motivate employees to perform better, producing better results for the customers and ultimately, the company.

2.5 ROLES & FUNCTIONS OF HRM

The Human Resource Department deals with management of people within the organization. There are a number of responsibilities that come with this title. First of all, the Department is responsible for hiring members of staff; this will involve attracting employees, keeping them in their positions and ensuring that they perform to expectation. Besides, the Human Resource Department also clarifies and sets day to day goals for the organization. It is responsible for organization of people in the entire Company and plans for future ventures and objectives involving people in the Company. (Handy, 1999)

Research has shown that the human aspect of resources within an organization contributes approximately eighty percent of the organization's value. This implies that if people are not managed properly, the organization faces a serious chance of falling apart. The Human Resource Department's main objective is to bring out the best in their employees and thus contribute to the success of the Company.

These roles come with certain positive and negative aspects. However, the negative aspects can be minimized by improvements to their roles and functions. These issues shall be examined in detail in the subsequent sections of the essay with reference to case examples of businesses in current operation.

2.5.1 Positive aspects of Roles and Functions of the HR

- **Recruitment of Employees**

This is one of the most fundamental **roles of the HR department**. This is because this function ensures that the Company under consideration selects the most skilful and competent person from a sea of applicants at that time. This function involves evaluation of ability and competency of potential employees in relation to what the Company needs. This role falls under the Staffing role of management. If this function is performed well, then the organization will increase value consequently being on the right pathway to achieve its organizational and departmental goals and objectives. (Hyde, 2004)

Effective recruitment can be done through a number of ways. First of all the Company can conduct educational and psychological measurements. This task will involve assessment of abilities, skills and character evaluation of applicants. Through psychometric evaluation, the Company can ensure that employees have the right attitude necessary to fit into the organization. Another method Companies use to recruit members of staff is through interviews. Here, the Human Resource Department can ask applicants questions that evaluate their decision making abilities and how they would deal with certain situations if presented with them. The Department can also employ the use of written interviews where applicants answer questions addressing key issues in the organization. Through these channels, the Department contributes towards organizational performance.

- **Improvement of Compensation Packages**

One of the major functions of the HR department is to motivate employees. This can be done through rewards especially for those who have done well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good

performance is the number one incentive for keeping up this trend. These compensation packages can come in the following ways;

-Holiday Offers

-End of Year Bonuses

-Equities

-Awards

-Salary Increments

-Provision of Flexible Working Hours

- Straight forward Promotion Schemes and Career Developments

If the HR department includes these incentives, then it will ensure that employees are satisfied with the Company. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organization. It also makes employees identify with the firm and instills a sense of loyalty. **(Handy, 1999)**

- **Planning in the Organization**

The **Human Resource Department** is placed with the responsibility of ensuring that it plans adequately for all the organization's future engagements that will involve people. One important aspect of this is planning for employees in the organization. It is important that the organization ensures that all the employees under its wing are just enough to increase value to the organization.

The Department must ensure that staff members are not too many because if they exceed this amount, then the organization stands too lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue.

The HR department is also bestowed with the responsibility of **planning future organizational goal** in relation to people or clarifying these same goals to staff members. This function of the department ensures that people in the organization have a general direction which they are working towards. Organizations that have a clear direction are always more effective; those

members of staff will be more result oriented rather than just working for the sake of it. The Department is also responsible for setting day to day objectives necessary for streamlining activities within the organization and thus ensuring that work is not just done haphazardly. *(Hyde, 2004)*

2.5.2 Negative Aspects of Functions and Roles of HR

There are a number of problems that arise as the department goes about its activities

Problems in Recruitment

The department may sometimes be unable to adequately coordinate and incorporate all the employees needed in the Company's operations. One such example is the NHS. In the year 2004, the organization was found to be wanting in its human resource department's functions. The Company was recruiting a large proportion of its employees; 40% from Asian and African countries. This means that the organization was draining medical personnel from those needy countries and using them for themselves. (Katherine, 2002)

Such a practice showed that the HR department had exercised bad judgment in its staffing function. Instead, it could have used these foreign nurses as temporary measure and put in place a strategy to train local nurses such that it could stop depending on those poor countries for supply of nurses.

Problems in Remuneration

In the process of trying to motivate members of staff to perform better, the Human Resource may make deals that eventually cause problems. A case in point is the Home Depot. This Company has an employee Compensation policy that requires that one should be rewarded for the time they have served the Company.

The Home Depot Company offers an end of year bonus, basic salary and grant on stock shares as an incentive for some of its employees. The CEO of the Company lost his job in the year 2007. This was because the company has experienced a lot of losses under his leadership; its shares fell by eight percent in the stock exchange and he deserved to leave the Company.

However, because the Human Resource Department had put in place a policy that requires all members of staff to be given the incentive mentioned above, he left with a lot of money. It was reported that he had with him about two hundred and ten million dollars. The Company had no way out of this payment because HR had already passed that policy and they were bound by the law. This goes to show that sometimes policies made by the HR department do not benefit the Company especially if the parties involved are considered as losses to the Company. (Michael, 2007)

Problems in Planning

Sometimes the HR Department can employ people who may not contribute towards organizational principles. A classic example is the Arthur Andersen Company that fell apart in the year 2002. This was an American Company that dealt with audits. It was initially very successful in its operations prior to that fateful year. But in the latter years of its operations, the Company was involved in two accounting scandals that tarnished its name and subsequently caused failure.

The Company failed to plan well for the kind of employees it recruited. This was witnessed when one of its employees in the Legal Department called Nancy Temple was fined in the Court of law for non adherence to accounting laws. This problem could have been prevented if the HR department had evaluated this employee before hiring her and also evaluation should have been done during her performance. If HR had been extremely critical, then they would have realized that the employee did not adhere to Company principles and would therefore have terminated her employment.

Beside this, the Arthur Andersen Human Resource department also failed in its communication function to employees. The department should have ensured that they constantly communicate to members of staff about the goals and objectives of the Company on a day to day basis. This would have made them very clear in the minds of employees and would have prevented the downfall of the Company.

2.6 NEW TRENDS IN HR

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a protector and screener to the role of a planner and change agent. Personnel directors are the new corporate heroes. The name of the game today in business is personnel.

Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives.

Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Role of HRM is becoming all the more important.

Some of the recent trends that are being observed are as follows:

- The recent quality management standards **ISO 9001** and **ISO 9004** of 2000 focus more on people centric organizations. Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more particularly on training.

- Charles Handy also advocated future organizational models like **Shamrock**, **Federal** and **Triple I**. Such organizational models also refocus on people centric issues and call for redefining the future role of HR professionals.

- To leapfrog ahead of competition in this world of uncertainty, organizations have introduced **six- sigma practices**. Six- sigma uses rigorous analytical tools with leadership from the top and develops a method for sustainable improvement. These practices improve organizational values and helps in creating defect free product or services at minimum cost.

- **Human resource outsourcing** is a new accession that makes a traditional HR department redundant in an organization. Exult, the international pioneer in HR BPO

already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

- With the increase of global job mobility, recruiting competent people is also increasingly becoming difficult, especially in India. Therefore by creating an **enabling culture**, organizations are also required to work out a **retention strategy** for the existing skilled manpower.

2.7 NEW TRENDS IN INTERNATIONAL HRM

International HRM places greater emphasis on a number of responsibilities and functions such as relocation, orientation and translation services to help employees adapt to a new and different environment outside their own country.

- Selection of employees requires careful evaluation of the personal characteristics of the candidate and his/her spouse.
- Training and development extends beyond information and orientation training to include sensitivity training and field experiences that will enable the manager to understand cultural differences better. Managers need to be protected from career development risks, re-entry problems and culture shock.
- To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
- Compensation systems should support the overall strategic intent of the organization but should be customized for local conditions.
- In many European countries - Germany for one, law establishes representation. Organizations typically negotiate the agreement with the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

HR Managers should do the following things to ensure success-

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions and grant enhancements.
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc
- Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g. Xerox in photocopiers, 3M in adhesives, Telco in trucks etc.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles. It has quickly commercialized ideas from its research labs.
- Lay off workers in a smooth way explaining facts to unions, workers and other affected groups e.g. IBM, Kodak, Xerox, etc.

HR Managers today are focusing attention on the following-

a) Policies- HR policies based on trust, openness, equity and consensus.

b) Motivation- Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.

c) Relations- Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

d) Change agent- Prepare workers to accept technological changes by clarifying doubts.

e) Quality Consciousness- Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

Chapter:2

COMPANY OVERVIEW

3.1 Introduction

SQUARE Group is one of be Bangladesh leading group of companies is committed to improve the quality of human life by enabling people to do more and live longer.

SQUARE is a Bangladeshi industrial conglomerate. The industries under this group include Textiles, Pharmaceuticals, Toiletries, Consumer products. Services provided by SQUARE include Health care (Hospitals), Information and Communication Technology.

Visions of Square are to emphasize the quality of products, processes and services, leading to growth of the company imbued with good governance.

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player..

Square is committed to undertake appropriate review, evaluation and performance measurement of processes, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.

Company Profile

1958 :	Debut of Square Pharma as a Partnership Firm.
1964 :	Converted into a Private Limited Company.
1974 :	Technical Collaboration with Janssen Pharmaceutica, Belgium, a subsidiary of Johnson and Johnson International, USA.
1982 :	Licensing Agreement signed with F. Hoffmann-La Roche Ltd., Switzerland.
1985 :	Achieved first position in the Pharmaceutical Market of Bangladesh among all national and multinational companies.
1987 :	Pioneer in pharmaceutical export from Bangladesh.
1988 :	Debut of *SQUARE* Toiletries Ltd. as a separate division of *SQUARE* Pharma.
1994 :	Initial Public Offering of *SQUARE* Pharmaceutical Shares.
	SQUARE Toiletries Ltd. becomes a Private Limited Company.
1995 :	Chemical Division of *SQUARE* Pharmaceuticals Ltd. starts production of pharmaceuticals bulk products (API).
1997 :	Won the National Export trophy for exporting pharmaceuticals.
:	Debut of *SQUARE* Textiles Ltd.
1998 :	Second Unit of *SQUARE* Textile Ltd. is established.
	Agro-chemicals & Veterinary Products Division on *SQUARE* Pharma starts its operation.
2000 :	*SQUARE* Spinning Ltd. starts its Journey.
2001 :	*SQUARE* Knit Fabrics Ltd. is established.
	SQUARE Fashions Ltd. starts its operation.
	US Fda/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
:	*SQUARE* Consumer Products Ltd. Started its operation.
:	*SQUARE* Informatix Established.

:	*SQUARE* Hospitals Ltd. Incorporated.
2003 :	Management Agreement with Bumrungrad Hospital International of Thailand for the management of *SQUARE* Hospitals Ltd.

Company Chairman

Chowdhury was born on 25 September 1926. He studied at Senior Cambridge. He completed a management training course jointly sponsored and conducted by University of Dhaka and Harvard University. After completing his education he returned to what was then East Pakistan and settled in Ataikula village in the Pabna district, where his father was working as a medical officer in an outdoor dispensary. In 1952 he started a small pharmacy in Ataikula village which is about 160 km off capital Dhaka in the north-west part of Bangladesh. He was a practicing Christian of Protestant (Baptist) faith. Among his children, the middle son Tapan Chowdhury is a notable figure in the industrial sector of Bangladesh.

He served as a vice president of the Baptist World Alliance from 1985 to 1990. In addition to being a BWA vice president, Chowdhury served in other areas of the global Baptist organization, including on the BWA General Council, the Executive Committee, the Baptist World Aid Committee, the Promotion and Development Committee, and the Memorial Committee. Chowdhury was elected president of the Bangladesh Baptist Church Fellowship (BBCF) a dozen times, and was honorary general secretary for 14 years, between 1956 and 1969. He was a president of both the National Church Council of Bangladesh and the National Evangelical Alliance.

Positions

- **Chairman, Square Group**
- **Chairman, Mutual Trust Bank board of directors**
- **Chairman, Astras Ltd.**
- **Honorory Member, Kurmitola Golf Club**
- **Former Vice President, Baptist World Alliance, 1985-1990**
- **Former Chairman, Micro Industries Development & Services (MIDAS)**

- **Chairman, Transparency International, Bangladesh Chapter, 2004–2007**
- **President, Metropolitan Chamber of Commerce & Industries, Dhaka in 1996 and 1997**
- **Vice-President: International Chamber of Commerce, Bangladesh**
- **Former Director, the Federation of Bangladesh Chamber of Commerce & Industries (FBCCI)**
- **Member, Executive Committee of Bangladesh French Chamber of Commerce and Industry**
- **Director, Credit Rating Agency of Bangladesh**
- **Chairman, Central Depository Bangladesh Ltd**
- **Member, Advisory Committee of the Bangladesh Association of Pharmaceutical Industries**
- **Founder President, Bangladesh Association of Publicly Listed Companies**

Accolades: "Business Executive of the Year" by American Chamber in Bangladesh in 1998. "Best Entrepreneur of the Country for the year 2000–2001" by the Daily Star and DHL Worldwide Express. "Special contribution in country's industrial and commercial sectors for the year 2003" by "Mercantile Bank Award 2003" For Uncompromising Business Ethics, Honesty & Transparency of the year 2005 by "Banker's Forum Award - 2005". Recipient of ICAB National Award "Best Published Accounts and Reports 2006 in the Manufacturing Sector". Recipient of NBR Award one of the Highest Tax-Payers in 2007-2008. Recognized by the National Board of Revenue (NBR) as one of the top ten tax payers of the country since 2005. Recipient of CIP (Industry) 2009-2010 status by the Government of The Peoples Republic of Bangladesh.

Profile of Chairman

Mr. Samson H Chowdhury was born on 25 February, 1926. After completing education in India he returned to the then East Pakistan and settled at Ataikula village in Pabna district

where his father was working as a Medical Officer in an outdoor dispensary. In 1952, he started a small pharmacy in Ataikula village which is about 160 km off capital Dhaka in the north-west part of Bangladesh. Mr. Samson H Chowdhury then ventured into a partnership pharmaceutical company with three of his friends in 1958. When asked why the name SQUARE was chosen he remembers - "We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality" as they committed in manufacturing quality products.

Now that small company of 1958 is a publicly listed diversified group of companies employing more than 28,000 people. The current yearly group turnover is 616 million USD.

SQUARE today is a name not only known in the Pharmaceutical world, it is today a synonym of quality- be it toiletries, health products, textiles, Agro Vet products, information technology and few more. All these were possible due to his innovative ideas, tireless efforts, perseverance and dedication with self confidence which contributed to his successful achievements. Now the name "SQUARE" inspires trust. Under his dynamic leadership, SQUARE is set to continue its progress globally.

Association:

- President, Metropolitan Chamber of Commerce and Industry (MCCI), Dhaka, in 1996 and 1997.
- Chairman, Micro Industries Development Assistance & Services (MIDAS).
- Member, Advisory Committee of the Bangladesh Association of Pharmaceutical Industries.
- Founder President, Bangladesh Association of Publicly Listed Companies.
- Member, Executive Committee of Bangladesh French Chamber of Commerce and Industry.
- Chairman, Transparency International, Bangladesh Chapter, 2004 - 2007.
- Vice-President: International Chamber of Commerce, Bangladesh
- Chairman: Central Depository Bangladesh Ltd.
- Life member: The Dhaka Club Limited, Dhaka

- Former Director: The Federation of Bangladesh Chambers of Commerce and Industry (FBCCI).
- Advisor & Former President: Bangladesh Aushad Shilpa Samity.
- President: Bangladesh Herbal Products Manufacturing Association.
- Chairman: Mutual Trust Bank Limited.
- Chairman & CEO: Sabazpur Tea Estate, Suzaul Madrasha Baralekha, Moulovibazar.

3.2 Vision of SQUARE GROUP

We view business as a means to the material and social wellbeing of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization.

SQUARE GROUP is to establish itself as socialist and leader in the spinning, Textile, Consumer industry of the country. The vision is –"We view business as a means to the material and social well being of the investors, employees at large leading to accretion of wealth through financial and moral gains as a part".

3.3 Mission of SQUARE GROUP

Square Mission is to produce and provide quality & innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large.

Also Square mission is to produce and provide quality services and un innovative products for people, maintain ethical slandered in business operation, also ensuring benefit to the stakeholders and peoples of Bangladesh.

3.4 Objective of SQUARE GROUP

Square objectives are to conduct transparent business operation based on market mechanism within the legal & social frame work with aims to attain the mission reflected by our vision. Square objective is to accomplish our vision and Mission we are constantly parsing for besetment of socio-economic life of our people.

3.5 MILESTONES of SQUARE GROUP

1958 :	Debut of Square Pharmaceuticals as a Partnership Firm.
1964 :	Converted into a Private Limited Company
1975 :	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson & Johnson Intl, USA
1982 :	Licensing Agreement signed with F. Holffman-La Roche & Co. Ltd., Switzerland.
1984 :	Achieved market-leadership in the Pharmaceutical market of Bangladesh among all national and multinational companies.
1987 :	Pioneer in Pharmaceutical export from Bangladesh.
1991 :	Converted in to a Public Limited Company
1994 :	Initial Public Offering of Square Pharmaceutical shares.

1995 :	Chemical Division of Square Pharmaceuticals Ltd. starts production of pharmaceutical bulk products (API).
1997 :	Won the National Export trophy for exporting pharmaceuticals.
1998 :	Agro-chemicals & Veterinary Products division of Square Pharma starts its operation.
2001 :	US FDA/UK MCA standard new Pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK .
2002 :	Square enlisted as UNICEPs global supplier.
2005 :	New State-of- the-Art Square Cephalosporin's Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements.
2007 :	Square Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval.

2009 : Starts manufacturing of insulin maintaining quality standards of US FDA & MHRA. Dedicated hormone & steroid products manufacturing facility complying with the current Good Manufacturing Practice (cGMP) of WHO, US FDA & UK MHRA starts operation.

3.6 Distribution office & Factory of SQUARE GROUP

SQUARE strives for best compensation to all the employees who constitute the back-bone of the management and operational strength of the Company through a pay-package composing salary/wages, allowances, bonuses, profit participation, leave salary and superannuation & retirement benefits .SQUARE strives for the best co-operation of the creditors & debtors the banks & financial Institutions who provide financial support when we need them all types of capital market services.

SQUARE strives for fulfillment of our responsibility to the Government through payment of entire range of due taxes, duties and claims by various public agencies like municipalities etc.

MANAGEMENT APPARATUS

BOARD OF DIRECTORS OF SQUARE GROUP

Mr. Samson H. Chowdhury	Chairman
Mr. Anjan Chowdhury	Managing Director
Dr. Kazi Harunar Rashid	Director
Mr. Samuel S. Chowdhury	Director
Mr. M. Sekander Ali	Independent Director
Ms. Ratna Patra	Director
Mr. Tapan Chowdhury	Director
Mr. Kazi Iqbal Harun	Director

Mr. K. M Saiful Islam	Director

AUDIT COMMITTEE	
Mr. M. Sekander Ali	Chairman
Mr. Samuel S. Chowdhury	Member
Mr. Kazi Iqbal Harun	Member

MANAGEMENT COMMITTEE	
Mr. Tapan Chowdhury	Chairman
Mr. K M Saiful Islam	Member
Mr. Parvez Hashim	Member
Mr. M. Ashiqul Hoque Chawdhury	Member
Mr. Muhammadul Haque	Member
Mr. Md. Kabir Reza, FCMA	Member

COMPANY SECRETARY

Mr. Khandaker Habibuzzaman, ACS

REGISTERED OFFICE

SQUARE Centre 48, Mohakhali C/A Dhaka 1212, Bangladesh Phone: +88-02-8859007, +88-02-8833047 up to 56 Facsimile: +88-02-8834941, +88-02-8828768, +88-02-8828609 City: Dhaka Postal Code: 1212 Province: - Country: Bangladesh Phone: +88-02-8859007 Fax: +88-02-8834941

Audit Committee Members

Khaza Shiraj

Auditors of SQUARE GROUP

Khaza Shiraj

Chartered Accountants

Legal Advisors-

Barrister Md Mahfuzur Rahman (Milon)

LL.B, PGDL UK

Advocate Supreme Court.

3.7 Function of SQUARE GROUP

The site network is supported by specialist above-site functions:

- Communications
- Engineering Technology
- Finance
- Global Logistics
- Human Resources
- IT
- Legal
- Manufacturing Strategy
- New Product Supply (NPS)
- Operational Excellence (OE)
- Procurement

3.8 Industries of SQUARE GROUP

1. Square Toiletries Ltd (STL)

Square Toiletries Ltd. symbolizes innovation. STL is the pioneer for bringing in new products and packaging concepts in Bangladesh. Currently, STL is carrying out its production in its two fully automated plants at Rupshi and Pabna.

With our state-of-the-art production facilities, most advanced equipment, and high quality raw materials, we ensure the absolute best for our customers. Depending on the nature of products, formulation, and packaging, STL has product specific machinery. A group of well-trained people always ensures the smooth operations of all machinery. Imported from various foreign suppliers, the best quality raw materials are used for all STL products. Each phase of the production process undergoes rigorous testing to meet international standards, following the GMP (Good Manufacturing Practice) of production.

Square Toiletries Ltd. has a strong R&D department which is committed towards developing new products and improving existing products. The international standard products of Square Toiletries Ltd. meet the needs of Bangladeshi people as well as the people abroad. The objectives of R&D are –

A deep understanding of consumers, their habits, and product needs.

Capabilities to acquire, develop, and apply technology across STL's broad array of product categories.

The ability to make "connections" between consumers' wants and what technology can deliver.

Square Toiletries Ltd Partners

All the 20 brands we are manufacturing & marketing are developed by R&D department of Square Toiletries Ltd. with the sole focus to satisfy the needs of our customer. In our pursuit to consistently deliver quality products to our consumer we have also developed technical partnership with the following companies –

No	Company	Country
1	Cognis	Germany

2	Uniqema	Malaysia
3	Clarient	Germany
4	Symrise	Singapore
5	IFF	Singapore
6	Firmenich	Singapore
7	Giavadaun	Singapore
8	Belle Aire	USA

Square Toiletries Ltd is one of the few Bangladeshi companies that are successfully exporting its products in foreign countries. Besides serving the people of Bangladesh, STL is exporting its products in –

- United Kingdom
- Germany
- Australia
- Malaysia
- Myanmar
- India
- Bhutan
- United Arab Emirate
- South Africa
- Bahrain
- Qatar
- Kuwait
- Singapore

Square Toiletries Ltd Products Brands

- **Jui**
  - Jui Coconut Oil
  - Jui Hair Care Oil

- **Meril Protective Care**
  - Meril Glycerin

- Meril Olive Oil
- Meril Lip Gel
- Meril Petroleum Jelly

Meril Baby

- Meril Baby Olive Oil
- Meril Baby Gel Toothpaste
- Meril Baby Powder
- Meril Baby Shampoo
- Meril Baby Lotion

Meril Splash

- Meril Splash Xtra Fresh
- Meril Splash Beauty Soap

Meril Revive

- Meril Revive Moisturizing Cream
- Meril Revive Moisturizing Lotion
- Meril Revive Talcum Powder

Chaka

- Chaka Washing Powder
- Chaka Ball Soap

Senora

- Senora Regular Sanitary Napkin
- Senora Confidence Sanitary Napkin

Chamak

Freshgel

- Freshgel Greenmint Toothpaste
- Freshgel Coolmint Toothpaste

- **White Plus**
  - White Plus Herbal Toothpaste
  - White Plus Toothpaste
- **Magic**
- **Kool**
  - Kool Shaving Foam
  - Kool Shaving Cream
  - Kool Aftershave Lotion
  - Kool Deodorant Body Spray
- **Xpel**
- **Spring**
- **Sepnil**
  - Zerocal
- **Select Plus**
- Shakti
- Saaf
  - Saaf Dish washing Liquid
  - Saaf Dish washing Powder
- **Madina**

2. Square Textile

Realizes the need to stake out a competitive segment in the changing global market of today through technological excellence and human expertise's committed to transpose its local success to the world scene.

- To establish ourselves as a one stop source for the Global Knit Apparel market.
- To satisfy and meet customer's expectation by developing and providing products and service on time, which offer value in terms of Quality, Price, Safety & Environmental impact.
- To assure complete compliance with the international quality standards.
- To provide the employees internationally acceptable working condition /standards.
- To promote the development and best use of human talent & equal opportunity employment.
- To procure the most advanced & sophisticated technology suitable for producing desired product.
- To attain highest level of competence through continuous development of the professional management system and to ensure complete transparency in all aspects of business.

An artistic heritage meets cutting edge technology.....

In 1997, entered the textile sector with its manufacturing facilities of cotton yarn. Combining modern technology with skilled manpower under unique inspiring, atmosphere, this new venture soon rose to the top of the local textile industry. Today it has one of the most sophisticated vertically integrated set-ups.

Square in Textile Business

SQUARE has over 12 years of experience in yarn spinning. The industry is one of the largest producers of knitting & weaving yarns in Bangladesh. Today it has one of the most sophisticated vertically integrated set-ups by which we are producing 90,000 kg of yarns every day. We are recognized by our valued customers through quality products with committed services.

Square mission is the pole star of our vision for maximization of production of quality life saving products and services strictly on ethical and moral standards at minimum costs to the society ensuring optimum benefits to the consumers, the shareholders and other stakeholders. Square conception of business germinated from our vision which sees it as a means to the well being of the investors, stakeholders, employees and members of the society at large by creating new wealth in the form of goods and services that go to satisfy the wants of all of them without distributing or damaging the socio-ecological balance of the mother earth and the process of human civilization leading to peaceful Co-existence of all the living beings

To strive hard to optimize profit through conduction of transparent business operations within the legal & social framework with malice to none and justice for all in respective of gender disparity, caste, creed of religion or region.

- To create more jobs with minimum investments
- To be competitive in the internal as well as external markets
    - To maximize export earning with minimum imported in-puts
    - To reduce the income gap between top & bottom categories of employees
    - To promote corporate social responsibilities (CSR) amongst all

3. SQUARE Pharmaceuticals Ltd:

Square Pharmaceuticals Limited is an organization with equal emphasis on Leadership, Technology, Quality and Passion. Square Pharmaceuticals Ltd. is the leading branded generic pharmaceutical manufacturer in Bangladesh producing quality essential and other ethical drugs and medicines. It was established in 1958 and has been continuously in the 1st position among all national and multinational companies since 1985. And now SQUARE Pharmaceuticals is set on becoming a high performance global player in the field.

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958 and converted into a public limited company in 1991. The

sales turnover of SPL was more than Taka 7.5 Billion (US$ 107.91 million) with about 16.92% market share (April 2006– March 2007) having a growth rate of about 23.17%.

SQUARE PHARMA CHRONOLOGY SINCE INCEPTION__

- 1958: Debut of Square Pharma as a Partnership Firm.
- 1964: Converted into a Private Limited Company.
- 1975: Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
- 1982: Licensing Agreement signed with F. Holffman-La Roche & Co Ltd. , Switzerland.
- 1984: Achieved first position in the Pharmaceutical Market of Bangladesh among all national and multinational companies.
- 1987: Pioneer in pharmaceutical export from Bangladesh.
- 1991 : Converted in to a Public Limited Company
- 1994: Initial Public Offering of Square Pharmaceutical Shares.
- 1995: Chemical Division of Square Pharmaceuticals Ltd. starts production of pharmaceutical bulk products (API).
- 1997: Won the National Export trophy for exporting pharmaceuticals.
- 1998: Agro-chemicals & Veterinary Products Division of Square Pharma starts its operation.

- 2001: US FDA/UK MCA standard new Pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.

- 2002: Square enlisted as UNICEP's global supplier.

- 2004: Signing of agreement with ROVIPHARM, Vietnam to manufacture and market. Square products under license in Vietnam.

Secured the top position for the best published accounts and report for 2003 in the manufacturing category for transparency and excellence in corporate reporting.

- 2005: New State-of- the-Art Square Cephalosporin's Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements.

- 2007: Square Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval.
- 2009: Starts manufacturing of insulin maintaining quality standards of US FDA & MHRA. Dedicated hormone & steroid products manufacturing facility complying with the current Good Manufacturing Practice (CGMP) of WHO, US FDA & UK MHRA starts operation.

SQUARE Pharmaceuticals Limited has extended her range of services towards the highway of global market. Pioneered exports of medicines from Bangladesh in 1987 and has been exporting antibiotics and other pharmaceutical products. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited.

SQUARE strive, above all, for top quality health care products at the least cost reaching the lowest rungs of the economic class of people in the country. Square value the social obligations.

Square owe to his shareholders and strive for protection of their capital as well as ensure highest return and growth of their assets.

SQUARE strive for best compensation to all the employees who constitute the back-bone of the management and operational strength of the Company through a pay-package composing salary/wages, allowances, bonus, profit participation, leave salary and superannuation & retirement benefits.

SQUARE strive for best co-operation of the creditors & debtors the banks & financial institutions who provide financial support when we need them, the suppliers of raw materials & suppliers who offer them at the best prices, the providers of utilities-power, gas & water etc. and the customers who buy our products & services by redeeming their claim in time by making prompt payment and by distributing proper product on due dates.

SQUARE strive for fulfillment of our responsibility to the Government through payment of entire range of due taxes, duties, and claim to various public agencies.

SQUARE strive, as responsibilities citizen, for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.

SQUARE strive for practicing good governance in every sphere of activities covering inter alias not being limited to, disclosure & reporting to shareholders holding AGM in time, distribution of dividends and other benefits to shareholders, reporting/dissemination of price sensitive information, acquisition of share by insiders, recruitment & promotion of staff, procurement & supplies, sale of assets etc. all that directly and indirectly affect the interest of concerned groups – the shareholders, the creditors, suppliers, employees, government and the public in general.

4. Square Securities Management Ltd

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square is the flagship company, is holding the strong leadership position in the Bangladesh since 1985 and is now on its way to becoming a high performance global player.

SQUARE view business as a means to the Financial services of the investors, employees and the society at large, leading to accretion of wealth through financial and moral gains as apart of the process of Capital market services..

The mission of SQUARE is to capital market service provide for shareholders, Maintain stringently ethical standard in business operation also ensuring benefit to the Share holders, stakeholders and the society at large.

The objectives are to conduct transparent business operation based on market Mechanism within the legal & social frame work with aims to attain the mission reflected by s vision.

The vision, our mission and our objectives are to emphasis on the quality services, process and services leading to growth of the company imbibed with good governance practices

Chapter: 4

4. Human Resource Department

SQUARE with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. **SQUARE** believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation. **SQUARE** values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for **SQUARE** HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of **SQUARE** as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his / her own jobs. At **SQUARE, HRD** symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company **SQUARE**. HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute. Personnel working here are taking care of **SQUARE** as if it is their own family. Employee-employer relation is cordial and supporting always

Development of the Human Resources

Throw the development of current employees the department reduces the company's dependents on haring new workers. If employees are developed properly the job openings found throw HR planning are more likely to be filled internally promotions and transfers also show employees that they have a career not just a job. The employee benefits from increased continuity in operations and from employees who fail a greater commitment.

HR department is also an effective way to meets several challenges including employee obsolescence, international and domestic diversity, technical challenges. Affirmative action and employee turn over. By meeting these challenges the department can, maintain an effective workforce.

With Square Groups steady and successful expansion into diverse business sectors, the need for product innovation and scientific production methods became inevitable. The Group was quick to respond to the need of the hour and formed the Central Research and Development Cell (CRDC). CRDC carries out research on basic engineering science, product innovation, market research, production processes, etc. CRDC maintains close relationship and professional affiliation with leading research centers and institutions of the world to support its operand. Always it's bringing new ideas and new technology to Bangladesh market.

SQUARE Group believes that the road to success depends on implementing newer and improved production practices, bringing in product innovations, minimizing costs and maximizing on efficiency. **SQUARE** Group realizes that to become the market leader in the competitive business scenario, one needs to constantly bring in change and offer better and alternate product choice to the end users. This can only be achieved through continuous research and development. Thus, the Group attaches high importance to the activities of CRDC and focuses on expansion of the cell.

4.1 Function of HRD practices

The main function of this department is selection of right person at right position, training & development, wage & salary administration, employee Welch slices, environment, Health and safety & disciplining the employees.

HRD deals with the following affairs to achieve the objectives of the organization as well as the goal of this department-

- Recruitment, selection and Placement of the employees.
- Promotion, Transfer, Demotions & Disciplinary action of the employees.
- Leave of the employees.
- Lunch for the officer and staff.
- Maintenance of personnel records.
- Procurement, Washing & repairing the uniforms.
- Arranging medical facilities for the employees.
- Induction of newly appointed employees.
- Govt. liaison.

4.2 Recruitment & Selection Process in SQUARE GROUP

Recruitment is the process trough which the organization seeks applicants for potential employment. Selection refers to the process by which it attempts to identify applicants with the necessary knowledge, skills, abilities and other characteristics that will help the company achieve its goals, companies engaging in different strategies need different types and numbers of employees. The strategy a company is pursuing will have a direct impact on the types of employees that it seeks to recruit and selection.

Source of recruitment

There are two kinds of source SQUARE GROUP uses for recruitment .They are

- External source
- Internal source

We try to discuss all relative sources which are used for recruitment in SQUARE GROUP.

4.2.1. Internal source

SQUARE GROUP thinks that current employees are a major source of recruits for all but entry-level positions. Whether for promotions or for 'Lateral' job transfers, internal candidates already know the informal organization and have detailed information about its formal policies and procedures. Promotions and transfer are typically decided by operating managers with little involvement by HR department.

Job-posting programs

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards. Qualification and other facts typically are drawn from the job analysis information.

The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted .Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

4.2.2. External source

When job opening cannot be filled internally, the HR department of SQUARE GROUP must look outside the organization for applicants. We discuss all the external source of recruitment at bellow:

Walk-ins and Write-ins:

Walk-ins are some seekers who arrived at the HR department of SQUARE GROUP in search of a job; Write-ins are those who send a written enquire both groups normally are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

Employee referrals:

- Employees may refer job seekers to the HR department. Employee referrals have several advantages. Employees with hard –to –find job skill may no others who do the same work.
- Employee's referrals are excellent and legal recruitment technique, but they tend to maintain the status quo of the work force in term of raise, religions, sex and other characteristics, possibly leading to charges of discrimination.

Advertising

Want ads describe the job and the benefits, identify the employer, and tell those who are interested how to apply. They are most familiar form of employment advertising for highly

specialist requites, ads may be placed in daily newspaper in areas with high concentration of the desired skills.

Example: General Manager- production

Age: 28-35 years; Graduate with specialization in garment mfg technology from NIFT or equiv.

Minimum 10 years experience in similar position of a unit with a minimum of 1000 machines.

Must have detailed hands on knowledge of industrial engineering.

We offer competitive salary which is commensurate with experience and qualification. If you aspire to an exiting and rewarding career, send your detailed resume, quoting your present and expected salaries to jobs.

Internet

Now today no body thinks anything without internet. So SQUARE GROUP give their advertise at internet.

Example: http://www.squarepharma.com.bd

http://www.squaretextile.com.bd

http://www.squaretoiletries.com.bd

4.3 Training & Employee Development in Square

Training is a process of learning a sequence of programmed behavior. It is application of knowledge. It gives people an awareness of the rules procedures to guide their behavior. It attempts to improve their performance on the current job or prepare them for an intended job. Development is a related process. It covers not only those activities which improve job performance but also those which bring growth of the personality; help individuals to the progress towards maturity and actualization of their potential capacities so that they become not only good employees but better men and women. In organizational terms, it is intended to equip person to earn promotion and hold grater responsibility. There are many types of method practices in SQUARE GROUP. We discuss that method at bellow:

4.3.1 On the job training

On the job training is a training that shows the employee how to perform the job and allows him or her to do it under the trainer's supervision.

On the job training is normally given by a senior employee or a manager like senior merchandiser or a manager. The employee is shown how to perform the job and allowed to do it under the trainer's supervision.

4.3.2 Job rotation

Job rotation is a training that requires an individual to teach several different some in a work unit or department and performer each job for a specified time period.

In job rotation, individuals learn several different jobs within a work unit or department. One main advantages of job rotation is that it makes flexibilities possible in the department. When one employee like junior merchandiser absence another merchandiser can easily perform the job.

4.3.3 Apprenticeship training

Apprenticeship training provides beginning worker with comprehensive training in the practical and theoretical expect of work required in a highly skilled occupation. Apprenticeship program combined of the job and classroom training to prepare worker for more than eight hundred occupation such as computer operator, sewing technician.

Square Training & Development enables our people to enhance their skills, keep them updated with recent changes. We offer both on-the-job and off-the- job at both theoretical and practical training opportunities through a range of Local, Regional and International Training programs that include both functional and managerial levels on the basis of Training Need Assessment. Training Need Analysis (TNA) is conducted by Department Heads and Human Resource Department jointly on the basis of job analysis.

- **Management Development Training**

Round the year, management development training is organized for managers & executives at our Corporate Headquarters, Dhaka Unit & Pabna Unit. Our own and renowned resource

persons from home & abroad conduct the training sessions. We also send our employees to renowned local training institutes for specialized training.

- **Overseas Training**

We send our employee to abroad for training program depending on availability of appropriate topics. Technical persons of our factories attend the Factory Assessment Test (FAT) in various parts of the world for smooth operation of equipments.

- **Field Forces Training & Development**

Each year, a significant number of Field Forces complete their induction training program and joined to their respective markets and appear at examination in every month for further development.

- **Field Forces Refresher Course**

For updating product knowledge and selling skills of field forces, Refresher Course is organized in four different regions in every month.

- **Territory Manager Training**

Twice in every year, mid-level managers of sales participate in the training program titled "Sales Territory Management" at a regular basis.

- **Distribution:**

Every year a number of Distribution Assistants (DA), Data Entry Operators (DEO) go under induction training program immediately after initial recruitment.

Each month, Refresher course for DA, Driver and Packers is organized in two different depots for updating their knowledge.

- **Other Activities:**
  - Students of various universities are placed as Interns in different departments.
  - Significant number of students completed their In-Plant Training in our Plants.

- Coordinating factory visit for different government and Institutions.
- All newly joined executives go through a structured Orientation Program.
- Square conduct health, Hygiene & different awareness program for our colleagues.
- Square conduct training on different compliance parameters for our factory colleagues.

4.4 Employee relation

Employers and employees each have their own sets of needs and values, and successful relationship between these two sides requires that some sort of balance be struck. This balance often takes the form of a psychological contract, an understood agreement between employer and employees that defines the work relationship. This contract with or without support of a formal collective bargaining, agreement influence the outcome achieve by each side.

Square groups the various into three channel categories those are;

1. Employee safety
2. Employee health
3. Employee working condition

Employee safety

SQUARE GROUP provides the employee safety. It ensures the all kinds of job safety such as insurance of each employee not this it provide insurance to the labor.

Employee health

Free medical checkup, provide health card and also provide necessary medical facilities for each employee.

Employee working condition

The working condition of employee is very hygienic SQUARE GROUP is ISO 9001-2000 Certified company.

4.4.1 Job analysis

Job analysis is the procedure for determining the duties and skill requirement of a job and the kind of person who should be hired for it.

The supervisor or HR specialist of SQUARE GROUP normally collects one of the following types of information.

4.4.2 Work activities

First he or she collects information about the job actual work activities such as marketing, sewing, production. This list also include how, why and when the worker performance each activity.

Education and qualification

Collects the information about education background and qualification.

Experience

Experience must be needed for any job in SQUARE GROUP.

Sample of job Analysis of SQUARE GROUP:

1. **Square Textile**

Quality control manager

Qualification Master in any subject Bachelor/diploma in textile and clothing or related discipline will be given preference Must have at least 7 years practical experience in similar position in any garments factory.

2. **Cutting Astt. Manager (cum in-charge)**

Qualification

Masters/ bachelor in any subject preferably commerce.

Bachelor/diploma in textile and clothing or related discipline will be given preference Must have at least 7 years practical experience in similar position in any garments factory.

3. Ware house Astt. Manger

Qualification

Masters/ bachelor in any subject preferably commerce.

Bachelor/diploma in textile and clothing or related discipline will be given preference Must have at least 5 years practical experience in similar position in any garments factory

4. Production Officer (Sewing)

Qualification

Graduate /HSC Must have at least 3 years practical experience in similar position in knit garments.

5. Sewing Technician

Qualification

Graduate /HSC Must have at least 5 years practical experience in similar position in knit garments.

Experience and skill for all above jobs:

- Candidate must have experience to work with world reputed buyers
- Good writing and communication both in Bengali and English
- Should be capable of making QA reports on daily basis
- Computer literacy in MS world, Excel, e-mail etc.

4.5 HR AND SOCIAL RESPONSIBILITY

Fashions Ltd. and Knit Fabrics Ltd. are designed to comply with the standards of SA - 8000, CLEAN CLOTH CAMPAING & WRAP CERTIFICATION. Four Dormitories for the work force and two Residential Buildings for the management staff provide more than 80% housing for the employees and we are the first of our kind in Bangladesh to provide accommodation facilities for our employees.

A production and accommodation facility includes full time supply of safe drinking water, adequate lighting and ventilation facilities.

Free meals, Free transportation, 24-hour medical center, on-site sports and recreational facilities encourage our motivated team to serve our customers full heartedly.

ETI codes according to the Local Law (Bangladesh) are very well practiced in our manufacturing facilities.

- No bonded Labor
- Freedom of Association
- Safe Working Conditions
- No Child Labor
- Reasonable Working Hours
- No Discrimination
- Regular Employment
- No Harsh Treatment

4.6 Performance Management

Performance appraisal is the process of assessing employee's past performance, primarily for reward, promotion and staff development purposes.

'Performance appraisal (is) a process that identifies, evaluates and develops employee performance to meet employee and organizational goals.

Performance Appraisal doesn't necessarily use to blame or to provide a disciplinary action. Previous management theories used to view performance appraisal as a stick that management has introduced to beat people. Performance appraisals are now more clarified and they concentrate on developing organizational strengths and employee performance.

Purpose of Performance Appraisal in SQUARE GROUP

- To review past performance
- To assess training needs
- To help develop individuals

- To audit the skills within an organization
- To set targets for future performance
- To identify potential for promotion
- To provide legal & formal justification for employment decision
- To diagnose the hidden problems of an organization

4.6.1 Performance Appraisal Process

Who Appraises;

• Supervisors

• Subordinates

• Self appraisal

4.6.2 Approaches to measuring performance in Square

There is various kind of method for measuring performance appraisal. But we get information that SQUARE GROUP uses Experience based performance method.

- Experience based

SQUARE GROUP measure the performance of employee by experience. For example MR. X has been working in SQUARE GROUP for three years and MR. Y has been working in SQUARE GROUP for two years. So SQUARE GROUP favors MR. X for his more experience.

4.7 Job Design

Job design is the process of structuring work and designating the specific work activates of an individual or group of individuals to achieve certain organizational objectives.

The job design can generally be divided into three phases:

1. The specification of individual task.
2. The specification of the method of performing each task
3. The combination of individual tasks into specific job to be assign to individual

4.7.1 Organizational considerations for job design

- Effectiveness

In the context of job design, to remain effective, organizations may have to redefine jobs, monitoring, and using technology so that the firm can even compete against giant rivals.

- Efficiency

Maximum outputs through minimum inputs of time, effort and other resources. In the context of job design, efficiency in time, effort, labor costs, and training should be done accordingly.

4.7.2 Technological Considerations

- Task Interdependence

The dependence of one task from another is task dependence. In this context, the task interdependence can be high or low depending on the product or service.

- Technical constraints

Scarcity of machines is constraints, which in turn leads to the increase and decrease of production.

4.7.3 Employee considerations

- Skill variety

Variety refers to the use of different skills and talents to complete an array of work tasks and activities.

- Autonomy

Autonomy refers to the freedom and independence to plan and schedule the work and determine the procedures used to carry it out.

- Task identity

Task identity means doing something from beginning to end rather than just part of it.

- Task significance

It is the degree to which a job has substantial impact on an organization.

- Feedback

Feedback is the degree to which employees can tell how well they are doing based on information from the job.

4.7.4 Environmental considerations

- Social expectations

In designing jobs, the surrounding social expectations must be considered to avoid possible worker dissatisfaction.

- Workforce availability

Job requirements should be balanced against the availability of the people who are required to do the work.

- Work practices

Work practices are set methods of performing work. These methods may arise from tradition or the collective wishes of employees.

4.8 Incentives

Compensation fluctuates according to

1) A pre-established formula

2) Individual or group goals because group goals are different from individual goals

3) Company earnings.

An incentive adds to base pay. It controls costs because the employee is being paid for his/her extra effort and for the benefits brought to the organization. It motivates employees.

Incentive Pay Categories

- Individual
- Group
- Company-wide

Individual incentive plans

– Quantity of work output (How many units produced)
– Quality of work output (What was the quality of the product or service being produced or served)
– Monthly sales (How much sales was generated)
– Work safety record (How many hazard or errors are being reduced.
– Work attendance (If the absent is reduced or attendance is good)

Group Incentive

– Customer satisfaction
– Labor cost savings
– Materials cost savings
– Reduction in accidents
– Services cost savings

Company-wide incentive plans

– Company profits
– Cost containment/prevention
– Market share
– Sales revenue

Chapter: 5

SWOT ANALYSIS:

SWOT analysis means the analysis of strength, weakness, opportunity and threats For SQUARE GROUP of industries Ltd. It is given below:

5.1 Strength

Square Textiles Ltd. is a rapidly expending Company. They start its journey in 1958. All the units of the factory enjoy highly of machinery are imported from Turkey, Germany, Switzerland, Italy & Japan. As a result it can maintain a smooth rate of production. Well trained human recourses are strength of the Company. They train up their key personally in the country. So that the company can get some competitive advantages over the competitions. The HRM practice is also remarkable. Some important strength is;

- Still has brand image of some yarn
- Skilled and sufficient people
- Better quality perception
- Financial strength

SQUARE gives the job security.

- Friendly environment.
- Great opportunity to learn how to work.

6.2 Weakness

There is too many departments under the super vision of the general manager which can cause low productivity due to large span of super vision.

- High price
- Low variety of products
- Low packing size
- Lack of availability of products
- Lack of effective distribution system
- High cost of distribution
- Lack of sufficient promotional effort
- Some branches are not properly maintained.
- There is some problem in recruitment policy.
- Lack of professional degree holders.
- There is no arrangement for special training.
- Signatory problem.

Job security:

In SQUARE, there is job security. Every permanent employee gets the facility of provident fund; earn leave facility, medical allowances and so on.

- Friendly environment:

In SQUARE, environment is so much friendly. Every person tries to help others.

- Great opportunity to learn:

Every senior tries to teach the juniors how to work soundly, sharply and smoothly. These types of opportunity are very much limited in other organizations.

6.3 Opportunity

There is bright opportunities for the Company in the overseas market. If is can communicate well and capture a significant market portion in the Europe and USA market, it can get scale of economic.

- High confidence brand name and quality
- Market is significantly large and growing
- Proper utilization of yarn may arise much profit

6.4 Threats

- Aggressive movement of the rivals
- Large competitive market and intensive industry
- Competitors' lower prices
- Rising condition of local companies
- Large portion of the market is not understand the quality and don't care what they are buying.

Chapter: 5

FINDINGS,

ANALYSIS AND RECOMMENDATIONS

5.1 Findings

- SQUARE gives the job security.
- Friendly environment.
- Great opportunity to learn how to work.
- It is providing employment to a large number of skilled people all over the country.

The Company large contributed the national exchequer in different forms like Cooperate Income Tax, Advance Income Tax, Excise, Vat, Import Duties, Taxes, Government Taxes, Stamp Duties, and License Fees etc. The Company large contributed substantially to the Foreign Exchange Reserve of the country through its export marketing operation.

5.2 Recommendations

From the analysis with the organization structure we have seen that its span of super vision is too large. A number of departments report directly to the general manager. If the number were less the efficiency and productivity of the organization might be increased. Quality control department should remain prompt always. So that it can maintain a certain level of standard as per the market demand to capture the foreign market share it should strive more.

- First of all HRD should be organized properly.
- Professional employees should be hired.
- Operation management should be more careful.
- Take some necessary steps for retaining the expert & experienced employees.
- Business development department should be built up.
- Marketing department can be introduced for promotional activities.
- Internet facilities should be introduced immediately.
- HRM department should be organized with more carefully.

5.3 CONCLUSION

The flourish of any industry requires combined efforts and co-operation from several parties. Social, political and macro economic environment play pivotal role in this regard. Though Square group is a reputed Ventured Company in the respective sector, its growth and expansion is praiseworthy. It's contributing the country and serving the nation in different ways. If it can up hold it's much toward advancement, it will be able to set a role model in our country.

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