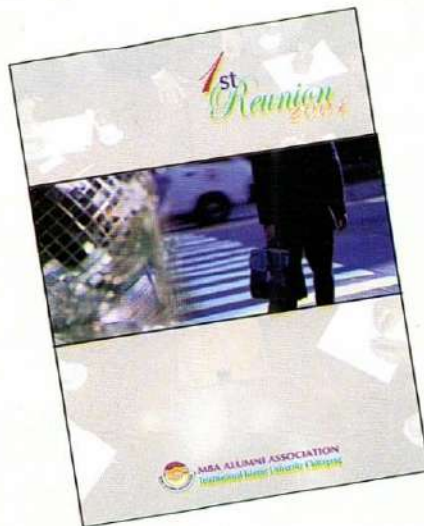




MBA ALUMNI ASSOCIATION
International Islamic University Chittagong

1st Reunion 2004



MBA ALUMNI ASSOCIATION
International Islamic University Chittagong

Souvenir

1st Reunion 2004
MBA Alumni Association

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Major Syed Hasan Jamal and Md. Monirul Islam,

brilliant MBA graduates of IJUC, died in road accidents in 2003



Major Syed Hasan Jamal



Md. Monirul Islam

*We pray for the
magfirah (salvation)
of the departed souls*

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Message



I am happy to learn that the MBA Alumni Association of International Islamic University Chittagong is going to organize its first reunion on August 06, 2004.

It is needless to mention that no nation can develop without making progress in education, science and technology. The present government is relentlessly making efforts to achieve progress in these fields. The government of Begum Khaleda Zia introduced the Private University Act 1992, which resulted in establishing many Private Universities in the country.

I think this Reunion will create a scope of interaction among the graduates of IIUC and the renowned industrialists of the country.

I wish the Reunion all success.

M. Morshed Khan, MP
Minister
Ministry of Foreign Affairs,
Government of the People's Republic of Bangladesh

Message



It gives me immense pleasure to know that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to hold its first reunion on August 06, 2004. On this occasion, I congratulate the Association on arranging such a gathering.

The private universities are playing a great role to produce skilled human resources in the country. I sincerely believe that the MBA graduates of IIUC will make substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I do believe that this Reunion will give the Alumni an opportunity to discharge their social responsibilities and thus uphold the image of the university.

I wish success for the Reunion.

Allah Hafez, Bangladesh Zindabad.

Salauddin Quader Chowdhury, MP

Prime Minister's Adviser

Parliamentary Affairs

Government of the People's Republic of Bangladesh

Message



I am delighted to know that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to organize its first reunion on August 06, 2004. I would like to congratulate the Association on arranging such appreciable gathering of brilliant MBAs.

The Private Universities Act 1992 was passed with the aim of producing skilled human resources for the country. I hope the MBA graduates of International Islamic University Chittagong, imbued with ethics, morality and quality, will make substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I hope that this Reunion will provide a great scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and thus creating job opportunities for the MBA graduates.

I wish this Reunion a great success.

Mir Mohammad Nasiruddin

State Minister

Ministry of Civil Aviation & Tourism,

Government of the People's Republic of Bangladesh

Message



I am happy to learn that the MBA Alumni Association of International Islamic University Chittagong is going to hold its first reunion. I would like to congratulate the concerned authority on arranging the meet.

I do believe that the MBA graduates of International Islamic University Chittagong (IIUC) would make substantial contribution to meeting the growing needs of skilled and efficient human resources in the country.

I hope the reunion will create a scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and thus creating opportunities for the graduates in the job market.

I believe that the reunion will also provide a platform for the MBA Alumni to discharge their social responsibilities and thus uphold the image of the university.

I wish the Reunion all success.

Jafrul Islam Chowdhury, MP

State Minister

Ministry of Environment and Forest

Government of the People's Republic of Bangladesh

Message



Chief Guest



I am deeply pleased to learn that the MBA Alumni Association of International Islamic University Chittagong is going to hold its first reunion on August 06, 2004. I would like to congratulate the Association on arranging such a gathering.

The private universities are contributing significantly towards producing skilled human resources in the country. I hope the MBA graduates of IIUC will make substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

The Reunion is an attempt to maintain and develop relationship among the Alumni and to revive the enthusiasm among the Alumni for discharging their social responsibilities and thus uphold the image of the University.

I wish a grand success of the Reunion.

Amir Khosru Mahmud Chowdhury, MP
Member of Parliament
In Charge of
Chittagong District

Message



Special Guest



I am pleased to learn that MBA Alumni Association of International Islamic University Chittagong has undertaken an appreciating endeavour to organize its first reunion on August 06, 2004 and publish a commemorating Souvenir on the august event. I do offer my thanks and appreciation to the Association for arranging such a nice congregation in a bid to further enhance their intimacy and cooperation.

The Private University Act 1992 passed with the aim of producing skilled and efficient human resources in the country to help cope with the multidimensional and unpredictable challenges and competition of ever-changing global trade regime and scenario. With this view in mind, I am convinced that IIUC has been playing a laudable role in producing quality and adroit MBAs and manpower to contribute attaining the cherished goal of sustainable economic development of the country.

I do believe that this Reunion will provide a great scope of interaction between the business graduates of IIUC and the prominent entrepreneurs of the country for increased understanding and cooperation for shared interest and benefit.

I wish a grand success of the First Reunion of MBA Alumni.

Amir Humayun Mahmud Chowdhury

President

Chittagong Chamber of Commerce & Industry

Message



Special Guest



It gives me immense pleasure to learn that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to hold its first reunion on August 06, 2004. I would like to congratulate the concerned authority on arranging such a gathering.

The aim of the Private Universities Act 1992 is to help produce skilled human resource for the country. I believe that the MBA graduates of International Islamic University Chittagong will be able to make substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

The aim of this Reunion is to create the scope of interactions between the graduates of IIUC and the renowned industrialists of the country, and thus creating opportunities for the graduates in the job market.

I suppose, the proposed Reunion will be a platform for the MBA Alumni Association to discharge their social responsibilities and thus uphold the image of the university.

I wish the Reunion a grand success.

A.J.M. Nuruddin Chowdhury

Prof. A.J.M. Nuruddin Chowdhury
Vice-Chancellor
University of Chittagong

Message



Special Guest



I would like to appreciate the endeavours of the MBA Alumni Association of International Islamic University Chittagong (IIUC) for organizing its first reunion on August 06, 2004. On this occasion, I congratulate the Association on arranging such a gathering.

The Private Universities Act 1992 came into being with the aim of producing skilled human resources for the country. And as a result of this act IIUC was established in order to fulfill this aim. The MBA graduates of International Islamic University Chittagong, imbued with ethics, morality and quality are making substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I hope that this Reunion will provide a great scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and thus creating opportunities for the graduates in the job market.

I wish this Reunion a great success.

Prof. Dr. A.K.M. Azharul Islam
Vice-Chancellor
International Islamic University Chittagong

Message



It gives me immense pleasure to learn that the MBA graduates of International Islamic University Chittagong (IIUC) have organized an Alumni Association by this time which is playing an appreciable role to keep close contact with the graduates of IIUC for uniting them on a common platform and they are going to observe its first reunion on August 06, 2004. I congratulate the members of the Association on this noble effort.

I hope that the MBA graduates will make meaningful contribution to uphold the image of IIUC as its ambassadors and for implementing the ethics and morality with quality of service and professionalism and thus they shall render great services to the development of the country.

I hope that this Reunion will provide a great scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and thus create opportunities for the graduates in the job market.

I wish this Reunion a great success.



Prof. Dr Abu Bakr Rafique
Pro-Vice Chancellor
International Islamic University Chittagong

Message



I am happy to know that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to hold its first reunion on August 06, 2004. I am delighted to congratulate the Alumni on arranging such a gathering.

In pursuance of the Private Universities Act 1992, International Islamic University Chittagong (IIUC) started its journey in 1995 with a noble mission of producing graduates imbued with Islamic and modern knowledge to serve the people in this sub-continent. With the aim of producing efficient and skilled manpower for the society, IIUC started MBA Program only for the executives in Summer 1998 for the first time in the country. It goes without saying that IIUC is one of the pioneers among other private universities in making the MBA Program so popular among the practicing managers both in the private and public sector. The course curriculum of the MBA program of IIUC is widely acclaimed by the various professional institutes at home and abroad.

I feel proud to declare that the MBA graduates of IIUC are making substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I hope that this Reunion will give the Alumni an opportunity to discharge their social responsibilities and thus uphold the image of the university.

I wish the Reunion a grand success.

A handwritten signature in green ink, appearing to be 'Alim'.

Alhaz Mohammad Badiul Alim

Founder Secretary

Islamic University Chittagong Trust

Message



I am delighted to learn that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to hold its first reunion on August 06, 2004. On this occasion, I congratulate the members of the Association on arranging such a get-together.

The private Universities Act 1992 passed with the aim of producing skilled human resources for the country. I hope the MBA graduates of International Islamic University Chittagong, imbued with ethics, morality and quality, will make substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I hope this reunion will give the Alumni a scope to discharge their social responsibilities and thus uphold the image of the University.

I wish all success for the Reunion.

Prof. Dr. Muhammad Loqman

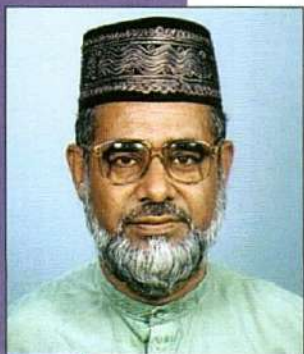
Treasurer

&

Chief, Dhaka Campus

International Islamic University Chittagong

Message



It gives me immense pleasure to see that the MBA Alumni Association of International Islamic University Chittagong (IIUC) is going to hold its first reunion on August 06, 2004. I would like to congratulate the Alumni on arranging such a gathering.

The aim of the Private Universities Act 1992 was to produce skilled human resources for the country. International Islamic University Chittagong (IIUC) started its journey in 1995 with the noble mission of producing graduates equipped with morality and quality to serve the people of the country. With the aim of producing efficient and skilled manpower for the society, IIUC launched MBA Program for the first time in 1998 in the country. Since then it has been continuously and successfully offering this popular and prestigious program.

I am happy to know that the MBA graduates of International Islamic University Chittagong are making substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

I hope this Reunion will create a scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and thus widen the door of job for the potential MBA graduates.

I do believe the Reunion will enable the Alumni to discharge their social responsibilities and thus uphold the image of the university.

I wish the Reunion a grand success.

Prof. Dr. Syed Mohammad Ather
Dean, Faculty of Administrative Sciences
&
Adviser, MBA Alumni Association

Message



MBA is a prestigious graduate program of the Department of Business Administration at International Islamic University Chittagong (IIUC). As one of the pioneers, IIUC launched MBA program for the executives in Bangladesh in 1998. In addition to the fresh graduates, presently about 500 executives from different national & multinational organizations are pursuing MBA program at IIUC. The program has been designed in such a way so that the participants after graduation can efficiently face the managerial & business challenges of the 21st century. More than 500 students have already completed their MBA degree from IIUC.

I am very delighted that the old participants of MBA program of this University have already formed 'MBA Alumni Association of IIUC'. I hope that this will bring all the ex-students of MBA program under one umbrella to do something for the nation. I am confident that the first Reunion of the Association that is scheduled to be held on August 6, 2004 will provide an opportunity to build and foster better understanding, fellow feelings and coordinational relationship among the alumni.

The idea of publishing a souvenir on the eve of the first Reunion is a praiseworthy, but troublesome task. It requires untiring efforts to give a complete shape to the souvenir. I express my heartfelt thanks to all the alumni & patrons who have contributed to publish this souvenir.

I wish a grand success for the Reunion.



Farid Ahammad Sobhani

Head

Department of Business Administration
International Islamic University Chittagong



Editorial

At the very outset I would like to express my heartfelt gratitude to Almighty Allah (Swt.) who has enabled us to arrange a get-together for the first time for the MBA alumni of IIUC on August 06, 2004 at Safa Arcade in Chittagong. MBA Alumni Association of IIUC has organized this gathering in collaboration with the Department of Business Administration of International Islamic University Chittagong (IIUC).

To solemnize the Reunion, a souvenir is going to be published with the messages from dignitaries and write-ups of the faculty members and alumni who are serving in various organizations.

In compliance with the Private Universities Act 1992, International Islamic University Chittagong (IIUC) started its journey in 1995 with a noble mission of producing graduates equipped with morality and quality to serve the people of the country. With the aim of producing efficient and skilled manpower for the society, IIUC started MBA Program only for the executives in Summer 1998 for the first time in the country. It goes without saying that IIUC is one of the pioneers among other private universities in making the MBA Program so popular among the practicing managers both in the private and public sector. The course curriculum of the MBA program of IIUC is widely acclaimed by the various professional institutes at home and abroad. The MBA graduates of IIUC are making substantial contribution to meeting the growing needs of skilled and efficient manpower in the country.

The Reunion is an attempt to maintain and develop relationship among the Alumni and make them enthusiastic to discharge their social responsibilities, and thus uphold the image of the University.

I hope this Reunion will make a scope of interaction between the graduates of IIUC and the renowned industrialists of the country, and will create opportunities for the potential MBA graduates.

I would like to express my thanks to the members of the organizing committee for their dedication in arranging the Reunion. I am very much grateful to Prof. Dr. Syed Mohammad Ather, Dean of the Faculty of Administrative Sciences, Mr. Farid Ahammad Sobhani, Head of the Department of Business Administration, Mr. Md. Masrurul Mowla, Mr. A.M. Shahabuddin Shohel, Mr. A.N.M. Ibrahim Khan, Mr. Md. Sayedur Rahman for their valuable guidelines and active support in publishing the Souvenir.

I, on behalf of the Editorial Board, would like to thank the contributors for their write-ups and the sponsors for their generous help through advertisements in bringing out the Souvenir in time. I would like to request the readers to be sympathetic and forgiving for the inadvertent printing mistakes if any.

Mohammad Riaz Mahmud
Editor
Souvenir
MBA Alumni Association of IIUC



Note from the Convenor

It is indeed an auspicious moment that MBA graduates of International Islamic University Chittagong (IIUC) are going to launch an Alumni Association like other professional bodies in the country. The mission of this Alumni Association is to facilitate the professional growth, civic involvement and the interaction among its members, and enhance the recognition of IIUC particularly its MBA program in the society.

Hope all MBA graduates of IIUC shall be keen to enroll themselves as members of the Association to uphold their identity in the society. We expect that this Association will foster a life long relationship with the alumni and be a popular meeting point for our MBA graduates working across the country. The Association will serve as a link between the Business School of IIUC and its alumni. This link will be maintained through the organization of a series of educational programs and social events. We do hope this Association will play an active role in supporting career development for the prospective MBA students.

The birth of the MBA Alumni Association could not be thought of without the active support of Mr. Farid Ahammad Sobhani, the Head of the Department of Business Administration at the formative stage of the Association. IIUC is playing a great and magnificent role by running the prestigious MBA Program and producing skilled and efficient professional managers for the business enterprises. It goes without saying that IIUC is one of the pioneers among other private universities in making this MBA Program so popular among the practicing managers both in the private and public sector. The course curriculum of the MBA program of IIUC is widely acclaimed by the various professional institutes at home and abroad.

However, at the end we hope that all the MBA graduates will take advantage of the various opportunities we provide to keep in touch and will be enthusiastic to offer suggestions or advice to make the Association alive.

I express my deepest gratitude to Prof. Dr. Syed Mohammad Ather, Dean of the Faculty of Administrative Sciences, for his valuable suggestion and guideline, and special thanks to Mr. Mohammad Riaz Mahmud, Mr. Md. Masrurul Mowla, Mr. A.M. Shahabuddin Shohel, Mr. A.N.M. Ibrahim Khan, Mr. Md. Sayedur Rahman for their active support in publishing the Souvenir.

Good luck and best wishes.

Md. Shahriar Hussain

Convenor

MBA Alumni Association of IIUC



Behind the Reunion 2004

Alhamdulillah

International Islamic University Chittagong (IIUC) has been successfully running its various programs since its inception in 1995. At present, more than five hundred (500) MBA graduates of this University are serving in various public and private organizations and playing an important role in the economic development of the country. We were thinking to bring the MBA alumni of IIUC to a common platform and doing some welfare activities of the society for upholding the image of the University. We were waiting for the initiative of such a bold step to materialize this difficult dream. After taking the Chair of the Department of Business administration, Mr. Farid Ahammad Sobhani came forward to shoulder the responsibility of planning such a reunion of the MBA alumni and forming the MBA Alumni Association of IIUC. Accordingly, under the supervision of Mr. Sobhani a constitution was framed for the Association with the help of the MBA alumni in several meetings held in January and February 2004. An organizing committee has been formed to hold the Reunion on August 06, 2004. This organizing committee started its activities in the first week of May 2004 to collect members and advertisement for publishing a souvenir on the occasion of this Reunion. Though in the beginning the activities of the organizing committee was not lively for less number of participants in the meetings, the Reunion has brought forward the enthusiastic MBA alumni to create a lively environment in the Department for the last few days.

I would like to invite all the members of the MBA Alumni Association of IIUC to try their level best to achieve the following objectives:

- a. To maintain and develop relationship among the alumni.
- b. To uphold the image of IIUC
- c. To promote the placement of IIUC graduates.
- d. To contribute in ensuring quality education at IIUC
- e. To share social responsibilities.

I would like to express my thanks to the members of the Association for their dedication specially Mr. Shahriar Hussain, Mr. Mohammad Riaz Mahmud, Mr. A.M. Shahabuddin Shohel, Mr. A.N.M. Ibrahim Khan, Mr. Md. Sayedur Rahman and the sponsors for their generous help through advertisements. I must be grateful to Prof. Dr. Syed Mohammad Ather, Dean of the Faculty of Administrative Sciences, Mr. Farid Ahammad Sobhani, Head of the Department of Business Administration and the faculty members of the Department for their valuable guidelines and active support in arranging the Reunion.

Md. Masrur Mowla

Secretary

MBA Alumni Association of IIUC

CONSTITUTION

MBA Alumni Association, IIUC

Article -1: Title and Address

- a. The name of the Association shall be MBA Alumni Association of IIUC.
- b. The office of the Association shall be in Chittagong.

Article -2: Objectives

- a. To maintain and develop relationship among the alumni.
- b. To uphold the image of IIUC.
- c. To promote the placement of IIUC graduates.
- d. To contribute in ensuring quality education at IIUC.
- e. To share social responsibilities.

Article-3: Membership

- a. Graduates who have completed graduation from IIUC are eligible for membership.
- b. Registration fee for a membership shall be Tk. 100.00 (one hundred) only.
- c. Annual fee for a membership shall be Tk. 1200.00 (one thousand and two hundred) only.
- d. A life membership fee shall be Tk. 10,000.00 (ten thousand) only.
- e. The membership shall be cancelled if a member fails to pay his /her annual membership fee for three consecutive years.
- f. The membership may be cancelled if a member engages himself/herself in any activity prejudicial to the Association. A decision taken by the Executive Council in this regard shall come into effect if 2/3 majority of the General Council confirms the same.
- g. The existing students of the MBA Program of IIUC shall be considered as Associate Members of the Association. The Associate Members shall be considered as regular members after their graduation.
- h. The Associate Members shall not participate in the election of the Association.
- i. With the permission of the Executive Council, the Associate Members shall participate in any activity of the Association.

Article -4: General Council

- a. The General Council shall meet at least twice a year; one of these meetings shall be Annual General Meeting (AGM).
- b. Annual General Meeting of the Association shall be held in the month of December every year.
- c. There shall be a notice ten (10) days prior to a general meeting and at least fifteen (15) days prior to the AGM.
- d. 1/3 of the members of the General Council shall form the quorum of a meeting.
- e. For an emergency meeting, three (3) days notice shall be given and no quorum shall be required in this case.
- f. With the consent of the President, the Secretary shall serve the notice of a General Meeting and record the proceedings of the meeting.

Article -5: Executive Council

- a. The Executive Council (EC) of the Association shall consist of a President, a Vice President a Secretary, a Treasurer, a Joint Secretary, a Publicity Secretary and five (5) members.
- b. The tenure of the EC shall be two (2) years.
- c. The EC shall take necessary steps to hold the election.
- d. The EC shall meet at least once in every three months. The Secretary shall serve the notice of a meeting with the consent of the President
- e. For a general meeting of the EC at least seven (7) days notice and for an emergency meeting of the EC at least two (2) days notice shall be required.
- f. Half of the members shall form the quorum of Executive Council Meeting. For an emergency meeting quorum is not obligatory.
- g. The secretary shall record proceedings of all the meetings and place the Annual Report in AGM and the Treasurer shall place the Annual Financial Report in AGM. Both the reports shall have to be approved in the AGM.

Article-6 Advisory Council

The Advisory Council consisting of eleven (11) members shall supervise the activities of the Association. The Vice Chancellor, the Pro-Vice Chancellor, the Dean of the Faculty of Administrative Sciences, the Head of the Department of Business Administration, the Director of Student Affairs Division and six (6) senior alumni nominated by the Executive Council shall be the members of the Advisory Council for two (2) years.

Article-7: Sub Committees

The Executive Council shall form different sub-committees for different specific purposes like seminar, picnic, tour, reunion, publication etc.

Article-8: Correspondence

Any correspondence using the name of MBA Alumni Association of IIUC by the members shall require prior approval of the Executive Council.

Article-9 Amendment of Constitution

For amendment of the constitution of the Association a general meeting shall be called and for which notice shall be served at least twenty-one (21) days prior to the meeting. Simple majority of the members of the Association shall be required for any amendment of the constitution.

Managerial Control through Standard and Variance Analysis

Prof. Dr. Syed Mohammad Ather, FCMA
Department of Business Administration
Faculty of Administrative Sciences.

Managers are the key human resources of an organization. They assume the responsibilities of implementing organizations strategies. Strategies are plans to achieve organizations goals¹. Management control is the continuous surveillance by the managers so that the firm achieves its goals being on the track. Managers require both quality and quantity performance of the people engaged in the firm. So in order to ensure efficient and effective control they need to pre-establish quality and quantity standards of performances of all jobs and activities of the firm. Therefore to control through standard and variance analysis the following steps are to be pursued.

Establishing standards

Measuring actual performance

Comparing actual performance with the standards, finding variances and preparation of reports.

Issuing corrective action.

Now let us have some discussion on theses steps.

Establishing Standards:

Standards are the measuring rods of performance. When the jobs are quantifiable and uniform, establishing standard is not a difficult task. As for example production units per man-hour or quantity of materials required to produce a finished unit. But when the job or task cannot be expressed in quantity, developing a standard for such a job or task is not an easy task. Still some indirect measurements of performance should be decided upon. To speak about an office employee's performance, how many cases or files he is to deal with per hour/ per day may be determined. So, it should be clear that for controlling any performance there must be predetermined standards that will be used as measuring rods.

However, while setting standards, the following Islamic Ethical guidelines should be followed:

A standard should be reasonable. Reasonable in the sense that it is realistic and hence practically feasible. If the standards are not feasible, they will simply be rejected as a measure of performance. Therefore, a standard should not be fixed at a very high or at a very low level. If the standards are set at a very high level, they will lose their character of feasibility. On the other hand, if the standard of performance is set at a very low level, then it will hardly ensure high-level performance.

¹ Robert N. Anthony and Vijay Govindarajan- Management control system, 9th International Edition, (USA), 1998, P-49.

Although standard should not be unattainably high, it must be challenging for motivating and encouraging higher performance. Basically, standard may be set at the average performance of the more than average employees and workers.

Further with the change in skill of the workers and staff and work environment it should be revised. Therefore, it is a good policy to review the entire standards after every three to five years. In this way, the standards will be kept up-dated.

Measuring actual performance:

After establishing the standards of performances the next task of control function is measurement of actual performance. In measuring performance the following Islamic Ethical principles are to be followed:

Measurement of actual performance should be impartial and unbiased. Measurement should be objective rather than subjective. For facilitating comparison of actual performances with the standard, actual performances should be measured in the same units of standard. For the purpose of fixing responsibility, actual performances should be measured in lines with the authority and responsibility of existing organization structure. Actual performance should be measured at regular intervals.

Comparing actual performance with the standards, finding variances, and preparation of reports:

After measurement of actual performances they should be compared with the standard performances. Through such comparison variances will be determined.

These variances are the deviations of actual performance from the standard performance. The variances will be either favorable or unfavorable. The favorable variances arise when the actual performances are higher than the standard performances. The favorable variances are the indication of gain for the firm. On the other hand, unfavorable variances arise when the actual performances are lower than the standard performances and they indicate loss to the firm. A zero or no variance will indicate that the activities of the companies are exactly going on at standard.

Just finding the variance as favorable or unfavorable is not enough. A variance report should be prepared and sent to the relevant authority or authorities. An effective variance report should have the following features²:

It must report the variances as favorable or unfavorable along with the reasons for variance. If the variances are controllable, it should fix the responsibility for variance. It must be prompt and timely so that the executives can take immediate remedial measures before the opportunity is lost. It must be issued with regularity. Regular reports ensure better planning and control. It should contain suggestive alternative recommendations for action plans. It should be easily understandable and free from any sort of ambiguities. It should mention the period and area of report. It should mention the names and signatures of persons with dates by whom it is prepared and checked and the name of executive to whom it is addressed.

²Matz, Curry Franck- Cost Accounting, 4th Edition (Cincinnati), P-671

Issuing Corrective Action:

As soon as the manager concerned receives the variance report, he is to examine the report. He will have to take the remedial measures to convert the significant unfavorable variances into favorable variances. The significance or insignificance of the variances can be identified by considering whether they are material or not. A minor variance is not a great concern but a big-variance is a great headache. So, managerial attention should be directed to rectify these major variances. In this way management by exception will be done and the manger will be able to save his valuable time that can be invested for further thinking and development of the organization. In issuing corrective action the manager will consider the suggestive alternatives, and choose the best one. In doing so he will assess various internal and external constraints, specially financial, behavioral, political, economic, social and global environmental factors. The issuance of corrective action should be duly communicated to the relevant management authority for implementation. Further it should be followed up and a feed back of the status of implementation should be taken up. With the satisfactory feed back of corrective action the control cycle becomes complete as shown in the following diagrams.

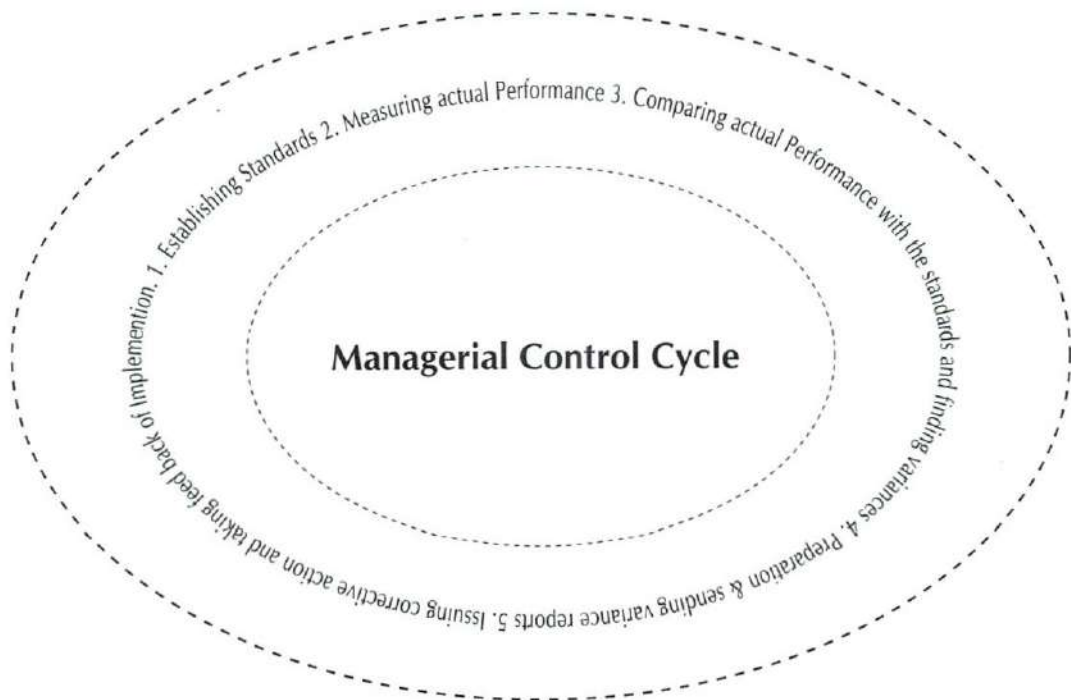


Diagram of Managerial Control.

MBA Program of IIUC - As I See It

Prof. Dr. Harunur Rashid

Department of Accounting
University of Chittagong &
Ex-Dean, Faculty of Administrative Sciences
International Islamic University Chittagong

On the eve of the First Reunion of the MBA Alumni, I really feel delighted to convey my heart felt thanks and congratulations to the MBA graduates of International Islamic University Chittagong who are contributing a lot in the field of global business as well as economic emancipation of the country.

After the establishment of the University in 1995 under the Private Universities Act 1992, IIUC authority put the finger on the right place to open up the Faculty of Administrative Sciences along with the other branches of knowledge such as the Faculty of Modern Sciences and the Faculty of Shariah. The University has been established for creating a new generation of youths who will be characterized with academic excellence, moral height and professional expertise.

The Department of Business Administration, under the Faculty of Administrative Sciences, launched MBA Program for the executives of different business and non-business organizations in Summer 1998 and for the fresh graduates in Autumn 2000. This program is considered as one of the prestigious academic programs of IIUC and has been able to draw the attention of the practicing managers and young learners at home and abroad.

The courses of this program have been designed to meet the needs of the modern business environment. The curricula and the syllabi of this program undergo a regular revision and up gradation process by a committee of experts to ensure an international standard. Moreover, the University has emphasized the advancement of modern knowledge with moral values through the introduction of some courses like Islamic Financial System, Islamic Management & Business, Islamic Economics, and Islamic Ethics.

Here, I must put on record the name of Prof. Dr. Muhammad Loqman, Prof. A.J.M. Nuruddin Chowdhury and Professor K. M. Golam Mohiuddin for their valuable contribution initially they made in organizing and implementing the program.

Later, I had the opportunity to share the effort of the University while I was attached to the University as the Dean of the Faculty of Administrative Sciences and as the Head of the Department of Business Administration from September 1, 1999 to August 31, 2003.

From the very beginning this program created enthusiasm among the executives of different national and multinational organizations. I remember some of the executives of the first batch MBA program- Mr. Ranjit Kumar Chowdhury, Major Shamim Hasnain, Mr. Taher Siddique, Mr.

Mizanur Rahman, Mr. Delower Hossain, Mr. Mokhlesur Rahman and others, particularly for their friendly behavior and sincere effort of learning. I must appreciate their open-hearted and cooperative mentality in pursuing the degree despite various constraints of IIUC at that time.

Since then the MBA Program of IIUC is progressing fast and playing a vital role to produce competent workforce in order to meet the demands of domestic and global market. By the grace of Almighty Allah (SWT), the situation of the MBA Program has changed with the passage of six years. At present, the University is well equipped with administrative staff and infrastructure facilities and demonstrates the use of best teaching resources through internal recruitment as well as inviting faculties from different universities and other reputed business organizations. They are qualified enough to achieve the highest level of excellence in knowledge, science and technology.

I think MBA Alumni Association of IIUC will establish a platform for exchanging views on latest experiences and knowledge, and share the joys and sorrows of members, which will ultimately strengthen the ties among the members.

We are proud of the members of the MBA family who are serving in different organizations in the most dignified positions displaying the utmost sense of moral values. Lastly thanks to the members of the organizing committee of the MBA Alumni Association and International Islamic University Chittagong. Let's hope for the best.

Career Opportunities For MBA Graduates

Farid Ahammad Sobhani

Head

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Preamble

MBA (Master of Business Administration) is a highly recognized and need-based graduate program throughout the world. The program encompasses all the business and management principles, with an emphasis on how theory behind these principles has been and can be applied in real business situations. The objective of the program is to provide required skills & frameworks that can quickly be applied in a business context (Web page: 07/07/04). An MBA graduate acquires the ability to move into top gear against the challenging future. S/he can use his / her expertise for developing a bright career. MBA enhances the marketability of a candidate ten fold in the competitive job market (Web page: 10/07/04). As the program covers all managerial disciplines, it is suitable for every industry and sector, including those of government and private.

What a Career is

Career is a popular word among the service holders, job seekers and fresh graduates. Nowadays the graduates are very much career concerned because of the appreciation of careerist attitude everywhere (Obaidullah, p.12, 2003). A career is neither a job nor an employment. Employment is a work that one does in order to earn money. Job refers to a particular task or piece of work that one has to do. Besides, career is the series of jobs that a person has in a particular area of work, involving more responsibility as time passes. It also refers to the period of time that one spends in his or her life working or doing a particular thing. (Oxford, p.168, 639). In fact, a career may be defined as a means of ability to match specific requirements, needs in a particular profession.

Career Opportunities in Bangladesh

Bangladesh is one of the least developed countries (LDCs) in the world having about 36% unemployment rate. Corruption, terrorism, natural disaster, over population, and political instability are the main national problems of the country. In view of job market, nepotism is a major problem. Quality fails to a phone call in recruiting process. Therefore, in the present days, job is considered as a 'golden deer'.

Although getting a job is becoming gradually tougher, there is a scope of lucrative jobs for the qualified MBA degree holders. Graduates without having MBA degree are becoming obsolete in this age of technology and globalization. Today, MBA is a must to face the managerial challenges in the arena of business. Most of the employers now prefer MBA degree holders to fill-up their vacant positions. MBA is highly appreciated degree in the job market. As such, in addition to the fresh graduates many practicing managers, bankers, army officials, physicians having no business background are found to pursue MBA program in the public and private universities of the country.

MBA graduates of Institute of Business Administration (IBA) of Dhaka University are highly valued in the job market. MBA from IBA has become a sure ticket for managing a job. The main strength of IBA is their quality intakes. Due to low cost and institutional goodwill, students prefer IBA to pursue MBA degree. Trend indicates that days are not far away while IBA will have to face competition from some private universities. The employers have already given recognition to the MBA graduates of NSU, IUB and IIUC as well. In Chittagong, IIUC has created good reputation in producing quality graduates. In addition to 30 fulltime teachers, teachers from IBA, Business Faculty of Dhaka University and Chittagong University are conducting important courses in the MBA program of IIUC. A good number of highly qualified practicing managers are also involved in the teaching process of the University. IIUC has the highest number of fulltime teachers (about 250) among all the private universities in Bangladesh. In addition to MBA, BBA graduates of IIUC are also doing well in the job market. IIUC authority has decided to launch another need-based program Master in Bank Management (MBM) under the Department of Business Administration from Autumn Trimester 2004.

The career opportunities may usually be divided into two categories: (i) Independent careers and (ii) Dependent careers. Serving in a particular organization from which one receives regular salary, remuneration or honorarium may be termed as dependent career. Bankers, managers, executives, teachers and so on are common examples of dependent careers. On the other side, independent career may be referred to mean business and entrepreneurship (*Sobhani: p.17, 2003*). Most of the graduates in Bangladesh prefer dependent career like job rather than doing business or becoming entrepreneurs. Job or employment ensures a regular salary in each month where the degree of risk and uncertainty is almost zero. On the contrary, capital or fund generation is a vital question for doing a business or setting a firm, which pushes the graduates to choose dependent careers. Some dependent careers like teaching are more recognized than any other profession. Teachers in the educational institutions may earn poor remuneration, but they are highly respected in the society. A primary school teacher in a village is a most respectable person in that village. University teachers are considered as the 'conscious of a nation'. Data shows that from school to university there are 173,645 male and 43,777 female teachers employed in the country and there is a scope for new employment of about 29,000 teachers per annum. (*BANBEIS: p. 65, 2002*) Perhaps teaching is the largest service area in Bangladesh creating employment opportunities for the graduates.

Private sector provides the largest opportunities for our MBA graduates. Banks, textiles, insurance companies, multinational companies (MNCs), and EPZs have created huge employment opportunities in Bangladesh. The following chart gives an approximate idea about employment opportunities for the graduates in the private sector:

SL. No.	Areas	Officials (App.)	Staffs (App.)	Total (App.)	New Recruitment (Per annum app.)
1	Banks & Insurances	80,000	350,000	430,000	30,000
2	NGOs	60,000	250,000	310,000	25,000
3	Manufacturing Industries	40,000	150,000	190,000	20,000
4	Textile & Garments	25,000	120,000	145,000	15,000
5	Information Technology	10,000	30,000	40,000	5,000
6	Multinational Companies	2,000	8,000	10,000	1,000
7	Export Processing Zones	1,500	5,000	6,500	1,000
Total		218,500	913,000	1,131,500	97,000

Source: Compilation of data from unpublished documents

Generally MBA graduates do not prefer any government service due to lack of creativity and low financial incentives. However, there is also a great opportunity for the graduates to join the govt. offices like Secretariat, Divisional administration, Zila administration and Upa-zila administration. Qualification in BCS examination is a prerequisite to become a first class govt. official. On an average about 3,000 officials of different categories are being recruited in each year in the government offices of the country.

Global Demand of MBA Graduates

MBA from anywhere is valued everywhere. At least it adds some value to the graduates. The degree of importance of an MBA graduate varies from person-to-person and organization-to-organization. A good MBA holder having vast experience is an asset not only of a nation, but also of the globe. They never search any job; rather jobs always chase them. In this era of open market economy, liberalization, privatization and globalization, there is a wide scope of free movement throughout the world for the qualified and highly confident MBA degree holders.

Internet is a unique opportunity for searching jobs in the global market. It provides a variety of information, including career and job search resources and techniques. Interested graduates may search relevant web pages in this regard. There are numerous organizations searching for skilled manpower throughout the world. MBA degree holders can take lead to fill up the vacancies of these organizations. The following international organizations often look for MBA graduates having high degree of personal confidence:

- a. Asian Development Bank (ADB)
- b. International Labor Organization (ILO)
- c. International Monetary Fund (IMF)
- d. United Nations Development Program (UNDP)
- e. United Nations Disaster Relief Organization (UNDRO)
- f. United Nations Fund for Population Activities (UNFPA)
- g. United Nations Industrial Development Organization (UNIDO)
- h. United Nations International Children's Emergency Fund (UNICEF)
- i. United Nations Relief and Rehabilitation Administration (UNRRA)
- j. United States Agency for International Development (USAID)
- k. World Bank (WB)
- l. World Trade Organization (WTO)

Conclusion

MBA graduates should come forward to become entrepreneurs. It is a challenging and stimulating career. It provides self-employment and also enables to create job opportunities for others. For the qualified MBA degree holders, job prospect is high both in public and private sector organizations. Due to poor managerial performance, and inability to face the business challenges many private and public enterprises have been incurring losses year after year. It is possible to bring a qualitative change in management standard of these organizations by employing qualified business graduates. Many individuals pursue MBA degree in order to accelerate career profession especially as a means of promotion to senior management or executive positions. One should always bear in mind that though MBA has a great market value, it will never ensure a job unless the graduates expose themselves with some other qualifications like smartness, fluency in communication and technical knowledge.

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Human Resource Management: Concept and Practice in Bangladesh

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Conceptual Framework

Human Resource Management (HRM) is concerned with the people dimensions in management. Every organization is made up of people. Acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objective. Regardless of the type and status of organization whether it is government, business, education, recreation or social action and whether profit oriented or non-profit organization, an organization is nothing without human resource. To achieve management objective or goal, human resource is a prime contributing factor¹.

The HRM function is concerned with the procurement, development, compensation, integration and maintenance of human resources of an organization for the purpose of contributing towards the accomplishment of the organizational goals or objectives².

HRM is that part of management function which is primarily concerned with human relationship within an organization. Its objective is the maintenance of those relationships on a basis which, by consideration of the well-being of the individual, enable all those engaged in the undertaking to make their maximum personal contribution in the effective working of the undertaking³.

HRM is the distinct field of management that involves planning, organizing, directing and controlling the functions of procuring, developing, activating and maintaining the human resources in the organization toward accomplishing the organization's objectives and goals. It is a process consisting of functions of procurement, development, motivation and maintenance of human resources⁴.

From the above we can conclude that HRM function is to integrate the individuals, group and organization with a view to achieving organizational goal in the most effective and efficient way.

HRM Functions

From the above definitions we find, the core activities or functions of a Human Resource Manager are as follows:

Procurement function- Acquisition function is the first function of HRM that begins with planning. This also includes HR planning, job analysis, recruitment, selection, placement and socialization of the employee.

¹ David A. Decenzo & Stephen P. Robbins (1999), *Human Resources Management*, Eighth Edition

² Edwin B. Flippo, *Principles of Personnel Management*, P-4

³ Indian Institute of Personnel Management, Calcutta

⁴ M. J. Jucious, *Personnel Management*, 9th Edition, (1978)

Development function- The development function can be viewed along three dimensions. The first is employee training which emphasizes skill development, and changing the attitude among workers. The second is management development, which emphasizes enhancement of an executive's conceptual abilities. The third is career development, which is the continuous effort to match long-term individual and organizational needs.

Motivation function- The motivation function begins with the recognition that individuals are unique and that motivation techniques must reflect the needs of each individual. This includes financial and non-financial motivation to increase employee performance and satisfaction. Within the motivation function, job design, job satisfaction, performance appraisal, job evaluation, rewards, discipline, behavioral and structural techniques for stimulating workers performances, compensation and benefits administration and how to handles problems of employees these all are reviewed.

Maintenance function- Maintenance is the final function of HRM. The maintenance function is concerned with providing and creating such working conditions that establish belongingness in the employee mind and make them committed to the organization. Working environment, safety & health and welfare activities are reviewed under this function.

Professor S. Sadri and P Roy viewed that HRM could be described as a line function which facilitates the interaction between the owners of capital and the owners of labor power, so that the objective function of the organization is optimized. HRM is an activity that should not and cannot be viewed in isolation. It is a part of the total environment, is conditioned by it and in turn conditions it. Hence its conceptualization must of necessity be holistic⁵.

There are three sets of influences, which condition the form and content of business Policy towards Capital and Labor.

The first set of influence, which impinges HRM function, are the exogamous variables. The three such variables are (i) The Product Market (ii) The Capitalist state and (iii) The Multinational Corporation.

The second set of variables could be described as endogamous influences. The three major of such influencing factors are (i) the Company History (ii) The Employee Collectivity and (iii) The Organizational Structure.

The third set of variables is called Ideological influences and they are causally linked dialectically to both the exogamous and endogamous influences. These includes the three main factors, these are (i) Corporate Culture, which is based on the company history, the vision of the helmsman and the ideology of the Board. (ii) Corporate ethics, which is based on the belief system as well as the manner in which management and union view to the organizational objective based on social reality. (iii) The Importance of State Ideology cannot be under played.

Functions of HRM can be discussed by a simple but important acronym - OSTWMEELER. If we consider HRM as a system, the acronym 'OSTWMEELR' indicates the sub-systems of HRM. These sub-systems are as under:

⁵S.Sadri and P. Roy (1993), *Human Resources Management for the India Tomorrow*, Indian Journal of Industrial relations Vol.29, NO.2 October, 1993.

O = Organizational Planning & Development

S = Staffing

T = Training & Executive Development

W = Wages & Salary Administration

M = Motivation

E = Employee Services & Welfare

L = Labor relations (Industrial Relations)

E = Employee Records

R = Personnel Research

Features of HRM

The first feature of HRM is that its purpose is to develop the employee's abilities so that they can perform the work assigned by the organization adequately and to a satisfying degree even if that work is not the kind of which the employees personally wants to do.

The second feature of HRM is not simply education of employees but is broadly integrated with the strategic business plan and HRM program.

Thirdly, HRM places emphasis on motivating employees to engage in self-development activities. In fact, self-development and external imposed training are skillfully combined in conducting HRM.

Need For HRM

The need for a systematic HRM program has increased to a great extent for the following factors:

Technological change: Because of rapid technology changes the problem of HR development has become acute. Not only the new employees to be trained and developed but also the present ones must also be trained and upgraded. New jobs are created and old ones are eliminated. The employees must absorb new techniques for their development.

Growth of Organization: Employee development is equally important for the growth and expansion of each organization. Organizations are frequently compelled to maintain its growth in competitive fields and train unskilled employees for a specific operation and task.

Uniqueness of Operation: Sometimes jobs in an organization consist of tasks, which are unique and peculiar. A systematic training program would help in developing a work force suitable to its operation.

Greater Satisfaction for Individuals: The individuals also have a stake in development for it raises his morale and earnings. While he acquires a greater sense of worth, dignity and well-being, he also increases earnings. These two factors give him a sense of satisfaction.

Role of HRM

HRM plays an important role in all organizations. The role of HRM briefly highlighted as under:

- ◆ Increase productivity;
- ◆ Improve the quality of work and raise morale;
- ◆ Develop new skills, knowledge, understanding and attitude;
- ◆ Use correctly new tools, machine process, methods or modification thereof;
- ◆ Reduce waste, accident, turnover, lateness, absenteeism and other overhead costs;
- ◆ Implement new or improved policies or regulations;
- ◆ Fight obsolescence in skills, technologies, methods, products, markets, capital management etc.;
- ◆ Bring incumbents to that level of performance which meets the standard for their job;
- ◆ Develop replacements, prepare people for advancement and ensure continuity of leadership;
- ◆ Ensure the survival and growth of the enterprise.

Objective of HRM

The major HRM objectives are:

Operational objective: These are measured in terms of organizational outputs such as increased sales, reduced costs, improve productivity.

Performance objective: These have to do with an individual performance such as achieving higher departmental efficiency, staying within the budget limitations and attaining performance objectives of various kinds.

Instructional objective: This can usually be measured at the end of a training program by some sort of objective test.

Reaction objectives: These are usually subjective in nature and are obtained by asking the participants to report their feelings and reactions. There is considerable merit in obtaining feedback from participants in improving the program content and instructional method.

Personal growth Objectives: These may or may not be related to measurable results. These objectives have to do with feelings of self-confidence, self-competence, enhanced self-image and other aspects of self-realization.

HRM Model

American Society for Training and Development (ASTD) developed a model of Human Resources Management that identified nine human resources areas⁶:

Training & Development: That focus identifying, assessing and -through planned learning-helping developed the key competencies which enable individuals to perform current or future jobs.

Organization Development: That focus assuring healthy intra and inter-unit relationships and helping groups initiate and manage change.

Organization and Design: That focus defining how tasks, authority and systems will be organized and integrated across organization units and in individual jobs.

Human Resources Planning: That focus determining the organization's major human resource needs, strategies and philosophies.

Selection & Staffing: That focus matching people and their career needs and capabilities with jobs and career paths.

Personal Research & Systems: That focus assuring a personnel information base.

⁶ American Society for Training and Development, *Models for Excellence (ASTD)*, 1983.

Compensation & benefits: That focus assuring compensation and benefits fairness and consistency.

Employee Assistance: That focus providing personnel problem solving, counseling to individual employee.

Union/Labor relations: That focus assuring healthy union/ organization relationships.

These nine areas have been termed spokes of the wheel in that each area impact on the human resources output that are:

(1) Quality of work life (2) Progress and development (3) Productivity (4) Readiness for change

Concept of HRM under Islamic perspective:

Islam is the complete code of life. The Holy Quran is the subject matter of men. Islam emphasizes on the development of the moral values of mankind. The principal objective of sending Prophets by Almighty Allah (SWT) is to produce perfect man. The Islamic idea of human development is closely linked with the concept of *Tajkiah* because it encompasses all aspects of human character and tries to enhance growth by refining soul, rectifying socio-economic relations and eventually attaining 'Completeness', which ultimately result in the welfare of this mundane world. A process enlarging people's choices in terms of desire to lead a long and healthy life to acquire knowledge and have access to resources needed for a decent standard of living is defined as human development. Islam argues for the development of both moral and socio-economic aspects of man's life and also emphasizes that the enshrinement of moral values of human is the pre-requisite for achieving socio-economic development.

Major ingredients of HRM in an Islamic framework:

There is a number of ingredients of human resources development. In various places of the Holy Quran the Almighty emphasizes upon Iman (faith) and Amal (action). The most important aspect of human development emphasizes on education. In His first direct revelation to the holy Prophet. "Read in the name of thy lord and cherisher, who created." The first word of the holy Quran indicates an education, which gives a universal direction with comprehensive meaning. It is not possible for man to acquire "Faith" and 'righteous deeds' without possessing knowledge about life. Islam emphasizes such an education, which provides man the opportunity to achieve benefits in both here and hereafter. Thus Islamic education program is directed to attain religious and spiritual fulfillment as well as to achieve socio-economic development. Along with education the next importance has been laid on achieving economic well-being. Another important aspect of HRD is to build up moral rules. There may be four stages of developing these rules:

- ◆ The first is Iman (faith) which is the foundation of human life. It includes Tawhid & Resalat.
- ◆ The second stage is Islam (deeds). As soon as is enlightened with Iman certain specific duties become obligatory upon him: that include Salat, Saom, Zakat, Hazz.
- ◆ The third stage is taqwa (fear of God), which inspires man every time to follow the guidelines and instruction of Almighty.
- ◆ The forth stage is Ihsan (deep love to God), which inspires man to develop his moral character. If a man can successfully observe these four stages of development of moral human values, he will be able to fight shy of all obscenities and indecencies such as pride, selfishness, deception, bribery and corruption etc.

Modern Trend of HRM in the 21st Century:

With the passage of time, the importance of human factor in the accomplishment of organizational objectives has increased considerably because of increasing competition and *globalization of management*. Now-a-days, the people at work are considered the most important factor of production and services in organization from the point of view of management.

Global pressures for an increased competitiveness would have mounted and HRM would be more clearly seen as a conjunction of Business Policy towards capital and labor. Gone are the days when Personnel Officers were retired armed forces or civil services personnel who looked after latrines, crèches and canteens. Today the Industrial Relations Manager has emerged as an executive who is as important, if not more, than the Financial Controller, the Production Manager, the Material Manager or the Maintenance Manager. His position in the years to come is going to become more important and so are his needs to be efficient, effective and get that competitive edge from his human resource which will make the difference between success and failure. For this the HR expert has to have a global vision, a keen foresight and aptitude to influence and direct change. He then becomes the reason, the agent and catalyst of organizational change at the same time. The skills mandatory for a manager are technical skill, human skill, conceptual skill and design skill. Human skill refers to the ability to work with, understand and motivate other people. The challenges of managers of 21st century are (i) Responding to globalization (ii) Managing workforce diversity (iii) Improving quality & productivity (iv) Improving people skill (v) Empowering people (vi) Stimulating innovation and changes (vii) Improving ethical behavior. All these challenges are related and concerned with the HR. So, it is the responsibility of HR managers to take the challenges with dynamic and scientific leadership.

Emerge of Human Resources Accounting (HRA):

The new concept of HRA is emerging gradually, which will obviously increase the value of HR managers. Lots of researchers are working in this area among them R. Likert and Hermanson are noteworthy. This has added value to HRM obviously. HRA is an accounting system or thought that identifies and measures the value of HR. HRA is "the process of identifying and measuring data about HR and communicating this information to interested parties"⁷.

The underlying assumptions of HRA:

- ◆ HR provides benefits to an organization like financial and physical resources.
- ◆ The benefits associated with HR have value to the organization like conventional assets and contribute in same way to the accomplishment of the organization's goals.
- ◆ Acquisition cost of HR and benefits associated with such resources are economic in nature and are subject to measurement in financial terms.
- ◆ Since accounting asset involves the right to receive economic benefits in the future, HR are appropriately classified as accounting assets.
- ◆ HR costs and benefits are identifiable and measurable within an organization theoretically.
- ◆ Information with respect to HR costs and benefits should be useful in the processes of planning, controlling, evaluating and predicting organizational performance.

⁷ American Accounting Association's Committee (AAAC)

HRM Practices in Bangladesh

In Bangladesh, twenty years before, the concept of human resources management was not clearly understood by the employers and civil society even. They hardly believed that in any organization there might be requirement of a personnel officer or administrative officer to look after the discipline and welfare matters of the employees. In many organizations there was no existence of separate personnel department even. Only one man had to handle all administrative issues who was treated as errand boy, looking after canteen, attendance, dispensary, distribution of uniforms, transports, arrangement of passport, visa and air tickets for the top bosses and organizing parties at the residence of the boss.

Researchers have found that most of the organizations in Bangladesh particularly in private sectors, have no formal organizational structure. Some others though have structure and different functional departments but authority and responsibility is not in accordance with the structure. Effective manpower planning, recruitment & selection policy, terms and conditions of job, transfer, promotion and separation policies are not distinct. Most of the employers are not concerned about the succession plan. Induction and socialization program is inadequate in 80% organizations in Bangladesh. Due to non-existence of consistent and uniform rules for transfer, promotion and separation, sometimes the top management takes the chances of nepotism and unfair management practices. In the case of promotion, increment maximum companies do not carefully consider and evaluate the staff member's performance, qualifications and working experience. Rather, relation with the top management is sometimes the yardstick of the promotion and good increment. Maximum companies have neither effective wages and salary administration nor they have consistent and uniform pay policy or even salary structure. As a result, they do not follow the equitable pay for equal job responsibility or equal status of the staff. Staff members of the same status or rank are paid different salary structure. Sometimes, imbalanced increment, transfer and promotion create major problem that cause individual and group conflicts and result discord in the organization and hamper productivity. Maximum organizations do not have training & development policy, and follow practices different from some multi-national and reputed companies. Employee welfare programs are not adequate in most organizations. Moreover, employee counseling concept do not exist other than some multi-national companies. Employee grievances are normally not raised officially with a fear of losing the job, since management has the weapon for termination by giving three months notice or notice pay in lieu thereof. All these are due to absence of professional HR Managers.

Though Garments sector is now under pressure by the foreign buyers for separate HR department to look after HR functions and staff benefits but still they do not have separate and independent HRM division or department and as a result HRM practices are very poor. Generally the functions of HRM conducted by the Administration department, but there is lack of professionally qualified HRM person in that department. As a result, HRM practices are limited to the extent of maintaining personnel file, attendance, leave records etc.

The managers dealing with people are still not playing significant role in management though we are observing that environment is changing gradually in the last decade. Now employers prefer capable young university graduates in the HR fields instead of retired defense officers who were found as personnel officers or labor officers in the different organizations in the last decade. Employers can now realize that only a retired defense officer is not suitable for this purpose. They can realize that dealing with people is one kind of human engineering and not so simple and easy task. People are not like machine. They have emotion, sentiment, likings and disliking,

so a personnel specialist is required for their proper handling. Now a days, many organizations have a personnel manager or human resources manager and some have director level expertise and we find at least a separate department in some organization.

Preconditions of Successful HRM

The first pre-requisite for the success of HRM in any organization is the management's active interest and wholehearted support for these activities. In many organizations HRM is considered as a low priority and dispensable item. This kind of attitude must be changed. Employers should give more emphasis on HRM activities and separate HRD should be established with professionally qualified persons.

- ◆ The second important pre-condition, which is absent in many organizations, is a systematic identification of 'Training and Management Development Needs'. They should give equal stress on executive and management development as well as technical training.
- ◆ The third important condition for the success of HRM is the provision of adequate finance for these HR activities in its annual budget.
- ◆ The management in all procedures and systems should ensure consistency, uniformity and equity. That means recruitment & selection, paying salary & benefits, increment, promotion, transfer, career development and disciplining administration should be in accordance with the principles of HRM
- ◆ The last and most important thing is to develop professionalism among the HRM personnel. Management should instill among the employees a sense of co-ordination, trust, belongingness under the leadership of trained personnel by adopting the sound HRM program and techniques.

Conclusion

The principal component of an organization is HR or people at work. HRM functions are integral to the whole organization. All decisions in an organization are made by human being and are put into operation by human beings. All decisions whether they relate to marketing, financing, production, research and development or quality control aspects for organizational activity, have a human aspect. HRM function is thus all pervasive, transcends all other managerial functions. In this sense, every manager is unavoidably a HR manager.

HR specialist must know about the human relations, have deep understanding of the history, culture and tradition of the location and its people in the context of globalization.

Though HR is available in our country, there is a serious scarcity of trained and efficient HR. Professional HR managers should take initiative to reduce this scarcity in our country. Entrepreneurs and stakeholders should also come forward with all out support to strengthen HRM practices to boost up the productivity that can ensure the value addition in the country's productivity and help in the progress and prosperity of the country.

John D. Rockefeller once said " I'll pay more for the ability to deal with people than for any other ability under the sun"

Human Resources in Banking Profession: Responsibilities and Ethics

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Introduction:

Banks deal with the idle money of the society and share an important role in economic development of the country in different ways. A large number of Human Resources are engaged in these institutions to promote the economy of the country as well as to serve the people in monetary functions with enthusiasm and zeal.

Responsibilities of Human Resources in Banking Profession:

Human Resources working in the Bank are generally bound to comply with the following responsibilities:

1. Maximization of shareholder's value:

Human Resources in the Bank work for the sake of the interest of the shareholders and maximization of their values. The officers and employees of the institution will provide stable, long-term profits to the shareholders through rational and just decisions and transparent management.

- a) Bankers shall accurately record and manage financial records and accounting books of the Bank in compliance with the generally accepted accounting principles.
- b) Bank Management shall respect the shareholders' rights to be informed as well as their rightful requests and proposals, and will work to build mutual trust with the shareholders.

2. Customer satisfaction:

- a) Bankers shall always think and behave from a customer's point of view and fully endeavor to achieve total customer satisfaction by providing the highest quality products and services.
- b) Bankers shall always listen to the opinions and proposals of the customers.
- c) Bankers shall safe-keep and maintain customer information according to related laws and regulations, while protecting their private lives and personal information.
- d) Bankers shall always serve the customers with politeness and courtesy through faithful and kind conversation, and promote the Bank's reliability by demonstrating professional & financial knowledge.
- e) Bankers shall achieve responsible use of and control over all assets and resources of the Company entrusted to them.

Social Responsibilities of the Bankers:

1. Compliance with laws and regulations:

Bankers shall respect proper social norms as a corporation, and comply with all state and local laws and regulations.

2. Contribution to social growth:

Bankers shall contribute to social growth by participating in social service activities that will enrich our society more.

Ethical Behavior for Human Resources in the Bank:

Human Resources working in the Bank proactively promote ethical behavior as a responsible partner among peers and colleagues in the work environment and community. These are as follows:

1. General requirements:

All the officers and employees of the Bank shall consider honesty and trustworthiness as their cardinal virtues, and shall pursue individual growth as well as the Bank's development through continuous self-development and proper implementation of the Bank's businesses.

- a) In an age of unlimited opportunities and competition, the Bankers shall establish sound professional ethics and proactively challenge the changing future.
- b) Bankers shall take pride as an employee of the Bank and avoid involvement in any action that might damage the creditworthiness and prestige of the Bank. He will not perform any actions that might undermine the integrity of financial industry professionalism.
- c) When an illegal or an improper action is discovered, a Banker shall report it immediately according to the established procedures and do his best to resolve the problem instead of intentionally hiding it from others.
- d) Bankers shall not engage in any action that might cause sexual embarrassment such as sexual advances, jokes, physical contact, or any other action that contributes to the creation of a threatening or unpleasant work environment.
- e) Bankers shall not use their Bank's name, assets, or the job title or duties of the Bank for political purposes; nor shall they participate or otherwise engage themselves in political activities during working hours.

2. Proper execution of the bank business:

The Bank officers and employees will not get involved in any action that might hinder the proper execution of the Bank's businesses.

- a) Banker's will not become involved in an economic favor such as taking money, gifts, or entertainment in relation to business, or in an action that might jeopardise the impartiality, such as accepting improper requests and surrendering to pressure.

b) When it is deemed necessary to provide gifts or entertainment for execution of the Bank business, it will be appropriate for the occasion and it will not violate the provisions of related laws and regulations.

3. Prohibition against conflict of interest:

Officers and employees of the Bank shall protect the Bank assets, and when there is a conflict of interest, they shall take actions, to protect the Bank interest first, over any other interests.

a) When there is a conflict of interest between the Bank and other individuals, or among business divisions, the interest of the Bank shall take precedence over any other interests.

b) Officers and employees of the Bank shall protect the Bank's physical and intellectual property and business secrets, and shall not use them for private purposes.

c) Officers and employees of the Bank shall not engage in unfair practices such as the pursuit of private profits using their positions, or the sale of securities, real estate, or other assets by using any non-public information acquired from the Bank.

d) Officers and employees of the Bank shall not, unless explicitly allowed under related laws and regulations, become a debtor of the Bank or provide personal or physical security for loans from the Bank.

4. Mutual respect among the officers and employees:

Officers and employees of the Bank shall respect each other and work together towards developing smooth and effective communication and building positive business cooperation for the growth and development of the Bank.

a) Officers and employees of the Bank shall observe basic etiquette required for a proper company atmosphere, and shall refrain from any conduct that is harmful to the maintenance of the organization.

b) Superiors shall not give improper orders to subordinates.

c) Subordinates shall comply with justifiable orders from a superior and decline any that is improper.

5. Management of information:

Officers and employees of the Bank shall safe-keep and manage information of the Bank as precious Bank assets.

a) Officers and employees of the Bank shall prevent disclosing important Bank information.

b) No one shall have access to the Bank information or its information system without proper authority. Officers and employees of the Bank shall take proper measures to prevent unauthorized persons from gaining access to such systems.

c) Bank computer software shall be used only for Bank business and its use shall comply with the terms and conditions of the contract.

Conclusion:

From the foregoing facts it may be concluded here that human resources working in the Banks should:

- a) Act honestly and ethically in the performance of their duties.
- b) Avoid conflicts of interest between personal and professional relationships.
- c) Provide full, fair, accurate, timely and understandable disclosures in reports and documents.
- d) Comply with rules and regulations of the state and Central Bank.
- e) Act in good faith, responsibly, and with due care, competence and diligence, without misrepresenting material facts.
- f) Share knowledge and maintain skills relevant to carry out the member's duties within the Company.

Behind Asian Financial Crisis

Kbd. Mohd. Abul Kalam Azad

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MBA (IIUC-on study)

World Bank vehemently predicted in 1994 that annual real GDP growth would average 7.6% in East Asia and 5.3% in South Asia from 1994 to 2020. It also predicted that the top 10 economically developed countries in the world by 2020 would include China, Japan, India, Indonesia, South Korea, Thailand and Taiwan. In July 1997, however, the Thai 'bath' was freed from Govt. control & its value fell down by 17% against U.S dollar.

Then the weakness of currency spread in South Korea, Malaysia and Indonesia. By the end of 1997, the value of 'bath' fell by 42.7%, the value of South Korean currency increased by 46.2%, the Malaysian ringgit 33.4% and the Indonesian rupiah 52.3%. In addition to the currency crisis, the stock markets in Asia tumbled in 1997. This was largely as a result of the confidence in their economy, the fall of their currencies & the withdrawal of money by foreign investors. The stock market weakness spread to the United States on October 27, 1997 and then to Europe.

The Asian Financial Crisis resulted in a liquidity crisis in both hard and soft money. Banks and investors had poured billions of dollar into the Asian market. As soon as the currencies dropped, however, the money flowed back out. Countries had to raise interest rates in order to support their currencies and resulted in a slowdown in economic growth. As a result companies went bankrupt, factories were closed, investment plans by foreign and local companies were suspended, unemployment increased and political instability resulted. In 1998, Indonesian president Suharto was forced to step down because of the financial crisis.

What were some of major causes for the Asian Financial Crisis? Although there is disagreement as to the real causes, there were two theories circulating at the time of crisis:

- i) Too much Govt. influence & control on financial activities.
- ii) Bad private sector decisions.

In reality, both factors were contributors. In terms of Govt. influence & control on financial activities, Asian countries were very much relied on strategic trade policy. The policy was initiated by the Japanese and South Koreans and was emulated by others. It was applied in Govt. targeted industries, controlling access to credit, foreign exchange and imports. Japan and South Korea embarked on import substitution and export promotion policies. There was a close tie between the Govt. business and banks.

However, bad private sector decisions by both borrowers and lenders were strong contributing factors. Risky projects were undertaken based on the hope of high upside profits and low downside risks. A large proportion of bank loans went to expensive building projects where there was already a glut in the market. Over capacity caused rents and prices to fall sharply, so the lenders were not able to render their loan-service.

Another major contributor was the fact that a lot of countries linked their currencies to the U.S dollar. This means that they kept their currencies closely tied up with the dollar. So the countries which tied up their currencies with the dollar also found their currencies rising. As a result, their exports became expensive and they found it more difficult to exports products to the rest of the world.

In addition to dollar- linked exchange rates, a lot of the countries incurred significant short-term debt. Even though the banks providing funds on a short- term basis in dollar, they were lending the funds in local currencies for long-term projects. Much of this debt was coming due in 1998 and the countries were not generating enough hard currency to pay-off this debt. But as the exchange rates were fixed to the dollar, most banks assumed that there was no foreign risk. When their currencies fell against the dollar, they could not generate enough hard currencies to pay-off the debts.

Another major problem was the lack of financial transparency. It was very difficult for lenders to find out the creditworthiness of borrowers, because they could not rely on the financial statements. It was often said that the best way to make a loan to the borrower is to take him to lunch and to a golf field instead of analyzing the financial data. As a result, there was a tremendous amount of influence by pedaling and corruption.

As the countries in the Southern Asia begun to restructure in the mid-1994, they shifted the production to more capital-intensive processes. In order to do that, they had to import capital equipment from the western countries, which meant that they are also incurring hard currencies debt. At the same time their imports were increasing, exports were dropping due to the strength of their currencies and competition from other parts of the world such as China. The combination of rising imports and falling exports resulted in trade deficit and a drop of reserve assets.

Although this general characterization of Asian crisis shows the interrelationship of politics, economics and business, the factors in each individual country varied. However, as the crisis developed the IMF and the western countries stepped in to try to help minimize the crisis by mobilizing funds from other parts of the world.

Initially, the priorities of IMF program in Asia were to stabilize the financial system and restore confidence in economic management. It encouraged countries to raise interest rates to strengthen their currencies, restrict import and revamp their financial system. These policies resulted in slow growth in most East Asian countries. As noted in the following table, real GDP growth slowed from 1996 to 1997, but the real drop occurred in 1998 with the crisis in full swing.

Country	1995	1996	1997	1998	1999 (EST.)
Indonesia	8.2	8.0	4.6	-13.6	-3.9
South Korea	8.9	7.1	5.5	-5.5	2.0
Malaysia	9.4	8.6	7.7	-7.5	-1.6
Thailand	8.8	5.5	-0.4	-8.0	1.0

Source : *Financial Sector Crisis and Restructuring Lessons from Asia*(Washington D.C,IMF, September 1999) p.13.

As the crisis deepened in 1998, the IMF began to withdraw restraints and most of the countries embarked on an expansionist policy where the Governments stimulated the economy by increasing their spending faster than they were collecting tax revenues. However, the policies seemed to work and economic growth began to boost up in 1999.

In August 1998, Russia defaulted on some of its domestic and foreign debt; it devalued its currency as well. The ensuing crisis in Russia continued well into 1999. In early 1999, the crisis moved to Brazil, which was also forced to devalue its currency and raise interest rates. However, Brazil began to recover by mid -1999.

The Days I Recall at IIUC.....

A. M. Shahabuddin, MBA (IIUC)

Lecturer

Department of Business Administration, IIUC

March 2004. I was in the compartment of a train coming from Dhaka to Chittagong looking outside at the green fields through the windows. How beautiful the land is! Inside the compartment some students, seating on my front seats, were talking and making noise as if they were the only passengers in the compartment. I wanted to read a book, but I could not. I was rather going back to my golden days while I was a student of IIUC. I was silent, but a lot of memories appeared in my mind one after another. Apart from getting an MBA degree, I learned much more from the distinguished teachers and scholars there. If I had not availed this opportunity, I might have missed many things.

I had a lot of friends. We met together on different occasions and passed our days with pleasure - particularly our holidays were very meaningful and enjoyable. Our get-together parties were on 'Eid-ul-Fitr' by Manik and Himel, 'Christmas Day' by Henri William Dias, 'Durga Puja' by Sagor Sen, etc. We also attended to the family programs like marriage ceremonies, Mejbans and other programs. All of us were like the members of a great family... we are still the members of the same family ...a family of MBA Degree holders of our batch.

I was deeply recollecting my sweet memories one after another and thought that those days would not come again. From the right side a student suddenly started to tell about the lectures of his teachers. It flashed me about my respected teachers having their degrees from the U.S.A., U.K, Australia, Belgium & other foreign countries. All teachers were very sincere and had excellent teaching performance in their respective subjects. Especially, 'Case Presentation' assigned by Professor K.M. Golam Muhiuddin sir was remarkable. Dealing with case is somewhat like working with actual problems that people encounter in their jobs as managers. Preparing a case and finding alternative solutions to the problem, helped us to be smart and to expose ourselves in the job market. We (Henri, Himel, Akash, Sumon were in my group) presented a case on BERGER PAINTS BD LTD using Multimedia Projector with sound system for which we had to bring computer in the classroom. Finally, too much pressure to prepare a case and presenting to the class successfully rewarded us when we stood first in the competition.

The memories of my immediate past student life at IIUC are much more, I cannot express those at this moment. While the train was crossing M. M. Ispahani Gate, a gloomy weather spread over my heart. I recalled the unpredictable accident of 'Munir bhai'. He studied with us in a group night after night when IBA Professor, Dr. Hamiduddin, took our classes. One night Munir bhai received a mobile phone from his 5-year old student, "Sir, I have learned words." Munir bhai told, "Tell me the names of some animals at the zoo". He talked to his students over phone in such a way as if they were in the reading table in front of him. I was surprised to see how children liked him while he was a teacher of C.I.S. (Chittagong International School). Munir bhai

left us following a road accident on March 31, 2003. Major Jamal bhai, the goldmedalist of IIUC, was a very gentle man. I was pleased to be introduced with him. He had no pride although he got A+ in all of his subjects. His wife was also a student of EMBA of IIUC and also got good CGPAwhat a brilliant couple they were! Unfortunately they died in a road accident in Bogra in the last quarter of 2003. We were deeply shocked by their premature deaths...MBA Alumni family mourns for them.... nation also salutes them for their works as they served the nation as teachers.

Getting down from the train I went to the Registrar's Office of IIUC at 9 o'clock in the morning. I had an appointment letter with me to join the Department of Business Administration as a lecturer.

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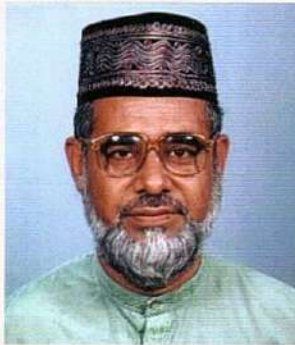
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Pictorial Presentation



His Excellency Prof. Dr. Iajuddin Ahmed, honorable President, PRB and Chancellor of IIUC, addressing in the 2nd Convocation held on 17 December 2003 at Bangladesh-China Friendship Centre.



Prof. Dr. Iajuddin Ahmed, honorable President, PRB, receiving IIUC Crest from Prof. Dr. A.K.M. Azharul Islam, Vice-Chancellor of IIUC.



Prof. Dr. A.K.M. Azharul Islam, VC of IIUC, presenting crest to the Special Guest Mr. Md. Ershadullah, SVP of CCCI



Mr. Amir Humayun Mahmud Chowdhury, President of CCCI, delivering his speech in an MBA orientation.



Mr. Amir Khosru M. Chowdhury, MP (Chief Guest), Prof. Dr. Sayed Rashedul Hassan, DU and Prof. Dr. Nurul Islam, CU (Special Guests), in the orientation of the First Batch of MBA Program.



Prof. A.J.M. Nuruddin Chowdhury, the then Co-ordinator of MBA Program of IIUC in 1999, presenting the key-note paper in a seminar of DBA.



Prof. Dr. Abu Bakr Rafiq, being received in an MBA orientation.



Late Major Dr. Sayed Hasan Jamal, a gold medalist of MBA Program of IIUC, expressing his views.



A partial view of Doa-Mahfil arranged on September 19, 2003 by DBA for the sudden demise of Major Jamal, Tahmina Jamal and Md. Monirul Islam—the brilliant MBA students of IIUC.



A view of the preparatory meeting of MBA Alumni Association along with the Head of DBA, Mr. F.A. Sobhani.



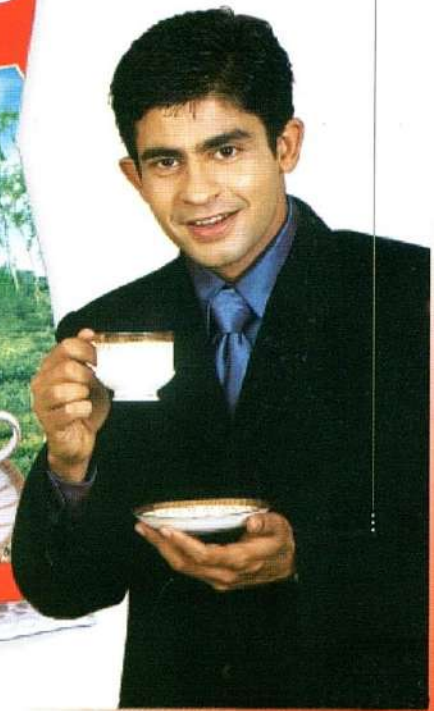
Some members of the organizing committee of the 1st Reunion of MBA Alumni Association in a review meeting.



Prof. Dr. A.K.M. Azharul Islam, VC of IIUC giving away Gold Medal (in the 2nd Convocation) to A.M. Shahabuddin Shohel, Lecturer, DBA of IIUC.

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IIUC At A Glance

International Islamic University Chittagong (IIUC) is an institute primarily to educate capable young men and women imparting to them a high level of interdisciplinary, liberal and professional knowledge, which they are supposed to put to practical use.

IIUC was founded in 1995 under the Bangladesh Private University Act 1992, by a group of intellectuals, Islamic thinkers and educationists, who are imbued with the awareness of the potential value of divine teachings of the Quran and Sunnah, with the broad objective of setting up a seat of higher learning and dissemination of knowledge of an international standard. Islamic University Chittagong Trust is its founder body.

About 4000 students from different parts of the country and also from abroad are currently studying at IIUC. It has 175 full time and around 75 part-time distinguished experienced and energetic faculty members educated at home and abroad. The University fosters mutual understanding and friendship through the personal relationship and trust developed among students and faculty members.

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Autumn	September - February	August

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