

PROJECT REPORT
ON
An Overview of
Human Resource Management Practices of Emerging Credit Rating Ltd.
(ECRL)

Submitted to:
Controller of Examinations
National University
Gazipur – 1704

Supervised by:
Professor Dr. Mostafa Kamal
Advisor
Daffodil Institute of IT (DIIT)

Submitted By:
Marjan Chowdhury
Roll: 1920462
Registration: 18601000614
Session: 2018-2019
Major in Human Resource Management
MBA Program
Daffodil Institute of IT (DIIT)



National University, Bangladesh

Date of Submission: April 05, 2023

Letter of Transmittal

April 05, 2023

Controller of Examinations

National University

Gazipur – 1704

Subject: Submission of Project Report.

Dear Sir,

With due respect, I would like to submit my project report on "**An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL)**" for your kind evaluation. Working at Emerging Credit Rating Ltd (ECRL) was a great experience for me. I believe this will help me to build my career. The working experience allowed me to enrich my theoretical knowledge through practical exposure to financial activities as well as the HRM of some businesses.

I, therefore, hope that this report will provide the necessary information about An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL). I will be glad if you kindly accept this report. I will be available at any time convenient for further clarification on the report.

Thanking you.

Sincerely Yours,

Marjan Chowdhury

Roll: 1920462

Registration:18601000614

Session:2018-2019

Major in Human Resource Management

MBA Program

Daffodil Institute of IT (DIIT)

Student's Declaration

I, Marjan Chowdhury, (NU Roll: 1920462), hereby announce that the presented report of the project titled “An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL)” prepared by me after the completion of nine months of work at that organization. I also mention that the report is prepared only for my academic requirement purpose.

I declare that the report is not allowed to be used for any purpose without permission.

Marjan Chowdhury

Roll: 1920462

Registration:18601000614

Session:2018-2019

Major in Human Resource Management

MBA Program

Daffodil Institute of IT (DIIT)

Certificate of Supervisor

This is certified that **Marjan Chowdhury**, National University Roll: 1920462, Registration No: 18601000614, Academic session: 2018-2019, Major in Human Resource Management, is a regular student in the final semester of the MBA program, Department of Business Administration, Daffodil Institute of IT, under the National University of Bangladesh. He has completed a project report “An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL)” Under my supervision which is a fulfillment of the partial requirement of obtaining MBA degree.

I wish him success in all his future endeavors.

Prof. Dr. Mostofa Kamal
Advisor
Daffodil Institute of IT

Acknowledgement

First of all, I express my heartiest gratitude to the almighty Allah who created me. I additionally profoundly express gratitude toward him for making an open door for me to effectively finish my project with an all-around sorted-out organization.

I express my sincere heartiest gratitude to all the Departments of ECRL Head Office, who helped directly and indirectly in different capacities to conduct and complete the report. I want to include that without their co-operation it would maybe, have not been workable for me to finish the report.

I would like to express my deep respect to my honorable teacher, who is my supervisor Professor Dr. Mostafa Kamal (Advisor, DIIT) to lead me through this project with his precious time.

In preparing the report, I got active co-operations from the Manager (HR & Admin), Chief Rating Officer, Deputy Chief Rating Officer, Senior Financial Analyst, Senior Officers, and staff of ECRL. I sincerely state my heartfelt gratefulness for their assistance, which helped me to conduct and complete this report.

I am very respectful to the entire executive who discussed with me and share their views and opinions with me on various issues. Lastly, I am very pleased and grateful as I got the opportunity to do my project with such a successful organization.

Abstract

Credit rating as well as the credit rating industry is a recent concept in the financial sector of Bangladesh. Credit ratings are widely used by investors, issuers, investment agencies, broker-dealers, large companies, individuals, small and medium enterprises, and every sector of Bangladesh nowadays. In the financial service industry of Bangladesh, credit rating agencies are mainly operating under the “Credit Rating Industry”. There is a total of eight existing credit rating agencies in Bangladesh currently including CRISL, ECRL, NCR, CRAB, AGRUS, WASO, ALPHA, and BDRAL. In Bangladesh, the position of an employer has invested heavily due to financial management and economic growth. We can see that, at present, our business ventures have shifted to the big vision of completion, thanks to the entry into many new agencies, including improved quality, increased technology upgrades, reasonable credit management, a strong level of performance, with satisfied customers. This Declaration is entitled "According to the Human Resources Regulations in the Business Period in Bangladesh" which is the most important and important role for the organization and industry. Therefore, as a result, the importance of human resources management in the credit rating industry has increased rapidly worldwide. Human capital is the only way to improve the value of capital, on the ground, of processes to add the necessary benefits to the economy. In today's competitive world, we face challenges at every stage of our lives, in addition to new opportunities. Now, the whole organization hires manage, and retain the best employees instead of thinking about making money. The potential of human beings is only beyond the reach of the wealthy market view.

Emerging Credit Rating Limited’s team is oriented towards the continuous improvement of processes, striving for an important role in the leadership of the business world. Every individual in ECRL is committed to providing the top most ingenious Credit Rating Services and Comprehensive Research Services in Bangladesh. ECRL’s ratings services and solutions reflect independence, professionalism, transparency, and impartial opinions, which assist businesses to enhance the quality of their decisions and help issuers access a broader investor base and even smaller known companies approach the money and capital markets.

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Chapter: 1

Introduction

1.1 Introduction

The project is a partial requirement of postgraduation. It offers a great opportunity for any student to get some tremendous and brilliant ideas about the practical field. It is also a challenging experience to prepare project reports which increases my intellectual abilities as an efficient postgraduate. The financial market sector has emerged as the most important player in our economy and they also offer a passionate environment for career development. So, it was my premier objective since the very beginning of the MBA program to accomplish the project in this type of institution Emerging Credit Rating Limited is a well know credit rating company in Bangladesh. I am very glad for getting the opportunity to accomplish my practical training at this institution. My project report is based on An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL).

1.2 Literature Review

The modern view of human resources gained importance in 1981 with its introduction to the prestigious MBA course at Havard Business School (Price, 2004). Sarkul (2003) defines work as the power available or provided by human physical and intellectual efforts. Effective human resource practices have been found to lead to positive organizational outcomes (Becker and Gerhart, 1996), such as turnover (Huselid, 1995) and productivity (Katz et al., 1987). HR practices are generally classified into employment and selection practices, incentives and rewards, safety training, communication and feedback, employee participation, leadership engagement, and performance evaluation.

The implementation of human resource management policies in an organization requires that human resources professionals or professionals take an active part in various organizational activities (Islam 2011). Human resource management policies and practices involve developing how specific human resource initiatives should also be managed (Schuler, 2002). HRM policies and practices cover planning, staffing, evaluation and compensation, training and development, and employment. HR planning confirms that the organization has the right people in the right number for the right position at the right time. Employees are one of the main management resources that the organization uses to facilitate cooperation and manage its global operations (Schuler et al., 2002). Recruitment, selection, and placement are activities associated with the transfer of qualified people to fill positions in the organization. (Molander, 1996). Performance appraisal is the systematic monitoring of the performance of all employees in an organization

to achieve success (Morley, 2004). Payment should not be a trivial matter. This can be associated with a person's job prospects, for example in a way to grow in a company or participate in an international exchange that allows them to participate in advocacy. Eight floors (Harzing and Van Ruysseveld, 1995). HRM applies to legal or illegal activities for more or fewer parts of the business community, regardless of their size (Moyeen and Hug, 2001). There is no general knowledge about HRM practices in the Bangladesh sector.

1.3 Significance of the Study

Economic history shows that development has started everywhere with the financial market and its contribution towards the financial development of a country is highest in the initial stage. As a mandatory requirement of the MBA program, I was assigned to do my project in Emerging Credit Rating Ltd (ECRL). With practical knowledge, I will be able to know real-life situations and start a career with some practical experience. This project report, "An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL)", has been prepared to fulfill the partial requirement of the MBA program as a means of the project program.

1.4 Scope of the Report

The report covers the topic titled "An Overview of Human Resource Management Practices of Emerging Credit Rating Ltd. (ECRL)". Therefore, the focus of this report is to analyze Human Resource Management as well as an overview of ECRL. To conduct a study on this topic, the following topics fall within the scope of the report.

- An overview of Emerging Credit Rating Ltd (ECRL).
- Human Resource Management of Emerging Credit Rating Ltd (ECRL).

1.5 Objectives of the Study

1.5.1 Broad Objective

- The main objective of the study is to gain overall knowledge about “Emerging Credit Rating Ltd (ECRL)” and analyze the Human Recourse Management practices in ECRL.

1.5.2 Specific Objectives:

- To relate theoretical knowledge with practical experience.

- To know about the current situation of the credit rating agencies in Bangladesh.
- To find out how the human resource manager managed everything in ECRL.
- To identify the major strengths, weaknesses, opportunities, and threats of ECRL.
- To identify the human resources-related problem of ECRL along with some possible recommendations.

1.6 Methodology of the Study

The methodology can be termed as fundamental standards and principles of starting that work at the foundation of the study. It clears up the issue including the exploration in a requested and deliberate way. For this study information and other data can be gathered by taking after ways:

1.6.1 Sources of Primary Data:

During 9 months of working days, I visited all the departments of ECRL. The head of departments gave briefs about their departmental works, which were very much useful for me and I noted some valuable information from their briefing. I collect all primary data by observing directly, taking expert opinions, and also using Practical knowledge through desk work.

1.6.2 Sources of Secondary Data:

As much of the information was strictly restricted to access for the non-employees, that's why Secondary data had been collected from relevant articles of the ECRL. These are bellowed:

- Annual Report of ECRL
- Journal and books
- Daily newspapers
- Internet
- The reports prepared by the previous students who completed their internship in ECRL which were provided by ECRL.

1.7 Data Analysis Techniques

The ratio analysis is used to analyze the performance of ECRL. Different types of computer software such As-Microsoft Word, Microsoft Excel, etc. are used for analyzing and reporting purposes of the study. The ratio analysis is conducted in form of a trend analysis.

1.7.1 Trend analysis:

Trend analysis is the analysis of a firm's performance over time using ratios. It is really important to analyze trends in ratios as well as their absolute levels. This analysis informs us whether a company's financial condition improving or deteriorating.

1.8 Limitations of the Study

Every matter has some limitations. Therefore, this is also not an expectation. The

limitations of this project report are stated below:

- Officials of ECRL maintain a very busy schedule. So, they were not always able to provide enough time.
- Relevant papers and documents were not available sufficiently.
- Departments provide briefing sessions. It's important for theoretical knowledge but not for practical. Special I was working as a research analyst in the rating department so I got all theoretical knowledge about HRM but not practical.
- In the briefing session, they provide only information but did not take any feedback.

Despite all these limitations, I have tried to put in my best efforts as far as possible.

Chapter: 2

Overview of Emerging Credit Rating Limited (ECRL)

2.1 Background of ECRL

Name:	Emerging Credit Rating Ltd (ECRL)
Date of Incorporation:	22 Jun 2010
Nature:	Credit Rating
Chairman	Dr. Jamaluddin Ahmed, FCA
Managing Director	N.K.A. Mobin FCA, FCS, CFC
Number of Employees	100+
Office Address	Shams Rangs, House 104, Park Road Level-A1, A2 & A5 Baridhara Diplomatic Area, Dhaka-1212

Source: <https://emergingrating.com>

Table 1: Overview of ECRL

Emerging Credit Rating Limited (hereinafter referred to as ECRL) began its journey in the year 2009 with the motive to deliver credible superior & quality credit rating opinions in various industry segments around Bangladesh. ECRL obtained a credit rating license from Bangladesh Securities and Exchange Commission (BSEC) in June 2010 as per Credit Rating Companies Rules 1996 and also received Bangladesh Agency Recognition as an External Credit Assessment Institution (ECAI) in October 2010 to do the rating of Agencies, Financial Institutions and their borrowers and also from Insurance Development & Regulatory Authority (IDRA) in 2015 to do the rating of Insurance Companies & affiliated with Malaysian Rating Corporation Berhad.

Emerging Credit Rating Limited's team is oriented towards the continuous improvement of processes, striving for an important role in the leadership of the business world. Every individual in ECRL is committed to providing the topmost ingenious Credit Rating Services and Comprehensive Research Services in Bangladesh. ECRL's rating services and solutions reflect independence, professionalism, transparency, and impartial opinions, which assist businesses in enhancing the quality of their decisions and helping issuers access a broader investor base and even smaller known companies approach the money and capital markets. The Credit Rating process is an informed, well-researched, and intended opinion of rating agencies on the creditworthiness of issuers or issues in terms of their/ its ability and willingness of discharging their financial obligations on time. Issuers, lenders, fixed income investors use these risk assessments to lend to or invest in a corporation (such as a financial institution, an

insurance company, a non-agency corporation, or a corporate entity) as well as evaluate the risk of default of an organization's financial obligations in terms of loan or debt.

2.2 Vision

Our existence and foundation are built on the significance we place in investors and depositors, their protectionism, and our assurance to provide clarity and reliability in our rating judgment, through globally accepted rating methodologies and processes.

2.3 Mission and Goal

To reach the premier position of a credible and acceptable rating business entity in Bangladesh via the process of making sure that Emerging Credit Rating Ltd is recognized by investors, issuers, and agencies for its transparent and timely coverage and reliability, allowing financial decision-makers to feel confident about their resolutions.

2.4 Company values

The clearness in Exposure and Rating Process

ECRL's credit evaluation technique is thorough, methodical, and subject to confirmation based on previous experience. ECRL is constantly improving its systematic rating technique to ensure the correct assessment.

2.4.1 Discretion of Information

Conferring to the materiality degree of data given by customers, ECRL preserves 100% confidentiality of information.

2.4.2 Integrity

The whole rating process and activities of ECRL are protected by a thoroughly structured code of conduct that follows the SEC and IOSCO code of ethics and conduct rules.

2.4.3 Teamwork in Assignment

In every assignment, excellent collaboration efforts were made. Expert Vitality: In each level of the ECRL organ, a good balance of experience and qualifications has resulted in genuine professional dynamism.

2.5 Trend and Growth

Emerging Credit Rating Ltd (ECRL) is committed to supplying the budgetary markets of Bangladesh with solid, opportune, and imminent credit evaluations or images. ECRL is recognized around the nation and over all the mechanical budgetary segments as an advertising pioneer in credit evaluations.

2.6 Trend of Rating in ECRL

From a broader perspective, ECRL has the trend of 2 types of rating. They are

1. Corporate Rating
2. Small & Medium Enterprise (SME) Rating

2.7 Corporate Rating

A corporate credit rating is an opinion of the credit rating agency regarding the likelihood that a corporation will fully meet its financial obligations in the due future. Corporate credit ratings not only address a corporation's financial instruments i.e., debt security such as a bond but also the corporation itself. Ratings are assigned by using the letter designations such as A, B, C, D, etc. Higher grades are intended to represent a lower probability of default. But lower grades mean a higher probability of default of that organization. Under the corporate credit rating, there are mainly two types of rating. They are-

- ❖ Long-term rating (All loans/facilities with an original maturity exceeding one year)
- ❖ Short-term rating (All loans/facilities with original maturity within one year)

2.8 SME (Small & Medium Enterprise) Rating

While Rating SMEs (Small & Medium Enterprises), ECRL evaluates factors such as the candidate SME's management, ownership, organization structure, key human resources, business environment, relationships with trade partners, financial strength, operational efficiency and capabilities, and other non-financial parameters that may have an impact on its creditworthiness. These ratings are entity-specific, and not specific to debt issuances. The SME rating has its unique features, unlike the large corporates. ECRL SME rating would not only provide credit assessments but also educate the SME sector entrepreneurs to enhance their entrepreneurship and managerial skills.

2.9 Product/Service Mix

As ECRL is a credit rating agency, its main product or service is the “Credit rating services” it provides to its clients both corporate and SME (Small & Medium Enterprise). It offers the ratings of securities issued by manufacturing companies, corporate bodies, commercial agencies, non-agency financial institutions (NBFI), investment agencies and mutual funds, and other types of organizations. The securities include long-term instruments such as bonds and debentures, medium-term instruments such as fixed deposit programs, and short-term instruments such as commercial papers. ECRL also offers ratings of structured obligations and sector-specific debt obligations such as instruments issued by Power, Telecom, and Infrastructure companies.

- **Corporate Debt Rating**

Assess the probability of timely repayment of principal and payment of interest over the term till the maturity of such debts.

- **Entity Rating**

Assess the probability of timely repayment of principal and payment of interest over the term till the maturity of all debt obligations that the entity holds at that date. Since it does not analyze the individual characteristics of the borrowings based on their specific structure, and terms and conditions, therefore it does not comment on each borrowing; instead, entity rating gives a generalized opinion on all borrowings of the rated entity. This form of rating also includes an IPO (Initial Public Offering) rating.

- **Bond Rating**

Assess the likelihood of timely repayment of principal and payment of interest over the term till the maturity of such debts.

- **Financial Institutions Rating**

Assess the creditworthiness of financial institutions, i.e., commercial and investment agencies as well as Islamic Financial Institutions, finance companies, and discount houses. ECRL is proud to be the first rating agency in Bangladesh to introduce a specific set of rating symbols and definitions designed exclusively for Islamic Financial Institutions.

- **Insurance Rating**

Assess the creditworthiness of insurance companies, both general and life insurance, i.e., the financial security characteristics of the insurance company and its ability to meet its policyholder obligations.

- **Project Finance Rating**

Assess the likelihood of timely repayment of principal and payment of interest on debt securities issued by a corporate.

- **SME Rating**

The rating of Small and Medium Enterprises (SME) indicates the relative level of creditworthiness of an SME entity with other SMEs.

2.10 Rating Process

The overall credit rating procedure of ECRL involves a series of steps. Those steps are described here sequentially but in short, because the whole credit rating procedure of them is very lengthy. Those steps are as follows-

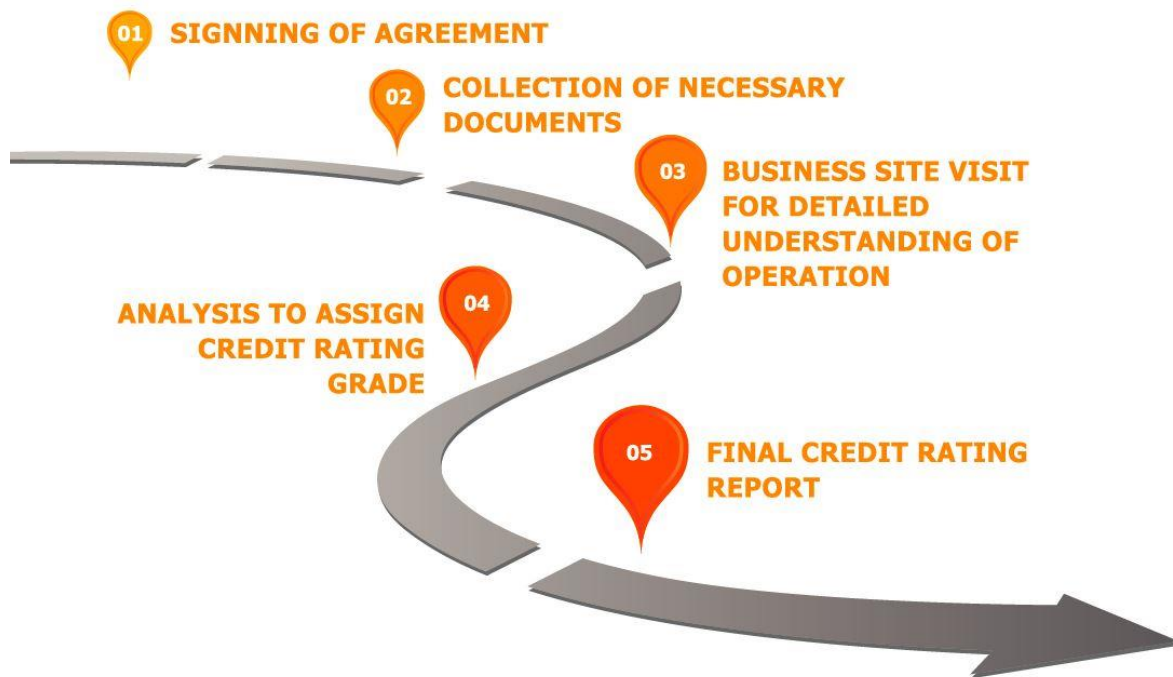


Figure 1: Rating Process of ECRL

Chapter: 3

Credit Rating Industry in Bangladesh With HRM System

3.1 Industry Size and Growth Trends

There are a few credit rating agencies in Bangladesh that are

- WASO Credit Rating Company Ltd.
- Alpha Credit Rating Ltd.
- Emerging Credit Rating Ltd.
- National Credit Ratings Ltd.
- ARGUS Credit Rating Services Ltd.
- Bangladesh Rating Agency Ltd.
- Credit Rating Information and Services Ltd.
- Credit Rating Agency of Bangladesh Ltd.

Name of Company	Date of Registered Certificate
Credit Rating Information and Services Ltd.	21.08.2002
Credit Rating Agency of Bangladesh Ltd.	24.10.2004
Emerging Credit Rating Ltd.	22.06.2010
National Credit Ratings Ltd.	22.06.2010
ARGUS Credit Rating Services Ltd.	21.07.2011
WASO Credit Rating Company Ltd.	15.02.2012
Alpha Credit Rating Ltd.	20.02.2012
Bangladesh Rating Agency Ltd.	07.03.2012

Table 2: Date of Registered Certificate of all agencies

Credit denotes financial responsibility, while rating denotes the symbolic outcome of an evaluation. However, the blend of these words signifies more than just their implication; it also means the procedure of assessing someone's creditworthiness. This approach gained traction after the global financial crisis began. Typically, agencies and financial organizations are well-known for lending or crediting money that depositors have put with them. Many other organizations and organizations, such as ICRA and ACRAA, arose to regulate, control, formulate regulations, and integrate credit rating practices. Initially, agencies, financial institutions, and non-agency financial institutions (NBFIs) were required to use it. It gradually became apparent that it was also applicable to large businesses and SMEs Finally, credit rating

practice began in Bangladesh in 2002, utilizing CRISL as a guide. The BASEL agreement was also administered by the Bangladesh Agency, which also updated the credit rating laws of 1996. ECRL was the industry's initial mover, incorporated in 2004. According to data released by Bangladesh Agency in its Financial Stability Report 2018 last month, no new rating companies have entered the market since 2012. Three companies are approved to deliver the service in that year. WASO Credit Rating Company Limited, Alpha Credit Rating Limited (ACRL), and the Bangladesh Rating Agency Limited are the three companies in question.

3.2 Maturity of the Industry



Figure 2: Credit Rating Score Measurement

3.2.1 Credit Rating in Bangladesh

The credit rating business in this country began with the obligation that almost all public debt securities, right-of-first-refusal issuance, and premium-priced shares be granted a credit rating before even being issued to the general public. In 2002, Bangladesh's first recognized credit score organization, Credit Rating Information & Services Limited (CRISL), commenced operations.

Bangladesh Agency's Credit Risk Grading Handbook, which is commonly used for analyzing credit grade before such a loan to its borrowed clients, was issued via BRPD on the Adoption of Credit Risk Grading Handbook. In time, CRISL rating accounts had proven to be extremely useful to users; in particular, a CRISL rating assessment on a then-Baraka Agency had

persuaded the Bangladesh Agency of the importance of credit ratings, the point that this rating had taken the lead in making credit scores mandatory for all agency's before going public.

Following the central agency's lead, the insurance regulator mandated that all general insurance businesses be rated yearly and life insurance companies biannually. The credit rating is required before a firm may file for a direct listing, according to the Dhaka Stock Exchange's direct listing requirements.

In the country's financial and capital markets, the foregoing legislation provided an enabling climate for credit rating.

The notion of customer rating by rating agencies to promote agency capital adequacy arose in response to Bangladesh Agency's obligation to follow the Basel Two capital capability outline. Conferring to the Basel Two framework, BB developed a consistent method to credit risk, requiring rating agencies' services under specific tight circumstances. The agency customer rating is a delicate subject, given that the majority of private sector businesses that use services do not keep standard financial records that can be used for proper evaluation. The ratings are guaranteed to generate incorrect signals until all of the above elements are adequately analyzed through sector-by-sector investigations. The Bangladesh Securities and Exchange Commission (SECB) enables credit rating agencies to default at a rate of 2%. If the default rate exceeds 2%, the SECB may impose penalties, the most severe of which is the loss of the defaulter rating agency's license. National Credit Ratings Ltd and Emerging Credit Ratings Ltd, two other credit rating firms, began operations in 2010. Since 2011, ARGUS Credit Rating Services Ltd. has been in business. Finally, in 2012, four new credit rating organizations, WASO Credit Rating Company Limited, Alpha Credit Rating Limited, the Bangladesh Rating Agency Limited, and WASO Credit Assessment Firm Ltd, began operations.

As an appendix to the study, there is a list of credit assessment companies that function in this country. Bangladesh has the greatest number of credit rating agencies, according to the Association of Credit Rating Agencies of Asia. There are only two credit rating agencies operating in India, Asia's largest economy. On the other side, China, the world's second-largest economy, is continuing to thrive despite having only one credit rating Company.

The industry of ratings is currently thought of as a parentless business in Bangladesh. The regulators' actions in promoting this business appear to be irrational. Rating agencies are still

classified as financial counseling firms under SEC regulations. For a long time, this hasn't altered.

3.3 Regulatory, Political, and Legal Concerns

3.3.1 Limitation of Credit Rating

The most prevalent charge thrown against rating agencies throughout the world is that they are unable to forecast upcoming difficulties. A portion of the difficulty is the evaluation procedure, which is heavily reliant on preceding mathematical data and average ratios, with minimal use of judgment and knowledge of the underlying company or national economy. Statistics are not always consistent.

Most of the circumstances, particularly in today's complicated financial environment. The pointless over-reliance on statistics in Bangladesh's bad nation ranking is a great example.

A credit rating is a decent estimate of a company's certain creditworthiness in general, but it cannot forecast extreme events that are unlikely to be expected by a large number of investors in any case. Investors must be aware that credit ratings are not infallible and that they must perform their own research and due diligence before investing in any product. They should use the score as a starting point for their effort and as a reference. Examining the actions of the stock value, assuming it is publicly traded, is one way to do so. The market as a whole is much better at anticipating problems than any credit rating company. Consider how companies' stock values dropped after their credit ratings were downgraded.

3.3.2 Laws of Credit Rating in Bangladesh

Credit rating businesses in this country are ruled by the "Credit Rating Companies Rules, 1996," which were endorsed by the Bangladesh Securities and Exchange Commission (BSEC) by notice of SEC/Section-7/117 on June 24, 1996. The following is a fundamental overview of the law:

Credit Rating Obligation: An issuer may not make a luxury public offering of debt instruments or shares (including rights shares) unless the matter has indeed been esteemed by a credit assessment firm and a statement about the rating has been included in the proposal letter, brochure, or right sharing offer record.

Eligibility for Registration: If a corporation achieves or surpasses the following qualifications or standards, it can register under these laws to commence conducting business as a credit rating organization:

The Companies Act of 1994 defines it as a public corporation. It has the expertise, financial stability, and a combined development or technological partnership agreement with a respectable credit rating corporation; it employs at least dual professionals with an expert or comment finance degree, accounting, business, economics, or law, as well as at least two decades of expertise in credit rating as well as investment recommended actions.

Cancellation or Suspension of Registration: If the BSEC discovers that a credit assessment firm has violated any facility of the Order or law or instruction issued or set thereunder, the Commission may, if it thinks through it essential in the community concern, cancel or suspend the credit rating firm's registration by writing order. No such order may be imposed until the creditworthiness firm has been allowed to be heard.

3.4 The Importance of Credit Rating

The credit rating industry is not large but it's getting attention lately for its necessity, The industry will rise in further future also and will get the recognition that it deserves. It is necessary –

To Gain Investment: The government has issued that rating for creditworthiness is compulsory as a result for investment and to get a loan from an agency a company must get a credit rating, The rating will determine the investor's investment strategy and also will gain loans per requirement.

Gain Market Recognition: nowadays everything is stock market based so to get recognition in the stock market it is necessary to get a credit rating. Without a good rating in creditworthiness, it is not possible to stand on the market.

To Comply with Regulatory Requirements: As the government has made compulsory it's a vital task for every registered institution.

3.5 Human Resource Management (HRM)

The term "human resources" refers to the people who make up an organization of workers, but it is also used for other purposes that benefit the community, such as business associations or even entire nations. A position in an organization that is fully responsible for the implementation of strategies and policies related to human governance is known as "human resources" at the Daffodil Institute of IT (DIIT). The script "HR" is typically used to identify this function name.

3.6 Human Resource Purpose and Role

Basically put, a human asset administration organization ought to minimize money-related hazards and maximize return on a venture in an organization's human assets. Human asset offices seek people with potential and ability who can contribute to the company's current commerce procedures in arrange to realize this objective. to secure an effective and affluent show as well as to maximize the return on a venture. Human asset advancement in this setting points to viably meeting organizational human asset needs whereas moreover working, counting legitimate, legitimate, and, to a more noteworthy degree, practicing in a way that gives care, back, and regard to staff.

3.7 Key Functions

Human resources can develop plans and develop policies, models, systems, and processes that implement these strategies at the local level. The following is true for many organizations

- ✓ Development and training
- ✓ Payments, rewards, and management benefits
- ✓ Human analysis and management of staff records
- ✓ Performance, conduct, and behavior management
- ✓ Business transformation and change management
- ✓ Design and organizational development
- ✓ Recruitment, selection, and boarding

3.8 Components of Compensation

➤ Basic Salaries

This talk of money is based on other plan strategies that can be planned compensation models. It may be a reliable rate that modifies in reaction to development or increment. The term "compensation" alludes to the month-to-month installment, in any case of the number of hours the worker has authorized. Compensation is characterized as the number of hours worked per hour. There are annual compensations and stipends accessible. They change from worker to worker and are based on the job's necessities, age, and capabilities.

➤ Dearness allowance

Employers and employees can more easily avoid price increases or decrease for the goods and services they use by making charitable contributions. The quality of life has been positively impacted by cost increases. As inflation rises, the increase in the discount rate falls until it reaches zero and then starts to fall. Employees can tolerate higher earnings by paying love payments, which may be a proportion of lower wages.

➤ Incentives

Pay-as-you-go is another name for the additional support, which is paid in addition to salaries and wages. The work done by the manufacturer, supplier, merchant, or discount will determine increases. includes (a) self-sufficiency and (b) cooperation. For the unique requirements of personnel, individual support is an option. Support is paid for both teams if a game is to be played in a group setting. The value is split by the subgroups' equivalence.

➤ Bonus

It is possible to pay additional fees over time. It can be changed to be paid annually or in these circumstances to be more effective as a percentage of the base wage. All employees and staff are paid the minimum salary by the government. A payment plan is also available, which makes payments to executives and staff members based on sales or interest rates. Process planning may also be based on the effectiveness of the budget as well as on productivity in the energy industry.

➤ No monetary Benefits

These benefits provide psychological satisfaction to employees even when financial benefits are not available. Such benefits are Recognition of merit by certificate, providing challenging responsibilities in the workplace, promoting growth prospects, Comfortable working conditions, Competent supervision, and Sharing jobs.

➤ Commissions

The commission to managers and employees can be based on sales revenue or company profits. It is always a fixed percentage of the target reached. For tax purposes, the commission is again a taxable component of the compensation. Paying the commission as a component of the commission is very much practiced on the target sales. Depending on the objectives achieved, companies may pay a monthly or periodic commission.

➤ Mixed Plans

Companies can also pay employees and others a combination of salaries as well as commissions. This plan is called a combined or mixed plan. In addition to salaries paid, employees may be eligible for a fixed percentage of commission on reaching the fixed sales or profit target or performance targets. Nowadays, most of the corporate sector follows this practice. This is also called the variable compensation component.

➤ Piece rate Wages

Wages in installments per piece are predominant in manufacturing wages. Workers are paid a salary for each of the Quantities produced by them. Gross labor income would be equivalent to the number of goods produced by them. Wages in installments per piece improve productivity and are an absolute measure of productivity in the wage structure. The correctness of the compensation is based entirely on productivity and not on other qualitative factors.

➤ Fringe benefits

Marginal benefits can be defined as a wide range of benefits and services that employees receive as an integral part of their total compensation package. They are based on critical work and performance factors. Self-employment benefits are indirect compensation because they are usually extended as a condition of employment and are not directly related

to the performance of the employee concerned. Marginal benefits are supplements to the regular wages received by workers at the expense of employers.

➤ Profit Sharing

Profit sharing is considered to be the basis of business development. A good payroll is a recognition that employees receive benefits first. Joint ventures often have to decide on an organization's profits at the end of the investment year and distribute a percentage of the interest to skilled workers to distribute the profits. The percentage to be distributed to employees is usually set at the beginning of the work period and is usually communicated to employees to inform them of their earning potential.

3.9 Approaches of Compensation Management

There are 3P ways to make movies with their money that will lead to rest in their paid space through volunteering, customer service, and professionalism. Market data from experts and domestic law, staff do not have a design process for due process, determined by the information required.

1. Payment for the position
2. Payment per person
3. Payment of benefits

3.10 Functional Overview and Strategy for HRM

These concerns drive a carefully considered human asset administration procedure, with the artfulness and specificity of a showcasing technique. Disappointments within the commerce preparation itself may result from a need for a completely arranged human resource management procedure, and typically likely what will happen. This collection of data is offered to cultivate thought, empower discussion, evaluate the organizational climate, and assist you to make a strong human asset administration arrangement for your commerce. We begin by analyzing the seven special capacities that human asset administration offers to guarantee the achievement of the previously mentioned reason. To think almost how to organize your organization's human asset improvement programs, several questions are displayed within the shape of an HRM framework conclusion checklist.

3.11 Major Activities of the HR Department

- Manpower Planning
- Recruitment, Selection, and Interviewing
- Training
- Re-training and Counselling
- Develop Skills for future jobs
- Remuneration and incentive
- Pension and Superannuation
- Health, safety, welfare
- Staff appraisal
- Provides salaries and wages Budget information

Chapter: 4

HRM Practices of Emerging Credit Rating Ltd.

Employees are a fundamental resource of any organization; without them, it is incomprehensible to oversee your organization, and the human assets have taken after human improvement to a better level. of capacity, imagination and comes about. It avoids laborers from taking on more responsibility and in this way looks to make the conditions to bolster the restrictions of their capacity to move forward. Extending the capacity and openings for clients to require a coordinated activity for victory.

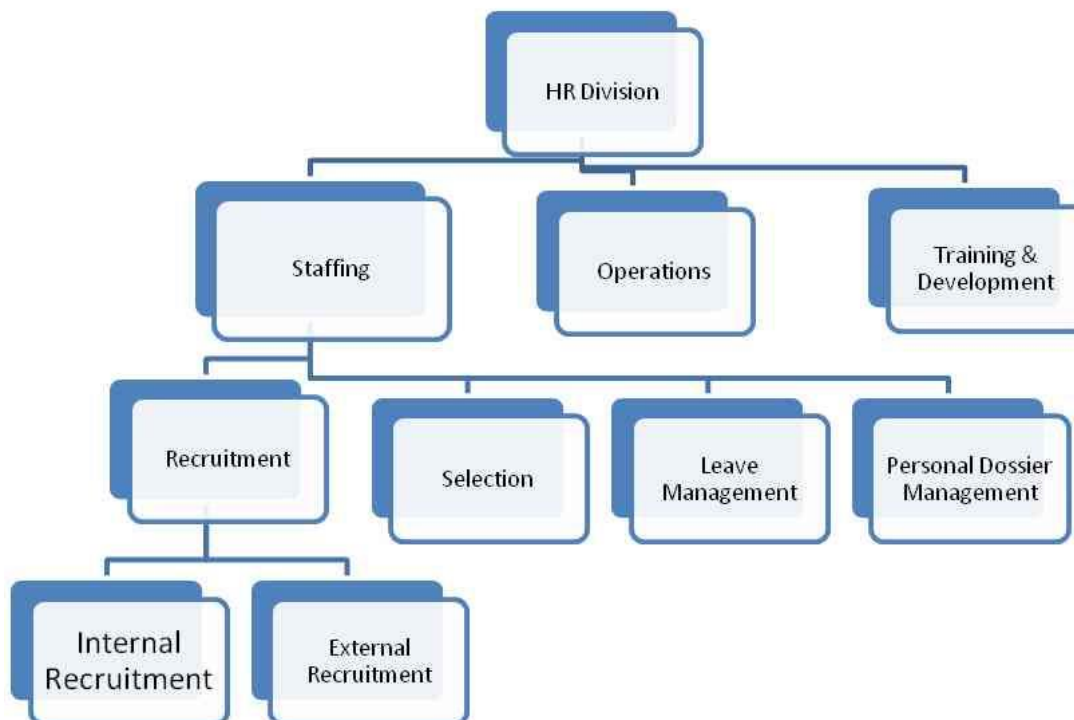
In essence, human capital means that people benefit the most. Emerging Credit Rating Ltd always decides what to do, how many people and what kind of work.

Subsequently, setting up an organizational structure makes a difference decide the abilities, information, and capacities of the individuals holding the position. To guarantee that qualified staff is accessible to meet the necessities set up within the arranging prepare. Organizations accept that great workmanship comes from profoundly esteemed representatives who are motivated and willing to require on the challenge of giving way better administrations.

4.1 Units in the HR division

There are three units in the Human Resource Division of Emerging Credit Rating Ltd.

- HR Staffing
- HR Operation
- Training & Development



4.2 HR Staffing

The workforce handle - putting individuals in the right put at the proper time - is one of the foremost critical errands an organization faces. Work productivity can as it were be tall in connection to staff potential. Three officers are working in the HR staffing unit. They perform the following activities-

- ❖ Leave Management
- ❖ Personal Dossier Management
- ❖ Recruitment
- ❖ Selection

4.2.1 Recruitment

Enlisting is the method by which companies see their employees; they are the foremost vital errand that organizations confront. Without the proper individuals, no trade can work well. To total the enrollment preparation, directors ought to work with HR staff to characterize needs and estimates. Acknowledgment of clients can be internal or external.

Types of Recruitment

For Internal Recruitment: The principal methods are-

- ❖ Use of computerized skill inventories
- ❖ Referrals from other departments
- ❖ Jobs posting

For External Recruitment: Organizations rely on-

- ❖ Advertisements
- ❖ Public or private placement agencies
- ❖ Field Recruiting
- ❖ Including campus recruiting
- ❖ Internships

Point of Recruitment

Entry Level: There are two entry-level posts for recruiting fresh graduates and postgraduates.

These are:

❖ Research Officer: Investigate officer's post is a rule for new graduates who don't have any encounter with any other work. Where online applications are permitted to Investigate officer posts. Must be connected by beginning at bdjobs.com. Dobs give extra information or start preparation to ECRL HR. The HR group at that point records the candidates. Shortlisted candidates are welcome to require the test. The procedures for incorporation within the brief frame are created in circulation. There are a few themes that have been chosen for the brief frame. These subjects are:

I. BBA (Major in Accounting, Finance, Marketing, HRM, etc.)

II. MBA (Major in Accounting, Finance, Marketing, etc.)

❖ Research Analyst: A research Analyst is also an entry-level post like a Research officer. Only postgraduates and freshers can apply for this post. Usually; a written test is administered by an ECRL administrator it takes time to get the RA followed by Viva.

Lateral entry (recruitment of experienced person):

❖ Financial Analyst

❖ Senior Financial Analyst

❖ Assistant Portfolio Manager

4.2.2 Selection

Selection standards should be chosen carefully to predict the success of a candidate for the job. For many organizations, these standards must also meet legal requirements. The critical criteria in this regard are the correlation with jobs, reliability, and profitability. Things are taken into account when selecting candidates-

❖ Jobs knowledge

❖ Communication Skill

❖ Physical ability

❖ Qualification

❖ Appearance

❖ Attitude

❖ Personal ability & mental ability

❖ Job knowledge (for lateral entry)

4.2.3 Leave management

The exit is received with debts. Permission may not be granted by law and authorized by ECRL. Occupational services may be authorized by the superintendent or an authorized person, who may refuse vacation time, aiding in longer leave. long. shorter than necessary, remove an item, and remove an employee before the end of the vacation. Supervisors take time off from employees and keep track of days off. The company's employees are satisfied with the following types of withdrawals-

Earned Leave:	30 days in a year as per the service rule of ECRL
Casual Leave	10 days in a year
Sick Leave:	15 days in a year + conditional additional sick leave allowed by the mgt. as per the service rule of ECRL.
Quarantine Leave:	14 days in case of diseases this may be spread out in the office.
Pilgrimage Leave:	14 days once during the service life.
Extraordinary Leave:	As per the rule of the org.
Extraordinary Leave:	As per the rule of the org.
Maternity Leave:	90 days for each issue up to two children.

Table 3: Leave management of ECRL

4.2.4 Personal Dossier Management

Historical records and records of the addresses of all employees are kept in the records of each employee. This operational record is also stored with the HR SCALED software.

4.3 HR Operations

HR professionals usually work in the field of short-term and long-term benefits for ECRL employees, such as salaries, bonuses, illicit money, allowances, and allowances. Free etc.

- ❖ Employee tax processing etc.
- ❖ Investment with the gratuity and PF fund
- ❖ Submission of various salary-reporting systems of management and Executive Body.
- ❖ Monthly salary disbursement
- ❖ Employee final settlement
- ❖ SBS reporting

- ❖ Preparation and disbursement of festival bonuses and performance bonus

4.4 Training & Development

Human resources are the key to the success of a business-service organization. Some quotes from some famous business leaders are:

- a) Take our 20 best people and virtually we become a mediocre company
-Bill Gates, Chairman, Microsoft Corporation.
- b) Take my assets, leave my people and within 5 years I will have it all back.
-Alfred Sloan, Chairman, General Motors.

Human resources are the key to the success of a career in the organization. Some announcements of some of the most effective business leaders.

Steps of the training program

A typical training program can be classified into 5 steps

- ❖ Evaluation and follow up
- ❖ Implementation
- ❖ Need analysis
- ❖ Instruction design
- ❖ Validation

4.4.1 Need Analysis

Identify specific features needed to improve product performance and productivity. Identify the skills and needs of potential learners and develop specialist knowledge to complement their careers. To ensure that the work is appropriate for the specific levels of education, knowledge, and skills of the students.

Use study reports to develop specific measurable knowledge and performance objective

- ❖ Technique to identify Training Needs: Task analysis and performance analysis are two main techniques for identifying training needs.
- ❖ Task analysis

The first step in information decision-making of education, if any, should be made. An important role in identifying the needs of new employees comes from making good decisions

about the work and throwing it into the subtasks, all of which cannot be reported to the new employees. Therefore, a job search is a detailed job search to identify the skills needed to make the necessary training possible.

Task Analysis form contains six types of information-

- ❖ Performance analysis
- ❖ Where best learned
- ❖ Skills required
- ❖ How often performed
- ❖ Standard Quality
- ❖ Performance condition
- ❖ Task List

Check for a performance gap and determine if this shortcoming needs to be addressed through training or other means (such as employee relocation).

4.4.2 Instructional Design

Write instructional goals, methods, news, descriptions, and sections of topics, for example, exercises and activities. Make sure all materials, such as videos, the director's instructions, and the books involved in the collaboration, are clearly written and include training together directly for action. Do all of the work well and intelligently, whether they are made of paper, film, or tape to be reliable and provide excellent performance.

4.4.3 Validation

Introduce and validate the training program before it is presented to the trainee.

4.4.4 Implementation

When used effectively for the achievement of excellence, focus on the dissemination of knowledge and skills, along with educational experience.

4.4.5 Evaluation and Follow-Up

Assess program success according to -

- ❖ Reaction: Document the student's immediate reaction to the exercise.
- ❖ Learning: Use before and after experiments or counseling tools to measure what students have learned.

- ❖ Behavior: Note the supervisor's impact on student achievement after completing the course. This is a way for students to apply new skills and knowledge to their careers.
- ❖ Results: Identify levels of improvement in performance and measure appropriate interventions

4.5 Setting training objective

After identifying the necessary study requirements, measurements of the concrete and suction will be made. The objectives specify what the coach must do after the training.

4.6 Techniques of the training program

The decision to form According to the needs of employees, form Shapes of objectives Program design, form Program crania be implemented. The Most Popular Training Techniques Are:

On-the-job training

While working, there is a student who works doing it. Almost every employee, from mailers to the company president, gets training when they join the company.

A useful step-by-step job instruction approach for giving a new employee on-the-job training is as follows-

- ❖ Follow up
- ❖ Performance tryout
- ❖ Preparation of learner
- ❖ Presentation of the operation

On-the-job training has several advantages-

- ❖ Trainees learn while the working
- ❖ It's relatively inexpensive
- ❖ Classroom equipment is not required
- ❖ Students learn to do real work
- ❖ Get a quick reminder of the reality of their performance.

On-the-job management development techniques-

On-the-job training is one of the most popular development methods. Important techniques here include-

- ❖ Action learning
- ❖ Junior Learning
- ❖ Coaching/under-study approach
- ❖ Job rotation

Off-the-job training

The list of key tasks of each job as well as key points to provide step-by-step training to employees outside of the field can be varied:

- ❖ Video conferencing
- ❖ Programmed learning
- ❖ The vestibule or simulated training
- ❖ Computer-based training
- ❖ Tele Training
- ❖ Audiovisual techniques
- ❖ Lecture

Off-the-job management development techniques:

Many different techniques can be used to create an external control of the workplace, perhaps in the conference room of the headquarters or off campus, or in special education. These ideas are discussed below-

- ❖ Outside seminars
- ❖ University-related program
- ❖ Role-playing
- ❖ In-house development centers
- ❖ Management games
- ❖ Behavior modeling
- ❖ The case study method.

Chapter: 5

Analysis

5.1 Nature of Professional Categories of an Organization's HR

This study looked at three aspects of the human activities that work in the real estate industry in Bangladesh: professional, non-professional, and non-professional. High and semi-senior positions have been elected as chairman and president, chairman and chairman of the board, supervisor, etc. Table 4 shows that most of 70% of the total 500 working people in the industry have some previous degree in Management, Banking, or prestige in BBA and MBA in the industry, while only 10% of employees have a non-academic degree with a bachelor's degree and/or a bachelor's degree in science. / Skills and 20% have short-term graduation.

Professional Employee's Categories in Different Agencies

Name of Agency	Non-Professional	Semi-Professional	Professional
CRISL	34%	23%	43%
CRAB	27%	40%	33%
ECRL	31%	30%	39%
WASO	40%	35%	25%
ALPHA	29%	42%	29%

*Staff (total 1 number =100%)

Table 4: Employee's Categories in Different Agencies

5.2 Recruitment and Selection of Employees in the Credit Rating Sector

The agency follows a systematic procedure in recruitment and selection activities. For staff recruitment and selection, these agencies meet some standards in most cases. The arrangement for selection and recruitment is the company that decides what positions will have to fill and how to meet immediate and future requirements. This total procedure is designed to cover all positions from the bottom to the top. Succession planning is done by the higher authority to identify and forecast the demand and source of human resources (Afroj 2012). Table 05 shows the minimum educational qualification of the different categories of employees for their fresh or departmental recruitment. Hiring is always on a formal basis and generally, the newest ones are encouraged to apply for a basic position. Vacancies, transfers, and promotions are secondary techniques for filling middle and higher-level positions. The surveyed agencies, in the selection process, use the successive system of obstacles. A series of procedural steps followed, namely.

filling in the application form, the employment test, the comprehensive interview (written test, viva, presentation), and the final selection of employees.

Minimum Educational Qualification of Employee

Category of Staff	Educational Qualification
Professional	BBA (Accounting, Finance, Banking, Marketing, Management), MBA, MBM, PHD
Semi-professional	Honors, Masters (Economics, Math, English) Diploma in certificate Banking
Non-professional	H.S.C to MBA (any discipline)

Table 5: Educational Qualification of Employee

5.3 Porter’s Five-Factor Analysis

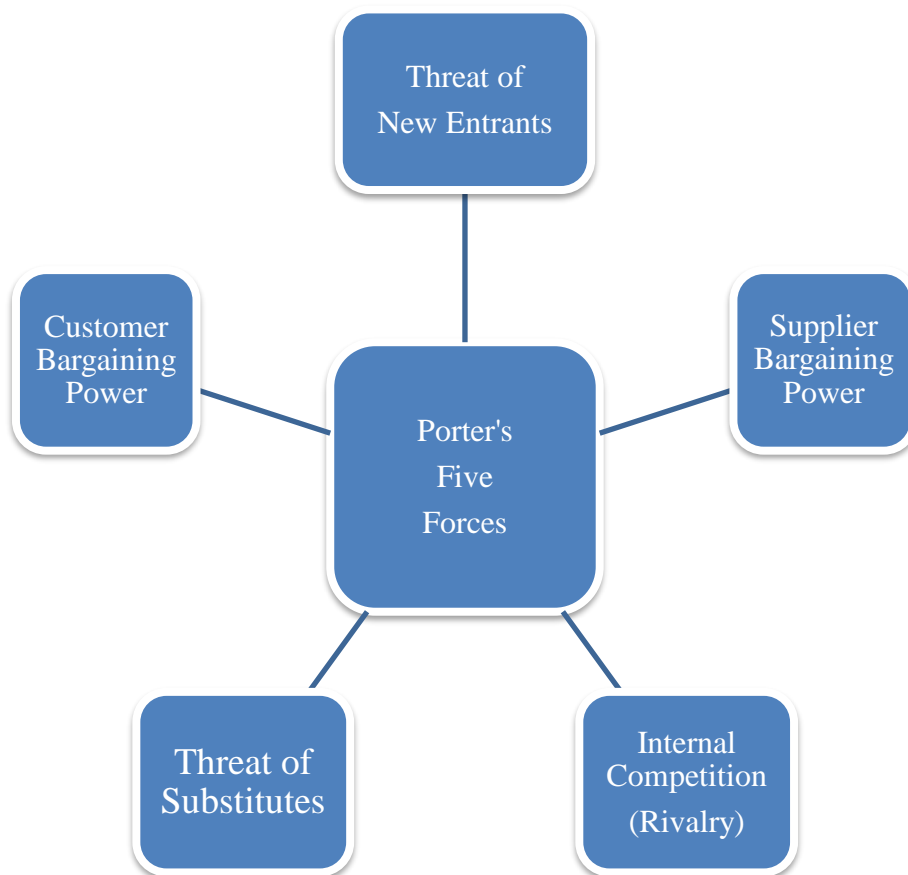


Figure 3: Porter’s Five-Factor Analysis

Competitive Rivalry	There is a limited number of credit rating companies in Bangladesh because of that Waso Credit Rating Company is in a competitive situation to get clients before competitors.
Threat of Substitution	ECRL is one of the established credit rating companies in Bangladesh and it has no threat of substitution right this moment.
Supplier Power	This company gets clients through direct contact with clients or through banks so they need to keep good relations with clients as well as banks.
Buyer Power	The customers are the main recipients of the credit rating facility. So, if the rating is unjustified, they can reissue the rating proposal.
Threat of New Entries	As Government has issued credit rating requirements for a company change in power may result in a change in the rating process. Also, cause of new entries.

5.4 PESTLE Analysis

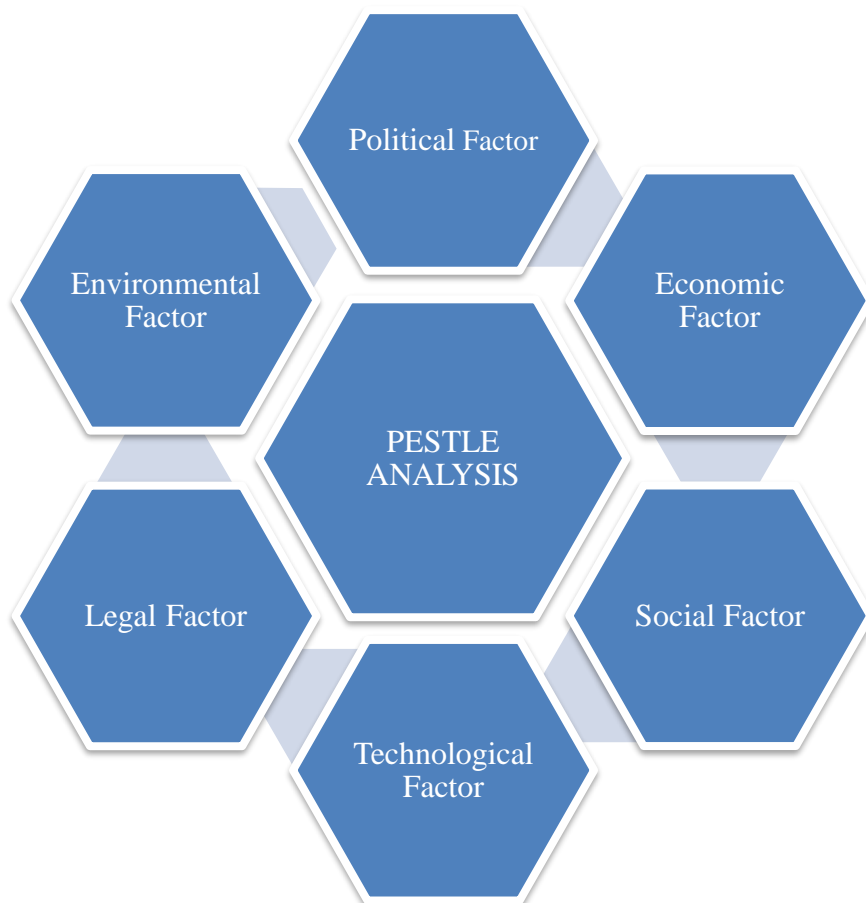


Figure 4: PESTLE Analysis

Political Factors	Political factors influence credit rating as the process may be changed due to political issues. Many SME and corporate companies are hugely affected by political issue which affects the whole credit rating process
Economic Factors	Credit rating agencies are dependent on the economics of the country as interest growth rate, and GDP growth changes the view of the rating.
Social Factors	Age, lifestyle, and other social factors of the owner affect the company's ratings. ECRL has to consider many social factors before analyzing the company's status and then give a justified rating.
Technological Factors	Technological advancement affects the rating process as the more technological advance the company is the more possibility of production thus a good rating.
Legal Factors	Different laws and regulations cause a change in the rating process as a company's pattern changes with provided law which affects ECRL's rating procedure.
Environmental Factor	Environment change affects the production of certain companies which needs to be considered by ECRL before assigning a rating.

5.5 SWOT Analysis

Every organization has its strengths and weaknesses as well as some opportunities and threats from the outside environment. ECRL is none other than them, so it also has its strengths and weaknesses as well as opportunities and threats from other credit rating agencies of Bangladesh. The overall SWOT analysis of ECRL is shown below-

Strengths
Strong Corporate Identity
Efficient Credit Rating Performance
Young Enthusiastic / Empowered Workforce
Friendly Working Environment
Operational efficiency & Countrywide network
Different types of credit rating services according to the customer demand

Weaknesses
Absence of strong marketing activities
Lengthy procedure of credit rating
Biased rating and misrepresentations
Lack of training facility on advanced credit rating methods

Opportunities
Increased demand of credit rating (from both Corporate as well as SME)
Bigger Market for credit rating service
Renowned Rating Committee members
Mandatory Credit rating for credit facility users
Experienced and Excellent financial analysts

Threats
Threat from other credit rating agencies
Regularity control of government
Similar types of credit rating services are offered by other agencies
Differences in the rating of the two agencies
High cost of gathering credit information before rating
Employee turnover will be high in future

5.6 Strategies to Meet the Challenges and Opportunities

To meet the immense challenges as well as the strong upcoming opportunities in this industry, ECRL must follow some steps or strategies. Those are as follows-

At first, ECRL must use the latest and advanced technologies to reduce its lengthy procedure of credit rating and for giving better credit rating services than its competitors (other existing credit rating agencies of Bangladesh).

Then, it has to utilize the increased demand for credit rating (from both Corporate as well as SME) so that it can develop a competitive advantage based on that demand and sustain itself in this credit rating industry.

Other credit rating agencies are also offering the same rating services as ECRL, so it should give some additional services with the rating symbol to its' clients both the corporate and SME to create a competitive advantage among others.

As ECRL has experienced excellent financial analysts as well as renowned rating committee members, they must follow some strict rules against any kind of biases in the credit rating of their clients.

As there is a strong possibility that employee turnover will be high in the future, ECRL must give some motivation to their experienced employees (financial analysts) whether it is financial motivation or something else.

There will be always a threat to the authenticity of ratings done by ECRL or any other rating agencies, so ECRL must keep hold of its "strong corporate or brand image" that ensures its' ultimate credit rating quality.

At last, ECRL must follow all the rules and regulations given by the regulatory authority of the government (Bangladesh Agency) so that no other client or company can doubt its "efficient credit rating performance"

Chapter: 6

Findings, Recommendations & Conclusion

6.1 Findings

All Credit rating agencies in Bangladesh are almost identical in nature, functions, programs, and using human resources. However, the main findings of the study were:

- ❖ **Professionals and potential investors:** In each agency discussed there are many professionals and potential investors. On average, 34% of the staff are professionals, 18% are part-time workers and the remaining 48% are not professionals. Among professionals, they are usually MBA or BBA holders.
- ❖ **IT staff:** There is distrust of the IT staff in the agency. Only 4% of staff have IT knowledge with a short training, 70% have very poor IT knowledge and the rest (26%) have no IT knowledge.
- ❖ **HR documentation:** The study found that each agency has its organization for information on human capital development, but none of the agencies were not interviewed without HR documentation appropriate. All employees are managed centrally by their respective agencies.
- ❖ **Selecting and Hiring:** Each agency followed the same process for selecting and hiring qualified staff: filling out an application, hiring an examiner (CV test, writing, no hand), full interview (test, submission, analysis), and selecting of final staff.
- ❖ **Consulting Companies:** There is a continuous practice of consulting companies that deal with the advancement of HR from first to senior students, given their performance, working hours, salary level, service operations, supported RTAs, and others.

6.2 Recommendations

Based on the results of the study, the following recommendations are made for better Human Resource Management practice in Emerging Credit Rating Ltd.

- ❖ Management should be designed for the hiring of professional staff with postgraduate and postgraduate studies in computer science in the IT department of the agency. Teaching skills, experience, competencies, and ICT knowledge of candidates are discussed in Recruitment and Recruitment.
- ❖ The wage package and administrative status of agencies are very attractive.
- ❖ To improve human resources, the agency must implement a variety of HRD services, including continuing education and training, IT orientation, job development, and more. at home and abroad.
- ❖ Agency Should Regularly Organize Seminars, Workshops, Conferences, Various Short Courses, and Lunch Training Programs on Financial Matters, Current Affairs, and Software Classification, which would surely contribute to the Development of a Well-formed Workforce, of the sensible and professional.
- ❖ All agencies and support bodies should allocate sufficient budgets and send competent staff to international conferences and seminars to prepare them for the competitive knowledge market in the 21st century.
- ❖ The agency has separate offices for individuals. But it is necessary to allow the agency or division to solve multiple HR tasks in the agency. Deployments need to be integrated with HRIS (Central Human Information System) and new IT tools.
- ❖ ECRL should aim to open divisions outside of the capital to expand its market.
- ❖ ECRL must try to employ a separate body for observing credit rating organizations.
- ❖ ECRL should also focus on hiring employees as soon as an employee leaves or is sacked as the work pressure is immense shortage of employees causes unnecessary pressure on other employees.

6.3 Conclusion

Credit rating as well as the credit rating industry is a quite new concept in Bangladesh. The credit rating industry of Bangladesh is growing rapidly year after year because credit rating is very much important for both investors and borrowers. So, the demand for credit rating services is increasing day by day which is a very positive sign for this industry's future. ECRL is the second-leading Credit Rating agency; providing rating, grading, advisory, and information services. ECRL is recognized around the country and across all kinds of industries in Bangladesh as a market leader in credit ratings and research. It was a great experience working with the financial analyst team of ECRL especially SME (Small and medium enterprises) which was my department.

In this project report, I have tried to present the overall analysis of the credit rating industry in Bangladesh and specifically the analysis of the "Emerging Credit Rating Limited Ltd" and its Human Resources Management System. I have described several important things about Emerging Credit Rating Limited Ltd. like what type of organization is it (credit rating agency), what are their main functions of them (credit rating service), how they perform its tasks (credit rating functions), what steps they follow to perform their tasks (credit rating process), activities of HR manager. I have also identified ECRL's potential opportunities as well as upcoming challenges in the future and suggested them some strategies as well as recommendations so that they can improve their credit rating performances in the future. The demand for credit rating and the credit rating agencies of Bangladesh is increasing day-by-day which will help ECRL as well as other credit rating agencies to prosper in the upcoming future.

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