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A WORKING REPORT ON THE HUMAN RESOURCE DEPARTMENT OF DHL

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Independent University, Bangladesh

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A WORKING REPORT ON THE HUMAN RESOURCE DEPARTMENT OF
DHL

By

AHMED AMAN ULLAH
ID: 0420038

An Internship Working Report Presented in Partial Fulfillment of the Requirements for the
Degree of Bachelor of Business Administration (B.B.A)

INDEPENDENT UNIVERSITY, BANGLADESH
December 2008

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Has been approved
December, 2008

Mr. Zubair Ahmed Shimon
Lecturer
School of Business
Independent University, Bangladesh
December 1, 2008

Letter of Transmittal

December 1, 2008

Mr. Zubair Ahmed shimon
Lecturer, Human Resource Management
School of Business
Independent University, Bangladesh (IUB)
Dhaka, Bangladesh.

Subject: Submission of the internship working report.

Dear Sir,

With due respect, I would like to inform you that, it is a great pleasure for me to submit the working report on “The Human Resource of DHL Bangladesh”, as a requirement for BBA 499 program. While conducting the working report, I have gathered lots of knowledge on human resource in express & logistics industry, especially DHL, and enjoyed working there.

Sincerely Yours

.....
Ahmed Aman Ullah
ID# 0420038

ACKNOWLEDGEMENT

All praises are due to Almighty Allah who enabled me to complete this report. This report entitled the overview of the Human Resource department in DHL Bangladesh. I would like to express my sincere gratitude and appreciation to my supervisor, Mr. Zubair Ahmed Shimon. It would not have been possible for me to complete this report without his help, advice and overall supervision. His constant encouragement and supervision throughout the period of this study have been greatest inducement for me and directly contributed to the accomplishment of the task. I am also indebted to Mr. Mosabbir Chowdhury (National HR manager), Ms. Taufica Irfan (HR officer) along with others who had kindly spared me with their precious time, support and priceless information. No words of appreciation can sufficiently express the immense gratitude that I owe to the human resource team of DHL Bangladesh.

Equally I would also like to express my sincere gratitude and indebtedness to the authority of Independent University, Bangladesh for their kind co-operation.

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Preface

As part of the Internship Program BBA 499A of Bachelor of Business Administration course requirement, I chose DHL for doing my internship for the period of 3 months starting from September 1, 2008 to November 10, 2008. In DHL I was assigned in the Human Resource department of the head office, Gulshan - 1. My organizational supervisor was Mr. Mosabbir Chowdhury, National HR manager. I prepared a working report on the Human Resource department of DHL which was assigned by the organizational supervisor aforesaid. My faculty supervisor was Mr. Zubair Ahmed Shimon, Lecturer in Human Resource Management, Independent University, Bangladesh (IUB) also approved and guided me to prepare this working report.

The working report is prepared in such a way so that it can give an overview about the Human Resource Department of DHL. I have described the requirements of the job and the duties I performed and identified few obstacles that I experienced from my work environment.

This working report will guide us in a way, which will introduce with the process of training and development, employee relation and resourcing.

While preparing this report I used both primary and secondary data. The secondary data was collected from DHL website, books and published reports. The primary data was collected through short discussions and works within the organization.

1.1 INTRODUCTION

DHL Express (originally standing for Dalsey, Hillblom and Lynn), is a division of Deutsche Post World Net providing international express mail services. DHL was founded as a company in 1969 by Adrian Dalsey, Larry Hillblom, and Robert Lynn. The trio initially provided a courier service between the Continental United States and Hawaii, and then expanded the business from there. In 1998, Deutsche Post began to acquire shares in DHL, finally reached majority ownership in 2001, and completed the purchase in 2002. Deutsche Post then effectively absorbed DHL into its Express division while expanding the use of the DHL brand to other Deutsche Post divisions, business units and subsidiaries. Today, DHL Express shares its well-known DHL brand with other Deutsche Post business units such as DHL Global Forwarding or DHL Exel Supply Chain. Major competitors include FedEx, UPS, TNT, and national post carriers such as United States Postal Service and DHL is well known for its ability to offer services worldwide, including to countries such as Iraq and Myanmar. DHL Express is the first international air expresses company to set up operations in Bangladesh in 1979. DHL Bangladesh not only delivers documents and heavy weight parcels, but also provides value-added and innovative services to its customers with its experience in local and regional markets.

1.2 DHL BANGLADESH

DHL Express is the first international air expresses company to set up operations in Bangladesh in 1979. Its Country Office is located in Dhaka with other offices in Comilla, Narayanganj, Chittagong, Sylhet and Khulna. DHL also has service centers in all Export Processing Zones of Bangladesh. DHL Express Bangladesh is headed by Desmond Quiah. Today, with over 250 employees and more than 40 operational vehicles, DHL Express Bangladesh is the largest Air Express Company operating in the country.

DHL Bangladesh not only delivers documents and heavy weight parcels, but also provides value-added and innovative services to its customers. With its experience in local and regional markets, you can expect the highest level of quality, service and more in total logistics solutions.

1.3 DHL HISTORY

1.3.1 DHL Company Portrait

Where does the name DHL come from?

These are the first letters of the last names of the three company founders, Adrian Dalsey, Larry Hillblom and Robert Lynn.

In 1969, just months after the world had marveled at Neil Armstrong's first steps on the moon, the three partners took another small step that would have a profound impact on the way the world does business.

The founders began to personally ship papers by airplane from San Francisco to Honolulu, beginning customs clearance of the ship's cargo before the actual arrival of the ship and dramatically reducing waiting time in the harbor. Customers stood to save a fortune. With this concept, a new industry was born: international air express, the rapid delivery of documents and shipments by airplane.

The DHL Network continued to grow at an incredible pace. The company expanded westward from Hawaii into the Far East and Pacific Rim, then the Middle East, Africa and Europe. By 1988, DHL was already present in 170 countries and had 16,000 employees.

1.3.2 Deutsche Post World Net and DHL Consolidation

At the beginning of 2002, Deutsche Post World Net became the major shareholder in DHL. By the end of 2002, DHL was 100% owned by Deutsche Post World Net.

In 2003, Deutsche Post World Net consolidated all of its express and logistics activities into one single brand, DHL. The DHL brand was further strengthened by Deutsche Post World Net's acquisition of Exel in December 2005. The DHL expertise is pooled from a number of companies acquired by Deutsche Post World Net. To name a few:

1.3.2.1 Exel

At the time Deutsche Post World Net acquired Exel in December 2005, it had around 111,000 employees in 135 countries. Exel primarily offers transport and logistics solutions for key customers.

1.3.2.2 Deutsche Post Euro Express

In operation since 1997 through internal growth and investments in leading European companies, network for parcel and express services in more than 20 countries, market leader for business customers in Europe.

1.3.2.3 Danzas

Founded in 1815, based in Basel, Switzerland, acquired by Deutsche Post World Net in 2000, world leader in air freight and ranked second in ocean freight. Overland transport and supply chain management complete the Danzas service portfolio. Air Express International: largest American air freight provider, integrated into the Danzas group in 2001.

1.4 DHL MISSION

- v DHL enhances the business of our customers by offering highest quality express and logistics solution based on strong local expertise combined with the most extensive global network presence.
- v DHL attracts, develops and retains exceptional people by creating a truly global working environment and placing value on our multi-cultural heritage.

- v DHL delivers above-average returns by providing superior quality and solutions at all levels of the business processes.
- v DHL is a responsible corporate citizen in all countries in which we operate, taking into account the social and environmental needs of our employees, local communities and the public.

1.5 DHL Vision

Customers trust DHL as the preferred global express and logistics partner, leading the industry in terms of quality, profitability and market share.

1.6 DHL Values

- Ø To deliver excellent quality
- Ø To make our customers successful
- Ø To foster openness
- Ø To act according to clear priorities
- Ø To act in an entrepreneurial way
- Ø To act with integrity internally and externally
- Ø To accept social responsibilities

2.1 DHL DIVISIONS

DHL is the global market leader in international express, overland transport and air freight. It is also the world's number 1 in ocean freight and contract logistics. DHL offers a full range of customized solutions - from express document shipping to supply chain management.

2.1.1 The new DHL brand architecture

With the acquisition of Exel plc in December 2005, Deutsche Post World Net further strengthened its logistics power. As a result, DHL is now operating with two new logistics brands: DHL Exel Supply Chain and DHL Global Forwarding. To cover all of your service needs, DHL operates under five specialist divisions:

2.1.2 DHL Express

DHL Express is the perfect partner for all your worldwide express and parcel needs. Our Network covers over 4,000 offices and more than 120,000 destinations worldwide. DHL Express is the result of the consolidation of the former DHL Worldwide Express business and the Deutsche Post Euro Express parcels business and offers Same Day, Express, Parcel and Freight services.

2.1.3 DHL Freight

DHL Freight offers international and national transport solutions for part and full load in Europe. We move goods by road, rail and a combination of the two. DHL Freight covers the former non-documents and non-parcels business as well as the former Danzas Euro cargo road transport business.

2.1.4 DHL Global Forwarding

DHL Global Forwarding is the market leader in air and ocean freight and a project logistics services provider operating worldwide. A range of value-added services rounds off the product and service portfolio, giving an excellent market position and providing our customers with a unique service dimension worldwide.

2.1.5 DHL Exel Supply Chain

Regardless of whether you operate in the healthcare, technology / aerospace, automotive / industrial or retail / consumer / fashion sectors, we can handle all of your complex, global logistics tasks: DHL Exel Supply Chain provides you with customized, IT-based solutions along the entire supply chain.

As well as core procurement logistics, warehousing and sales logistics operations, we offer top-flight value-added services such as finishing, co-packing, price labeling, billing, order processing - all the way to sales promotion and financial services.

2.1.6 DHL Global Mail

Global Mail offers comprehensive international mail services and provides outstanding expertise in international direct marketing services and publication solutions.

3.1 DHL NETWORK

3.1.1 *The world's largest express and logistics Network*

DHL is the global market leader in international express, overland transport and air freight. It is also the world's number 1 in ocean freight and contract logistics. DHL offers a full range of customized solutions - from express document shipping to supply chain management. Below are the global facts and figures that show you the scale of the world's largest express and logistics network.

Global Facts and Figures

- ü Number of Employees: around 285,000
- ü Number of Offices: around 6,500
- ü Number of Hubs, Warehouses & Terminals: more than 450
- ü Number of Gateways: 240
- ü Number of Aircraft*: 420
- ü Number of Vehicles: 76,200
- ü Number of Countries & Territories: more than 220
- ü Shipments per Year: more than 1.5 billion
- ü Destinations Covered: 120,000

Note * Own and foreign airlines

4.1 DHL AIRLINES

“Connecting the world by air”

DHL's airlines provide air transport capacity to support DHL's commercial activities.

There are four DHL owned airlines:

- Ä European Air Transport is based in Brussels, Belgium and provides capacity for DHL's European network as well as long haul services to the Middle East and Africa, using Boeing 757SF/PF and Airbus A300B4 aircraft.
- Ä DHL Air UK is DHL's newest airline and is based at East Midlands airport in the United Kingdom. The airline provides services on DHL's European Network using Boeing 757SF aircraft.
- Ä DHL's Middle East airline is based at Bahrain International Airport and serves a wide variety of Middle East destinations including Afghanistan and Iraq, using a variety of regional aircraft.
- Ä DHL's Latin American airline is based in Panama City and services a wide range of destinations in Central and South America using Boeing 727 aircraft.

5.1 Bangladesh Business Awards

Our business leaders have come of age and it is time to recognize the exceptional business leaders of the country- both men and women - through public awards. With this end in view DHL and The Daily Star have launched the Bangladesh Business Awards in 2000.

5.2 DHL YES Awards

DHL Young Entrepreneurs for Sustainability (YES) Awards 2007 marks the half-way point in the bid to realize the UN Millennium Development Goals (MDGs) which range from halving extreme poverty to halting the spread of HIV/AIDS and providing universal primary education by 2015. This is therefore a good time to re-energize efforts towards realizing the UN MDGs and to celebrate the many successes that have already been achieved.

DHL supports the work of the United Nations and the realization of the MDGs. We are a signatory to the UN Global Compact and have global humanitarian partnerships with UNICEF, UNDP and UN OCHA.

In 2007, the DHL YES Awards were launched in five countries: Bangladesh, Pakistan, The Philippines, Singapore and Thailand. In each of these countries social entrepreneurs came forward to participate in the Awards. These individuals clearly demonstrated through their work the power that a single person has to create and drive positive social change.

We are proud to present to you the first cadre of social entrepreneurs for the DHL YES Awards. Please read the case study brochure to find out more about these outstanding individuals and their work. By sharing their stories, we hope to pass on their best practices. We believe that they can serve as an inspiration to other like-minded individuals.

The Awards aim to identify and recognize the contributions of young people who are implementing innovative methods and practices to bring about positive social change in their communities. We call these young individuals 'social entrepreneurs'. 'Social' because their

fundamental purpose is to bring about positive social impacts, and 'entrepreneurs' as they embody the 'can-do' spirit and implement business models and principles to reach their goals. Social entrepreneurs do more to realize social change than either philanthropic donations or a country's social services alone could achieve. They play a critical role in lifting their communities out of marginalization, inequality, and help to provide them with the economic tools to move forward.

In each of the five participating countries a national winner was selected by a respected panel of National Jury. From these five outstanding national winners, a regional winner was chosen by an International Council comprised of international leaders in social enterprise, development and business.

The DHL YES Awards have been developed with the support of Partners in Change - an advisory partner to DHL for the inaugural year, 2007. Partners in Change are an India-based not-for-profit organization working in the field of Corporate Social Responsibility (CSR). The DHL YES Awards are presented in association with CNN.

6.1 DHL GLOBAL & LOCAL PARTNERS

We work with partners to maximize the effectiveness of our Sustainability program and to deliver help to more people.

6.1.1 Global partners

6.1.1.1 UN System

DHL has entered into a long-term global partnership with the UN System. The partnership has two main focus areas: medical logistics and disaster management. In terms of medical logistics, we are working together with UNICEF in the fight to reduce child mortality. We are also supporting the UN Development Program (UNDP) and the UN Office for the Coordination of Humanitarian Affairs (OCHA) in the area of disaster management.

Our partnership with the UN System is founded on our commitment to the UN Global Compact. The Deutsche Post World Net Group became a signatory to the UN Global Compact in July 2006, building on DHL's signing of the UN Global Compact in August 2001. In an address to the World Economic Forum on 31 January 1999, United Nations Secretary-General Kofi Annan challenged business leaders to join an international initiative - the Global Compact - that would bring companies together with UN agencies, labor and civil society to support universal environmental and social principles. We are happy to take up this challenge and demonstrate our commitment to supporting these universal principles together with the UN System.

6.1.1.2 UNICEF

DHL has a global partnership with UNICEF - the children's aid agency of the United Nations. The goal of the partnership is to provide UNICEF with long-term assistance in its fight to reduce child mortality. We will support UNICEF in a variety of ways including: providing our core competence in logistics as an in-kind donation, implementing a global

donation program, and enabling employee volunteers to support health and education initiatives in the field.

6.1.1.3 UNDP and OCHA

DHL's most visible contribution to disaster management is the DHL Disaster Response Teams (DRT) which we offer in cooperation with the OCHA. The DRTs support the UN and the international community's disaster response efforts in the aftermath of major sudden-onset natural disasters.

The DRTs are made up of trained DHL volunteers. Their mission is to manage air cargo operations at the airport closest to the disaster-affected region - thereby reducing bottlenecks and keeping the airport open for additional relief flights. Our aim is to set up a global network of DRTs which provide coverage to areas of the developing world prone to major sudden-onset natural disasters:

- ø The DRT Asia Pacific, based in Singapore, was inaugurated on 21 April 2006 and is ready for deployment.
- ø The DRT Americas, based in south Florida, was inaugurated on 31 May 2006 and is ready for deployment.
- ø Coverage for other regions is planned following discussions with our partners.

In addition to the DRTs, we plan on working with both the UNDP and OCHA on a range of further initiatives in the fields of disaster preparedness and disaster response. Many of our community investment initiatives also support the UN's Millennium Development Goals.

6.1.1.4 World Economic Forum

We are a strategic partner of the World Economic Forum (WEF). We participate in the WEF's Logistics & Transportation Corporate Citizenship Initiative.

6.1.1.5 AIESEC

We partner with AIESEC, the world's largest student organization. We provide challenging internships for students around the world. We are both an Alumni Network Partner and a Global Exchange Partner.

6.1.2 Local Partners

In addition to our global partnerships, our country management teams and employees partner with many local organizations worldwide. One of our preferred partners at the local level are the Red Cross and Red Crescent societies.

The 'Our world' section on our Corporate Sustainability website contains examples of many other local community investment initiatives.

7.1 Functions of Human Resource at DHL Bangladesh

HR dept. of DHL ensures the people in the right place at the right time. In a Broad scene they work with professional and dedicated people. DHL believe that people are DHL's most important internal resource and it also has the resources to respond to customers quickly and efficiently. The functions of HR dept. are:

1. Employee Relations
2. Training and Development
3. Resourcing

7.2 My responsibility, my works at DHL Bangladesh

Now comes what I did amidst of the Human Resource team. I worked for the Human Resource department and performed the following tasks:

7.2.1 Key activities

7.2.1.1 Employee Relation

I have to manage surveys for the organization to ensure that employee opinion is regularly obtained, externally benchmarked, feedback provided and improvements are achieved through management commitment and focus. Coordinate development of action plans. Monitor and report about implementation of regional office initiatives. Ensure a variety of communication tools and mechanisms are in place to ensure that employees are well informed and have the opportunity for feedback. Lead and manage various employee welfare and recreational activities to enhance teamwork and employee morale.

7.2.1.2 Training and Development

Ensure best practice learning techniques, I advice management on appropriate training and development investments. Manage the line trainer program to select appropriate people, skill and monitor training standards and activities. Manage the reporting of training investment and

records that DHL have an accurate understanding of training activity. Manage induction programs to enable new employees to become familiar with DHL's business, policy and culture. Ensure career management system include career counseling, development programs and succession planning. Manage the allocation of appropriate resources and commitment of staff to achieve global, regional, country objectives and targets. Identify training needs and opportunities to develop a highly skilled functional department.

7.2.1.3 Resourcing

I have to provide comprehensive reports to record cost of recruitment, source, and cost of advertisements and retention periods of new hires. Co-ordinate, support, recommend transfers, promotions transition arrangements and ensure fair practice is carried out. Ensure that employee selection and appointments are carried out in a structured and systematic approach to meet HR policy, local legislation and managed in a cost effective way to meet time requirements. Using selection methodology that enables DHL to test the candidate's ability; such as structured interviews, behavioral based questions and psychometric tools to match with DHL working environment.

7.2.2 Overall goals

- ⇒ Ensure employee satisfaction
- ⇒ Reduce unplanned staff turnover
- ⇒ Ensure employee development
- ⇒ Increase employee performance and accountability
- ⇒ Manage low number of employee complains
- ⇒ Promote professionalism in vacancy advertisements via all channels
- ⇒ Ensure adequate supply of resources with reduced cost

7.3 Challenges I faced at my work

As it was my first job after my student life, I was completely unaware of the corporate culture. At work, every task, taking responsibility and performing to its end was challenging. The major challenge I was faced to deal with the new world of “professionalism”. It was a completely new domain for me and took me some time to figure out the intensity and responsibilities that are associated.

I had to communicate with people of various cultures and background that, at time of exchange information or even cordial conversation becomes inflexible. For instance, once I had to attend a meeting over phone conversation, the way he talked it took me a while to understand what was they talking about and what to reply them. Sometimes I even had to attend people, who speak informal Bengali that too was difficult for me to follow.

Moreover the biggest challenge I faced while working here, I had to gather all the staff in a place within sort time. At times it was very chaotic for me to call and receive almost 30-40 persons phone in a day, on the other hand making ready them for the assigned task. In the mean time checking resume and attending foreign visitors made it even harder. As I had to focus on many things at a time, I can portray myself as a multitasked. Being a multitasked individual sometimes annoying as I can't properly indulge myself into one task and some other things will always occupy my focus.

8.1 Identified problems and some proposed solution

8.1.1 Decision making is centralized

For each work every time it needs to take approval from higher authority which is sometimes time consuming. If the authority sends an authorized signatory to DHL to deal with other, would make the process faster.

8.1.2 Availability of more file cabinets

Due to shortages of file cabinets, sometimes it was very difficult to file up and trace them back in organized manner. Introducing more space or shelves can reduce the time taken to find the single file among the stacks of files.

8.1.3 Lack of Manpower

Human Resource team needs to hire more people for overall departmental works. If it is not implemented in order to meet up huge workload, employees might leave job.

8.1.4 Salary and other benefit

Counting the workload and other services if DHL authority doesn't increase the salary range and other benefits, staffs might search for better opportunity.

9.1 Conclusion

Express industry in Bangladesh is relatively few in comparison to other business sectors. The international express and B2C parcels delivery volumes are the driving force of the express industry. Both of these are expected to remain the fastest growth sectors over the coming years. DHL has attempted to become a key player in the market with the purchase of Airborne Express in 2003. However, they have quickly learned that both Federal Express and UPS are highly competent and well funded. They have made DHL push into the USA a very difficult one. DHL Express had a great marketing launch of the new brand in the early days of the merger. However, they had a difficult time in integrating the legacy DHL and legacy Airborne networks together. In fact today, they still run parallel IT platforms of the two legacy organizations. The shareholders of Deutsche Post World Net (DPWN) have lost patience and have called for drastic changes in the USA hence all of the proposed changes.

DHL customers will be experiencing a degradation of service over the next 6-12 months. As they fine tune their network, DHL customers will learn to understand their new rationalized network and make decisions on which zip codes to give them. DHL international network is “Best in Class”. DHL has seen competitive pressures from TNT Express and the USPS (in addition to FedEx and UPS).

Regarding my days spent at DHL, I gathered knowledge that is going to help me in building my career in future. Workings in the human resource department of DHL, has enriched my knowledge about different terms and instruments that are essential for local and foreign deals. Observing the processes through which the human resource department runs, I have suggested some alternative ways in my report that needs to be observed by the experienced eye and can be implement in the existing process or by expanding the current process into new one.

In summary, DHL is making some changes to improve their financial position and to be a stronger player in the Bangladesh and all over the world. Once DHL has completed and optimized its network, they will be a stronger competitor against the express industry like UPS, FedEx, and TNT etc.

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