



Daffodil
International
University

Internship Report on

An Evaluation on Business Development Operations at SK International



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Submission Date: 30 June 2025

Letter of Transmittal

Date: June 20, 2025

To

Dr. Mohammad Shibli Shahriar

Professor & Director, MBA Program

Department of Business Administration

Faculty of Business & Entrepreneurship

Daffodil International University

Daffodil Smart City, Ashulia, Dhaka-1341

Subject: Submission of Internship Report on “An Evaluation on Business Development Operations at SK International”

Dear Sir,

With due respect, I am pleased to submit my internship report entitled “**An Analytical Study of Human Resource and Business Development Functions of SK International**”, which has been prepared as a requirement for the completion of the MBA program under the Department of Business Administration, Daffodil International University.

This report is based on the practical experiences I have been working at SK International for over one year; however, I officially completed a four-month internship program as part of my MBA curriculum. This report focuses on analyzing the Human Resource practices and business development activities observed during my internship period. I have made every effort to present the information in a clear, concise, and organized manner. I genuinely hope this report reflects the effort I’ve put into the internship and meets your expectations. Thank you for your continuous guidance and encouragement throughout the process. If you have any questions or need further information, I’ll be happy to clarify. I truly appreciate your time and support.

Sincerely Yours,



Afnan Hossain Priyo

ID: 241-14-011

Program: MBA

Major in HRM

Department of Business Administration

Daffodil International University

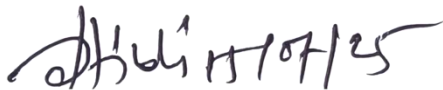
Certificate of Supervisor

This is to certify that **Mr. Afnan Hossain Priyo (ID: 241-14-011)**, a student of the MBA program in the Department of Business Administration at Daffodil International University, has completed his internship at **SK International** under my supervision during the assigned internship period.

Throughout the internship, he demonstrated strong commitment and carried out his responsibilities satisfactorily. The internship report titled “**An Evaluation on Business Development Operations at SK International**” is based on his practical involvement and firsthand observations during this time.

As far as I am aware, this report is his original work and has not been submitted elsewhere for any academic award.

I wish him continued success in all his future professional endeavors.



.....

Dr. Mohammad Shibli Shahriar

Professor & Director, MBA Program

Department of Business Administration

Daffodil International University

Date: _____

Student's Declaration

I, **Afnan Hossain Priyo (ID: 241-14-011)**, declare that the internship report titled “**An Evaluation on Business Development Operations at SK International**” submitted to the Department of Business Administration at Daffodil International University is entirely based on my own work and experiences during the internship period.

I also declare that this report has not been submitted to any other university or institution for any degree or diploma. All sources of information and references used in this report have been properly acknowledged.

I am fully responsible for the content of this report and take the sole responsibility for any errors or omissions therein.



.....

Afnan Hossain Priyo

ID: 241-14-011

MBA Program

Major in Human Resource Management

Daffodil International University.

Acknowledgement

First of all, I would like to express my deepest gratitude to Almighty Allah. We bear witness that there is none worthy of worship except Allah, the Merciful, the Forgiving, and we also bear witness that Muhammad (SM) is Allah's slave and messenger.

I then express my sincere thanks to my loving parents for their constant prayers, endless love, and support throughout my life. Their encouragement and belief in me have always been a source of strength.

My heartfelt gratitude goes to my honorable academic supervisor, **Dr. Mohammad Shibli Shahriar**, Professor & Director of the MBA Program, Department of Business Administration, Daffodil International University, for his kind guidance, constructive feedback, and continuous support throughout the internship period and during the preparation of this report.

I am also thankful to all the respected faculty members, staff, and my classmates of the Department of Business Administration for their cooperation, academic support, and motivation during my MBA journey.

I would like to express my sincere appreciation to the management of **SK International** for allowing me to complete my internship in their organization. I am especially grateful to the senior management, field supervisors, and colleagues at SK International for their cooperation, valuable insights, and kind assistance in helping me understand the practical aspects of human resource and business development functions.

Finally, I once again express my gratitude to all who supported me directly or indirectly in the successful completion of this internship report. I firmly believe that the knowledge and experience I have gained during this internship will be a valuable asset in my future professional career.



.....
Afnan Hossain Priyo

ID: 241-14-011

MBA Program

Major in Human Resource Management

Daffodil International University

Executive Summary

This internship report is prepared as a partial requirement for the completion of the Master of Business Administration (MBA) program at Daffodil International University. The report is based on a four-month internship at **SK International**, a reputed construction and material supply firm located in Kaliakair, Gazipur.

The title of the report is **“An Evaluation on Business Development Operations at SK International”**. The primary aim of this study is to analyze the human resource practices and business development processes observed during the internship period. Although the internship was for four months, the author has been associated with the organization for over a year, which provided deeper insight into its operations and workforce dynamics.

The report highlights several key HRM areas such as recruitment, labor handling, tender and bill documentation, banking coordination, material procurement, stakeholder negotiation, and logistical support. It also emphasizes the practical challenges faced by HR departments in a partnership-based, decentralized construction business environment.

Data were collected through practical observation, informal interviews, and active participation in day-to-day operations. The study outlines real-world applications of HR theories and compares them with traditional practices in the Bangladeshi construction sector.

In addition to HR-related tasks, the internship also involved direct involvement in project-related discussions and political coordination, which enriched the intern's understanding of organizational strategy and leadership in a high-pressure field.

The report concludes with key findings and practical recommendations to improve HR structure, communication, accountability, and policy development within SK International. This internship experience has not only enhanced the intern's academic knowledge but also equipped him with practical skills for future professional endeavors in the HR and construction sectors.

Plan of Internship Program

As part of the MBA program at Daffodil International University, I completed a mandatory internship to connect academic learning with practical business experience. The internship took place from 12 January to 20 May, lasting about 18 weeks. I was assigned to SK International, a well-known construction and material supply firm in Kaliakair, Gazipur.

Although I have been working with the company for over a year, this report focuses on the official four-month internship required by the university. The internship was planned to provide hands-on experience in core HR and business development functions. Below is a phase-wise summary of the program:

Internship Phase	Time Period	Learning Area	Activities Performed
Phase 1: Orientation	Week 1 – Week 2	Understanding Organizational Structure & Key Projects	Observed management structure, reviewed ongoing & completed project files
Phase 2: HR Operations	Week 3 – Week 6	Recruitment, Attendance, Payroll, and Labor Management	Maintained labor records, processed wage sheets, managed attendance and site allocation
Phase 3: Documentation & Billing	Week 7 – Week 9	Tender Paperwork, Running Bills, and Submission Protocols	Assisted in preparing BOQs, bill drafts, and document submissions to relevant offices
Phase 4: Business Development	Week 10 – Week 12	Stakeholder Meetings, Negotiation, and Material Sourcing	Participated in discussions with partners and suppliers; handled material quotations
Phase 5: Logistics & Coordination	Week 13 – Week 15	Delivery Management and Transport Operations	Ensured site delivery of materials, managed trucks and local permits
Phase 6: Final Reporting	Week 16 – Week 18	Data Compilation and Report Writing	Collected field data, noted operational challenges, and documented insights

The internship was supervised by **Dr. Mohammad Shibli Shahriar**, MBA Program Director, DIU. He helped me apply HRM theory to practical construction business experience.

Table of Contents	Page No.
<i>Letter of Transmittal</i>	<i>i</i>
<i>Certificate of Supervisor</i>	<i>ii</i>
<i>Student's Declaration</i>	<i>iii</i>
<i>Acknowledgement</i>	<i>iv</i>
<i>Executive Summary</i>	<i>v</i>
<i>Plan of Internship Program</i>	<i>vi</i>
<i>Table of Contents</i>	<i>vii</i>
Chapter 1: Introduction	1
1.1 Introduction	2
1.2 Background of the Study	3
1.3 Scope of the Study	4
1.4 Significance of the Study	4
1.5 Objectives of the Study	5
1.6 Limitations of the Study	5
Chapter 2: Organizational Overview	6
2.1 Introduction to the Construction Industry of Bangladesh	7
2.2 Overview of SK International	7
2.3 Nature of Business and Services	8
2.4 Operational Structure and Team Dynamics	9
2.5 SWOT Analysis of SK International	10-11
Chapter 3: Methodology	12
3.1 Research Design	13
3.2 Data Collection Methods	13
3.3 Sampling Technique and Sample Size	14
3.4 Tools and Instruments Used	14-15
3.5 Data Analysis Procedure	15
Chapter 4: Internship Experience and HR Practices	16
4.1 Nature of Internship Role	17
4.2 HR Operations and Functions Observed	18
4.3 Business Development Activities Participated	19
4.4 Recruitment & Labor Handling Process	20
4.5 Tender and Bill Documentation Process	21
4.6 Coordination with Banks and Procurement Activities	22
4.7 Stakeholder Communication and Political Influence	23
4.8 Challenges Faced During Internship	24
4.9 Skills Learned and Practical Knowledge Gained	25
Chapter 5: Analysis and Findings	26
5.1 Analysis of HR and Business Processes	27
5.2 Key Observations and Practical Implications	27-28
5.3 Findings of the Study	28
Chapter 6: Recommendations and Conclusion	29
6.1 Recommendations	30
6.2 Conclusion	31
Bibliography	32

Chapter 1: Introduction

1.1 Introduction

Internship is an essential component of the MBA program at Daffodil International University, aimed at bridging academic learning with real-world organizational practices. It allows students to gain practical exposure to business functions, understand professional work culture, and apply theoretical knowledge to solve real-life challenges.

As part of this requirement, I completed my internship at **SK International**, a well-known construction and materials supply firm located in Kaliakair, Gazipur. Although I have been involved with the firm for over a year, this report focuses on the university-mandated four-month internship duration, during which I worked in the capacity of an **HR Executive – Business Development**.

My responsibilities during this internship were broadly divided into two areas: **Human Resource Management** and **Business Development Operations**. In the HR domain, I was involved in the recruitment of skilled and unskilled labor, preparing contracts, maintaining employee databases, monitoring attendance and shift schedules, and handling payroll coordination with the accounts department. I was also responsible for addressing site-level grievances, resolving worker disputes, managing leave records, and ensuring workplace discipline and safety compliance at project sites.

On the business development side, I actively contributed to preparing government and private project tender documents, coordinating with engineers for bill estimations (BOQ), and submitting tenders both online and offline. I participated in running and final bill processing, submitted documentation to relevant government offices, and regularly followed up for outstanding payments. My work also included procurement activities such as sourcing sand, stone, steel, and cement, negotiating with vendors, and verifying material delivery to sites.

Additionally, I handled logistics support, including truck coordination, material delivery timing, and permit management. I engaged in banking operations such as LC handling, salary processing, and supplier payments, and occasionally assisted senior management with project negotiation, stakeholder meetings, and partnership discussions. I was also involved in drafting company profiles and maintaining communication with political and local contacts when required.

This internship provided me with a comprehensive view of HR practices and construction business operations in a real-life setting, especially within a partnership-based organization where decision-making is often decentralized. The report aims to analyze and document the functions, challenges, and insights I encountered, linking them to theoretical knowledge from the MBA curriculum.

1.2 Background of the Study

In developing countries like Bangladesh, the construction industry plays a pivotal role in national infrastructure and economic growth. However, despite its importance, many construction firms operate without structured human resource policies or formalized business development frameworks. Unlike corporate environments, these firms often depend on informal practices, family-based partnerships, and experience-driven decision-making processes. As a result, the efficiency of HR operations and project execution largely relies on personal initiative, field-based negotiation, and network-based stakeholder management.

SK International, a reputed construction and materials supply firm based in Kaliakair, Gazipur, operates within this exact context. The firm primarily works on government tenders and private development projects involving land development, sand and steel supply, and heavy construction materials. Due to its partnership-based ownership structure, responsibilities and authority often overlap, which can create delays in execution and confusion in task allocation. Even with some structural limitations, the company has continued to move forward, largely through practical HR approaches, strong professional networks, and quick, on-the-spot decision-making.

During my internship, I had the chance to observe how HR activities function in a setting that lacks strict formal systems. I was involved in tasks ranging from hiring workers and managing payments to preparing tender documents and sourcing materials. The work environment was fast-paced and required a high level of adaptability and responsibility.

I also witnessed how political influences, delays in payments from government agencies, and on-site issues impact the internal operations of a firm like this. These experiences helped me better understand how external realities shape day-to-day business decisions.

With that in mind, this report aims to examine how HR and business development tasks are actually handled in a field-based, non-corporate construction firm — and how those real-world practices often differ from the structured methods we learn in academic settings. It also looks at areas where such firms can improve their processes and operate more effectively within the context of Bangladesh's construction industry.

1.3 Scope of the Study

This internship report mainly focuses on the Human Resource practices and Business Development activities of SK International, a construction and materials supply company located in Kaliakair, Gazipur. The study looks into how HR operations are carried out in a decentralized, partnership-run organization where formal systems and policies are not always in place.

Based on my four-month internship experience, the report highlights several important operational areas I was directly involved in:

1. Labor recruitment, attendance monitoring, and wage distribution
2. HR documentation and leave management practices
3. Preparation and submission of tender and billing documents
4. Procurement of construction materials including sand, steel, and cement
5. Project negotiation, vendor communication, and stakeholder coordination
6. Logistical support and on-site delivery management
7. Banking activities such as salary processing and supplier payments

1.4 Significant of the Study

The construction industry plays a major role in Bangladesh's economic growth and infrastructure development. Companies like SK International are deeply involved in essential projects such as road construction, power grid installations, water and land development, and bridge building. However, many firms in this sector still rely on informal HR practices and operate under decentralized management systems.

This report is important because it provides insight into how HR and business development functions actually work in a field-based, partnership-driven construction firm. It also highlights the real-world difficulties of managing large labor forces and coordinating with a range of stakeholders — including government bodies, private clients, and political contacts.

In doing so, the report helps connect academic HRM theories with their practical use in the construction industry. The lessons and observations shared here can benefit not only SK International but also similar organizations looking to improve their internal processes, set clearer policies, and strengthen coordination with partners and authorities.

By reflecting on these experiences, the study offers a clearer understanding of how construction firms in Bangladesh operate and suggests ways they can grow more sustainably and work more professionally over time.

1.5 Objectives of the Study

Broad Objective:

The main purpose of this internship report is to examine the Human Resource Management and Business Development practices followed at SK International — a construction firm run under a partnership model. The report looks into how key HR tasks like recruiting workers, managing labor, and handling payroll are linked with business development activities such as preparing tenders, working with stakeholders, and managing procurement — all within the context of active project execution.

Specific Objectives:

- To observe and evaluate how labor recruitment, attendance tracking, and payroll tasks are handled in ongoing construction projects.
- To examine the processes behind tender preparation, billing, and overall contract documentation.
- To understand how coordination is maintained with external parties, including government offices, political contacts, and project partners.

1.6 Limitations of the Study

During this internship report preparation, the following limitations were experienced that affected the study's scope and depth:

1. Confidentiality agreements prevented me from accessing certain financial and operational documents.
2. The internship period was limited to four months, which restricted the opportunity to thoroughly observe all project sites.
3. There were no formal HR manuals or well-structured documents available, making it harder to analyze some processes.
4. Some field-level laborers and stakeholders were sometimes unwilling to provide complete or fully honest feedback.
5. Due to political sensitivity and ethical reasons, I could not discuss some external influences in detail.

Despite these limitations, efforts were made to collect accurate information through direct involvement, observation, and discussions with key personnel.

2.1 Introduction to the Construction Industry of Bangladesh

The construction sector is one of the fastest-growing and most important industries in Bangladesh, playing a crucial role in the country's overall economic and social progress. It greatly contributes to GDP growth, creates jobs, and supports the building of key infrastructure like roads, bridges, highways, power networks, urban housing, and water management systems.

This growth is largely driven by government programs such as Vision 2041 and various Five-Year Plans, which have boosted both public and private construction projects. Large-scale projects like the Padma Bridge, Metro Rail, and elevated expressways have improved connectivity across the country, while also increasing the need for skilled workers, new technology, and better project management. The industry depends heavily on manual labor and employs a significant number of informal workers. Although most visible in cities, construction activities have also expanded significantly in rural and semi-urban areas through land development, housing, and road building.

However, the sector faces several challenges. These include delays caused by bureaucracy, political interference, a shortage of skilled labor, weak safety standards, and informal human resource practices. Despite these obstacles, the increasing participation of private companies, foreign investors, and public-private partnerships (PPP) is expected to drive continuous growth and modernization. As a result, the construction industry remains a vital driver of Bangladesh's national development.

2.2 Introduction to SK International

SK International is a well-known construction and materials supply company based in Bangladesh. The firm was founded with a clear goal: to provide high-quality infrastructure solutions across the country. They work on a variety of projects, including building national roads and highways, installing power grids, supporting Bangladesh Water Development Board initiatives, developing land, and constructing foot over bridges.

Over the years, SK International has completed many important projects for both the government and private clients. Some notable examples include the **Dhaka-Tangail 4 Lane Road Project, the Konabari Foot Over Bridge, Kodda Bridge, the Hyundai Car Factory (Fair Technology), and the Nokia Head Office located in Bangabandhu Hi-Tech Park.** The company has also been a key supplier of materials for large infrastructure works such as the **PGCB 230 kV Giant Project in Savar, Kaliakair, Dhamrai, and Sylhet.**

Beyond these, SK International has contributed to several national mega projects by providing essential construction materials. These include the **Dhaka Metro Rail Project, the Elevated Expressway, and the BRTA Joydebpur–Dhaka Road Development project.**

Apart from direct project execution, SK International efficiently manages multiple subcontracted works to ensure timely and high-quality delivery. Supported by three to four sister concerns engaged in complementary construction-related businesses, the company has significantly strengthened its operational capacity and regional presence. With a strong commitment to quality, timely completion, and effective stakeholder coordination, SK International has established itself as a trusted and leading player in Bangladesh's construction sector.

2.3 Nature of Business and Services

SK International is a full-service construction contractor and material supply firm, primarily operating across Bangladesh. The company is engaged in infrastructure development through both civil construction works and the procurement and delivery of high-quality building materials.

Nature of Business:

SK International operates under a partnership-based business structure, which offers operational flexibility and rapid decision-making. The company actively participates in every stage of project execution—from planning and resource allocation to implementation and final delivery. It also frequently collaborates with larger construction entities as a subcontractor for national-level infrastructure projects.

Core Services:

- **Civil Construction Works:** Execution of infrastructure projects including roads, highways, land development, bridges, and foot over bridges in various regions across Bangladesh.
- **Steel Building Construction:** Design and fabrication of steel structure buildings for factories, commercial spaces, and institutional facilities.
- **Government Infrastructure Projects:** Active participation in government contracts under organizations such as the Power Grid Company of Bangladesh (PGCB), Bangladesh Water Development Board (BWDB), and the Bangladesh Bridge Authority.
- **Material Supply:** Procurement and delivery of key construction materials—such as sand, steel, cement, bricks, and aggregates—for mega infrastructure projects including the Dhaka Metro Rail, Elevated Expressway, and the Joydebpur–Dhaka Road (BRTA).
- **Subcontract Management:** Execution of works under subcontracting arrangements for large-scale projects, providing technical and logistical support to lead contractors.

With its integrated approach to construction and materials management, SK International ensures quality, efficiency, and reliability in delivering complex infrastructure solutions across Bangladesh.

2.4 Operational Structure and Team Dynamics

SK International operates through a flexible yet functional operational structure that allows it to respond efficiently to the demands of both government and private construction projects. The firm follows a decentralized decision-making approach due to its partnership-based ownership, where key partners are directly involved in strategic decisions and project execution.

Organizational Hierarchy:

The core operational structure includes the following key roles:

- **Managing Partners:** The highest level of authority, responsible for strategic planning, project negotiation, and overall business development.
- **Project Managers :** Oversee individual projects, monitor progress, coordinate with site supervisors, and report directly to the Department Head
- **HR & Administrative Team:** Manages labor recruitment, attendance, payroll, leave, documentation, and site-level HR issues.
- **Procurement & Logistics Team:** Responsible for sourcing materials, coordinating transportation, and ensuring timely delivery of construction supplies.
- **Accounts & Billing Unit:** Prepares running bills, manages payments, and coordinates with banks and government offices for financial processing.
- **Field Supervisors & Skilled Laborers:** The front-line workforce responsible for day-to-day site activities, machinery operations, and execution of physical construction tasks.



Organizational Structure of SK International

Team Dynamics:

Despite lacking a highly formalized hierarchy, the internal communication at SK International is strong, largely due to close collaboration among partners, managers, and field teams. The operational environment promotes direct communication, quick decision-making, and adaptive resource allocation. This informal yet effective dynamic allows the firm to maintain agility and meet tight deadlines in complex construction environments.

Stakeholder communication, including coordination with government officials, political liaisons, and private vendors, is usually handled by senior partners or designated managers. Inter-departmental collaboration is frequent, especially between HR, logistics, and project teams, ensuring alignment across project goals and workforce needs.

2.5 SWOT Analysis of SK International

A SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) helps to evaluate the strategic position of SK International in the competitive construction and materials supply industry of Bangladesh. It reflects the company's internal capabilities and external challenges that impact its operational and business performance.

❖ Strengths:

- ✓ **Diverse Project Portfolio:** Successful execution of a wide range of projects, including roads and highways, bridges, land development, foot over bridges, and steel structure buildings.
- ✓ **Government Contract Experience:** Proven record of working with top government bodies like PGCB, BWDB, BBA, LGED, etc., including prestigious projects such as Dhaka–Tangail 4-Lane Road, Konabari Foot Over Bridge, and Kodda Bridge.
- ✓ **Material Supply Capability:** In-house expertise in supplying key construction materials (e.g., sand, cement, steel) to mega projects like Metro Rail, Elevated Expressway, and BRTA road expansion.
- ✓ **Flexible Partnership Model:** Decentralized and agile decision-making through direct partner involvement.
- ✓ **Strong Field Team:** Skilled and experienced workforce across construction, logistics, and project sites.
- ✓ **Expert in Land Development :** Proven record of best experience in land development work all over Bangladesh.

❖ Weaknesses:

- **Informal HR Structure:** Absence of formalized HR policies, job descriptions, and performance management systems.
- **Partner-Level Overlaps:** Multiple partners involved in decision-making sometimes leads to delays or role ambiguity.
- **Limited Technological Use:** Dependency on manual tracking and lack of modern construction software (e.g., ERP, BIM).
- **Over-reliance on Personal Networks:** Relationship-based project acquisition creates risk during political or organizational shifts.

❖ Opportunities:

- **Growing Infrastructure Market:** Massive ongoing investments in roads, expressways, and power grid development across Bangladesh.
- **Public-Private Partnership (PPP):** Government's interest in PPP opens doors to high-value, long-term contracts.
- **Technological Integration:** Potential to improve efficiency by adopting digital tools like logistics software, GPS-based tracking, and digital tender platforms.
- **Workforce Development:** Implementing formal training for laborers and junior staff could boost performance and safety compliance.

❖ Threats:

- ◆ **Political & Bureaucratic Risks:** Delays in tender approval, fund disbursement, or contractor clearances due to administrative red tape.
- ◆ **Delayed Payments:** Common in public projects; creates pressure on payroll and supplier dues.
- ◆ **Market Competition:** Facing increasing competition from both local giants and foreign contractors in large-scale tenders.
- ◆ **Environmental & Legal Regulations:** Sudden changes in environmental laws, labor rules, or tax codes could impact operations.

Chapter 3: Methodology

3.1 Research Design

The research design of this internship report is qualitative in nature and is based on direct observation, personal experience, and informal discussions during the internship period at **SK International**. The aim of this design is to explore and analyze the **Human Resource practices** and **Business Development operations** within a real-world construction environment, focusing on organizational structure, workflows, and stakeholder interactions.

This report follows a **descriptive and exploratory approach**, where the data was collected through on-the-job learning, conversations with supervisors, and participation in project-related tasks. The study does not follow any hypothesis-testing model but rather aims to identify patterns, issues, and practices that exist within a decentralized construction firm.

The report combines:

- **Primary Data** from internship experience, verbal feedback from colleagues, and documentation handled during project work
- **Secondary Data** from internal documents, government tender copies, relevant literature, and websites related to the construction industry in Bangladesh

This design helps to reflect a practical understanding of how HR and operational activities are managed in partnership-based construction firms like SK International.

3.2 Sampling Technique

This study follows a non-probability purposive sampling technique, where the sample selection was based on relevance, availability, and accessibility of key individuals during the internship period at SK International. Since the report is based on a practical internship experience rather than statistical generalization, purposive sampling allowed the researcher to gather insights from those directly involved in HR operations, project coordination, procurement, and logistics.

Stakeholders selected for data collection included:

- ✧ HR executives and administrative staff.
- ✧ Project managers and site engineers.
- ✧ Logistics coordinators and procurement officers.
- ✧ Field supervisors and senior laborers.
- ✧ Managing partners and finance officers.

These individuals were chosen based on their direct involvement in the core operational functions relevant to the report's objective.

3.3 Sample Size

The sample size for this study was kept limited yet strategic, focusing on functional diversity rather than numerical quantity. A total of 12 individuals were directly consulted through informal interviews and daily interactions, distributed as follows:

Designation	Number of Respondents
HR/Admin Executives	02
Project Managers/Site Engineers	03
Procurement & Logistics Team	02
Field Supervisors/Labor Heads	03
Managing Partner/Finance	02
Total	12

This sample size was sufficient to collect relevant insights into the human resource processes, business development strategies, and day-to-day construction operations practiced at SK International.

3.4 Tools and Instruments Used

To prepare this internship report on “An Analytical Study of Human Resource and Business Development Functions of SK International,” a combination of qualitative tools and instruments were used to gather, record, and analyze relevant data and observations during the internship period.

The tools and instruments used are as follows:

Informal Interviews:

Informal conversations and one-on-one discussions were conducted with project managers, HR executives, field supervisors, and managing partners to gather insights into their daily responsibilities, challenges, and operational strategies.

Observation Method:

Direct observation at project sites and office settings provided first-hand understanding of work culture, labor management, logistics handling, documentation processes, and stakeholder interactions.

Organizational Documents: Review of internal documents such as:

1. Project work orders
2. Tender and billing papers
3. Attendance sheets
4. Payroll summaries
5. Material delivery challans
6. Procurement records

These documents helped in understanding how official tasks were executed and recorded.

Field Notes and Diaries:

Personal notes were maintained throughout the internship to document daily experiences, challenges faced, and key takeaways.

Digital Tools:

- ✓ MS Word: For drafting and compiling the report
- ✓ MS Excel: For tracking labor data, payment records, and materials flow
- ✓ Google Drive: For storing documents, scanned bills, and work progress files
- ✓ Email & WhatsApp: For communication with vendors, site staff, and supervisors

These instruments supported a holistic approach to collecting qualitative data from both administrative and field environments of SK International.

3.5 Data Analysis Procedure

The data analysis procedure for this internship report was primarily qualitative in nature. Since the study is based on practical experience at SK International, the approach focused on identifying patterns, themes, and insights related to Human Resource practices and Business Development operations within the firm.

The steps followed in analyzing the collected data are as follows:

Data Categorization:

Collected information from informal interviews, field notes, observations, and organizational documents was sorted according to major operational areas:

1. HR operations (recruitment, attendance, payroll)
2. Procurement and logistics
3. Tendering and billing
4. Stakeholder engagement
5. Site management

Thematic Analysis:

Recurring themes and challenges were identified such as informal HR processes, partner-level decision-making, supply chain coordination, and inter-department communication gaps.

Cross-Validation:

Information obtained through observation was cross-checked with verbal inputs from multiple sources (e.g., HR officers, site managers, partners) to ensure accuracy and reliability.

Interpretation and Reporting:

Insights were interpreted through the lens of Human Resource Management and Business Development theories, and then organized into relevant chapters of the report. Visual tools such as tables and structured lists were used where applicable.

This approach helped transform raw internship experiences into meaningful reflections and actionable findings that contribute to a deeper understanding of how a construction-based firm like SK International operates in real-world conditions.

Chapter 4: Internship Experience and HR Practice

4.1 Nature of Internship Role

During my internship at **SK International**, I worked in the dual capacity of **HR Executive – Business Development**, where I was exposed to both administrative and project-based operations of a construction and material supply firm. Although the official internship duration was four months, I had already been working in the organization for over a year, which provided me with deeper insight into the practical challenges and internal dynamics of the business.

My role involved a unique blend of **human resource management, tender documentation, material procurement, stakeholder coordination, and logistics supervision**. The nature of the work was both **strategic and field-based**, requiring close collaboration with internal teams and external entities including government offices, site engineers, political figures, and suppliers.

Key responsibilities included:

- ✓ Assisting in labor recruitment and maintaining site-wise attendance records
- ✓ Preparing and processing salary disbursement sheets
- ✓ Drafting tender documents and compiling project billing files
- ✓ Coordinating with suppliers for procurement of sand, steel, and other materials
- ✓ Supporting banking procedures for vendor payments and fund transfers
- ✓ Participating in meetings with project stakeholders and contractors
- ✓ Monitoring delivery schedules and managing transport logistics
- ✓ Preparing project progress reports and maintaining communication between departments

The internship allowed me to gain real-world experience in a decentralized, partner-driven construction company where formal HR systems were minimal but efficiency relied heavily on coordination, communication, and adaptability.

This role significantly enhanced my ability to apply academic knowledge in areas such as labor law, HRM practices, negotiation, supply chain, and organizational behavior in a dynamic construction environment.



Figure: Konabari Foot Over Bridge Project Night shift site visit during material delivery and supervision.

4.2 HR Operations and Functions Observed

During my internship at SK International, I closely observed and participated in various Human Resource operations and functions essential for managing a construction workforce in a decentralized environment. The HR activities at SK International were largely practical and hands-on, tailored to meet the unique demands of labor-intensive construction projects.

Key HR Operations Observed:

- ✓ **Labor Recruitment and Engagement:** Recruitment was primarily informal, relying on local networks, referrals, and direct hiring at project sites. Laborers were hired based on immediate project needs, and contracts were often verbal or loosely documented.
- ✓ **Attendance and Time Management:** Daily attendance was maintained manually through registers and attendance sheets at project sites. This data was then compiled at the head office for payroll processing.
- ✓ **Wage and Salary Processing:** Payroll management involved preparing wage lists based on attendance records. Payments were disbursed weekly or monthly depending on the labor category. The HR team coordinated with the accounts department to ensure timely salary release.
- ✓ **Leave and Absence Management:** Leave policies were informal; absence was managed through direct supervisor communication. Due to the nature of field labor, sick leaves or casual leaves were accommodated flexibly.
- ✓ **Documentation and Record Keeping:** Although formal HR documents were limited, basic records like labor attendance, payment receipts, and contracts were properly maintained to keep track of worker deployment and payments.
- ✓ **Conflict Resolution and Employee Relations:** On-site supervisors and HR staff handled minor disagreements between workers by mediating and stepping in directly, helping to keep the projects running smoothly.
- ✓ **Training and Safety Briefings:** While formal training sessions were uncommon, supervisors regularly gave safety instructions and on-the-spot guidance to help reduce accidents and boost work efficiency.
- ✓ **Coordination with External Stakeholders:** The HR team liaised with government and local leaders to ensure smooth operations and compliance.

The HR practices I observed were practical and aimed at keeping operations running smoothly, rather than strictly following formal policies. This gave me valuable insight into how a flexible workforce is managed in the fast-moving and often complex world of construction.

4.3 Business Development Activities Participated

During my internship at SK International, I took part in a range of business development activities that are essential for driving growth in the construction and materials supply industry. This work involved coordinating with different teams inside the company as well as communicating with clients and partners outside. Through these experiences, I gained insight into how business opportunities are turned into actual contracts and how important relationships with key stakeholders are maintained and strengthened.

Major Business Development Tasks Participated:

- ✓ **Project Negotiation & Proposal Drafting:** Assisted senior partners in preparing initial proposals and quotations for upcoming government and private tenders. Participated in internal meetings regarding cost estimation and project scope.
- ✓ **Client & Vendor Meetings:**
Accompanied my supervisor to meetings with representatives of Roads & Highways Department (RHD), LGED, BWDB, and other authorities to discuss ongoing and upcoming projects.
- ✓ **Market Research & Material Sourcing:** Conducted market comparisons on construction materials (sand, cement, steel) to identify reliable vendors offering competitive rates and timely delivery schedules.
- ✓ **Documentation Support for New Contracts:** Helped in preparing essential supporting documents (company profile, past work certificates, turnover documents, etc.) for E-Tender submissions and business acquisition.
- ✓ **Site Visit Coordination for New Projects:** Coordinated with project managers and survey teams to visit potential construction sites for client briefings and technical assessments.
- ✓ **Follow-up with Political Liaisons:** Monitored communication with local political liaisons and local representatives who often influence or facilitate government project approvals.

These activities helped me understand how business growth in the construction sector is achieved not just through bidding but through relationship management, negotiation, and field-level responsiveness.

4.4 Recruitment & Labor Handling Process

One of the most vital components of SK International's operations is its approach to labor recruitment and field-level workforce management. During my internship, I observed and participated in several activities that gave me practical exposure to how a construction firm recruits, manages, and resolves issues with its large, mobile labor force.

- ✓ **Recruitment Process: Informal & Referral-Based Hiring:**
SK International mostly uses informal methods of labor hiring. Site supervisors, subcontractors, and local labor contractors refer skilled and unskilled workers based on project needs.
- ✓ **Demand-Based Recruitment:** Labor is not maintained on a permanent payroll. Instead, hiring is done based on project schedules, scope, and deadlines. Laborers are recruited for short-term assignments and rotated between sites.
- ✓ **Initial Briefing & Site Orientation:** Once hired, laborers are given on-site instructions, safety briefings, and task assignments by field supervisors. Formal training is rare, but senior workers often guide the new ones.
- ✓ **Labor Handling Activities: Attendance and Wage Sheet Management:**
Maintained daily attendance logs manually at site level and updated them for preparing wage sheets, which were later processed by the accounts department.
- ✓ **On-site Supervision and Conflict Management:** Assisted supervisors in resolving labor conflicts related to wage disputes, working hours, or living conditions, ensuring minimum disruption to work.
- ✓ **Worker Motivation and Discipline:** Observed how verbal motivation, quick conflict resolution, and providing essential tools or food allowances were used to retain laborers and keep them disciplined.
- ✓ **Workforce Allocation:** Helped assign laborers to different parts of projects based on skill level (e.g., steel cutting, sand layering, brick work) in coordination with field engineers.

The recruitment process at SK International is highly adaptive and practical, which suits the dynamic and demanding nature of the construction industry. The learning gained in this area was extremely valuable in understanding human capital management in informal settings.

4.5 Tender and Bill Documentation Process

In a construction and materials supply firm like SK International, the tendering and billing process is a core function that directly influences project acquisition and revenue generation. During my internship, I had the opportunity to be involved in several key documentation activities related to tender submission and bill processing, especially for government infrastructure projects.

Tender Documentation Activities:

E-GP Portal Usage: Observed the use of the Electronic Government Procurement (e-GP) system for collecting tender notices and submitting necessary documents.

Document Collection & Preparation: Assisted in gathering and organizing required papers such as:

1. Trade license
2. VAT and TIN certificates
3. Bank solvency statements
4. Company profile and work completion certificates
5. BOQ (Bill of Quantities), rate analysis, and technical specifications

Tender Submission:

Participated in submitting digital files and coordinating courier deliveries of hard copies when necessary, ensuring they met deadlines and formatting requirements.

Bill Documentation Activities:

- **Running Bill Preparation:**
Helped prepare “Running Bills” for ongoing projects by collecting site measurement data, supplier invoices, and attendance-based labor payments.
- **Supporting Documents for Bill Submission:**
Attached necessary papers such as work progress reports, delivery challans, material consumption reports, and site engineer certifications.
- **File Submission to Authorities:**
Coordinated submission of bills to government departments (LGED, RHD, PGCB, etc.) and followed up with office clerks or accounts officials regarding approval timelines.
- **Bank Coordination for Bill Payment:**
After submission, assisted in following up with banks to confirm fund disbursement and cheque collection.

Working on the tender and bill documentation process enhanced my understanding of compliance, documentation precision, and how administrative activities drive financial flow in construction projects.

4.6 Coordination with Banks and Procurement Activities

During my internship at SK International, I was actively involved in both financial coordination with banks and procurement-related activities essential for running construction projects smoothly. This part of the experience gave me a clear view of how a construction firm manages cash flow, vendor payments, and timely supply of construction materials.

Coordination with Banks:

- ✓ **Salary and Vendor Payment Processing:** Assisted in preparing salary statements and vendor payment requests for submission to the company's bank accounts.
- ✓ **Cheque Collection and Deposit:** Participated in collecting cheques from project authorities and submitting them to the bank for deposit into the company's accounts.
- ✓ **Bank Statements and Solvency Certificates:** Collected bank statements and solvency documents for tender purposes and for financial reporting in government submissions.
- ✓ **Online Transactions and Fund Transfers:** Observed the usage of online banking platforms to transfer payments to suppliers and contractors, especially in urgent situations.

Procurement Activities:

- ✓ **Vendor Communication:** Maintained regular contact with vendors supplying sand, steel, cement, bricks, and aggregates. Negotiated pricing, delivery timelines, and payment terms under supervision.
- ✓ **Quotation Collection and Comparison:** Helped prepare comparative statements by collecting quotations from multiple suppliers for required materials before finalizing purchases.
- ✓ **Purchase Order Preparation:** Assisted in drafting purchase orders and ensuring that they included all necessary specifications like quantity, quality grade, and delivery site.
- ✓ **Material Delivery Monitoring:** Coordinated with transport drivers and project site managers to confirm timely delivery and unloading of materials.
- ✓ **Quality Checking and Issue Resolution:** Observed how disputes regarding substandard or delayed supplies were handled—either through renegotiation, partial payments, or supplier replacement.

This dual responsibility of managing banking and procurement activities helped me understand the financial and operational backbone of a construction project, where delays or inefficiencies in either area can disrupt the entire workflow.

4.7 Stakeholder Communication and Political Influence

In Bangladesh's construction sector—particularly in government-funded projects—building strong relationships with stakeholders and handling political factors are often key to keeping projects on track. During my internship at SK International, I observed firsthand how clear and consistent communication with various parties played a vital role in moving projects forward and ensuring their smooth continuation.

Stakeholder Communication Activities:

1) Government Officials: We maintained regular contact with project engineers, executive officers, and members of tender evaluation committees from organizations such as RHD, LGED, PGCB, BWDB, and the Bridge Authority. These conversations mainly involved progress updates, document reviews, and bill approval processes.

2) Political Liaisons: SK International maintains respectful working relationships with local political representatives and community influencers. These individuals often help with land access, easing administrative processes, and keeping project sites running without disruptions.

3) Suppliers and Vendors: Staying in touch with suppliers was essential for ensuring that quality materials were delivered on time. Quick follow-ups also helped meet urgent logistical demands, which is critical to keeping construction schedules on track.

4) Bank Officials: The team regularly coordinated with bank managers and staff for clearing cheques, handling account-related matters, and collecting tender-related solvency certificates as needed.

5) Project Clients and Partners: Frequent meetings—both formal and informal—were held with clients, subcontractors, and business partners to make sure everyone stayed aligned on timelines, project goals, and financial planning.

Observations on Political Influence:

- 1. Project Allocation:** In several cases, local political figures influenced the prioritization of specific projects or helped resolve site-based disputes that could delay work.
- 2. Problem-Solving Role:** Political actors were often approached to mediate when there were disagreements between site managers, local communities, or union groups.
- 3. Risk Factor:** While sometimes helpful, over-reliance on political links can expose a firm to risks if power dynamics shift or if informal expectations go unmet.

At SK International, senior partners and key managers carefully handle stakeholder communication, relying on their long-standing relationships and strong reputations. During my internship, I saw how crucial skills like negotiation, diplomacy, and clear communication are when managing relationships in the complex world of construction projects.

4.8 Challenges Faced During Internship

Although my internship at SK International was highly rewarding, it also came with a fair share of real-world challenges. These situations tested my ability to adapt, think on my feet, and communicate effectively in a fast-paced environment. Some of the difficulties were work-related, while others were more personal. Together, they offered learning experiences that went far beyond what can be taught in a classroom.

Key Challenges Faced:

- **Informal Work Culture:** The absence of formal HR systems (e.g., digital attendance, structured leave policy, or performance evaluation) made it difficult to document and analyze HR practices using academic frameworks.
- **Unstructured Documentation:** Many critical documents (e.g., project tenders, billing papers) were managed manually or inconsistently, which caused confusion and delay in file tracking and report compilation.
- **Time Pressure and Long Hours:** Construction deadlines were often tight, requiring work beyond traditional office hours, especially during tender submissions or bill finalizations.
- **Field-Level Communication Barriers:** Communicating with site laborers, drivers, and field supervisors was occasionally difficult due to language tone, lack of cooperation, or differing levels of literacy and professionalism.
- **Data Confidentiality Issues:** Access to financial and contract-related data was restricted, limiting the depth of certain analysis sections in the report.
- **Multi-Authority Confusion:** The partnership-based structure meant decision-making authority was sometimes unclear. Conflicting instructions from different partners or department heads created operational delays.
- **Handling Political Sensitivity:** Working with politically affiliated figures required discretion. Discussing certain issues openly was not possible, limiting transparency in some interactions.

Despite these challenges, I remained engaged, observed work culture closely, and adapted my communication and analysis style accordingly. These experiences taught me how to remain resourceful, patient, and proactive in complex work environments.

4.9 Skills Learned and Practical Knowledge Gained

My internship at SK International allowed me to gain real-world experience in how human resources and business development work in the fast-paced and demanding construction industry. Throughout my time with the company, I developed a range of skills and valuable insights that extended beyond classroom learning. Some of the key areas of growth included:

HR & Administrative Skills:

- 1) Supported in resolving minor labor disputes and gained a practical understanding of basic labor law compliance in a real-world setting.
- 2) Observed how HR responsibilities are managed informally within a partnership-based construction firm, often relying on trust and verbal agreements.
- 3) Learned how to manage daily attendance records, assist with payroll input preparation, and maintain leave-related documentation efficiently.

Documentation & Communication:

1. Acquired hands-on experience in preparing tender and billing documents for government projects.
2. Learned how to maintain filing systems, both physical and digital, under strict deadlines.
3. Practiced professional communication with external parties such as government officials, suppliers, and vendors.

Negotiation and Coordination:

1. Participated in price negotiations with vendors for materials like sand, steel, and bricks.
2. Worked with logistical teams to ensure smooth transport and delivery of materials to construction sites.

Technical Exposure:

1. Understood the flow of construction projects from tender acquisition to bill submission and project close-out.
2. Gained familiarity with BOQ (Bill of Quantities), running bill formats, and measurement books.

Adaptability and Problem-Solving:

1. Learned to operate in an unstructured and fast-paced environment, where multitasking was essential.
2. Adapted to diverse roles — sometimes shifting between administrative support, logistics coordination, and on-site tasks within a day.

This internship not only enhanced my understanding of HR functions in the real world but also equipped me with practical decision-making and organizational skills that are essential for any aspiring HR and business development professional.



Figures: Observing sand field logistics and on-ground supply management.

Chapter 5: Analysis and Findings

5.1 Analysis of HR and Business Processes

This section analyzes the Human Resource (HR) practices and business processes of SK International based on real-life internship observations. The firm follows informal methods in many core areas, which often create gaps between academic theory and field practices.

Key points of analysis:

- ✓ Recruitment is mostly informal and referral-based, with verbal contracts and site-level hiring.
- ✓ Attendance is maintained manually, with wage sheets prepared by HR using site registers.
- ✓ Business processes such as tender documentation and billing are paper-based and rely heavily on partner decisions.
- ✓ Decision-making is decentralized due to multiple partners being involved, causing occasional delays.
- ✓ Procurement, logistics, and banking coordination require strong interpersonal communication rather than systemized processes.
- ✓ Overall, HR and business functions operate efficiently in practice but lack formal documentation, digital systems, and clear delegation of authority, which can affect scalability and accountability.

5.2 Key Observations and Practical Implications

This subsection highlights critical observations made during the internship and outlines their practical significance in the context of a construction and material supply firm.

Key Observations:

- The absence of formal HR systems leads to inconsistent documentation and manual errors.
- There is no standardized job description or performance appraisal for employees.
- Field-level supervisors play a vital role in labor motivation and discipline.
- Tender submissions and bill collections depend on personal follow-ups with government offices.
- Political networks often influence project access or problem resolution, which is both an advantage and a potential risk.

Practical Implications:

- Introducing basic digital HR tools would improve transparency and data accuracy.
- Defining departmental responsibilities would help avoid role overlap and improve efficiency.
- Training programs and documentation standards would ease internal communication and audit readiness.
- Reducing dependence on political mediation would ensure more sustainable operations.

5.3 Findings of the Study

Based on the entire internship period and direct engagement with HR and business functions, the following major findings were identified:

- SK International is a fast-moving, experience-driven organization with informal workflows.
- HR activities are conducted through practical field knowledge rather than structured policies.
- The business development function relies on negotiation, vendor management, and timely documentation.
- Challenges such as role ambiguity, paper-based records, and decision delays were observed frequently.
- There is a strong need for digital systems, policy standardization, and process improvement to align with modern construction industry practices.

Chapter 6: Recommendations and Conclusion

6.1 Recommendations

Based on my internship experience at SK International, I would like to offer the following recommendations to improve its Human Resource practices and business development operations:

➤ **Formalize HR Operations:**

- I. Introduce a digital attendance and payroll system to reduce manual errors and improve transparency.
- II. Implement a basic HR policy manual covering leave types, grievance handling, and employee code of conduct.

➤ **Develop Training Programs:**

- I. Provide basic orientation and safety training to new site laborers and supervisors.
- II. Conduct periodic training for admin staff on documentation, procurement, and compliance to improve efficiency and accuracy.

➤ **Strengthen Documentation Standards:**

- I. Adopt standardized formats for tenders, bills, and contracts.
- II. Use digital filing systems to archive documents for easy retrieval and audit purposes.

➤ **Clarify Decision-Making Authority:**

- I. Clearly define duties of partners and department heads to minimize confusion and prevent delays in decision-making.

➤ **Enhance Vendor Management:**

- I. Maintain a centralized vendor database with pricing history and performance reviews.
- II. Establish formal agreements with major suppliers to ensure consistent quality and on-time delivery.

➤ **Leverage Political and Institutional Relationships Ethically:**

- I. While maintaining good relations with political stakeholders, ensure all interactions follow transparent and ethical procedures.
- II. Build a strong brand image so that the company becomes less dependent on informal influence.

6.2 Conclusion

My internship at SK International has been an invaluable learning experience, allowing me to apply what I learned in theory to real-life situations. I gained hands-on knowledge of HR operations, business development, labor management, tender processing, and procurement logistics—all within the fast-moving and complex construction industry.

Working in a decentralized, partnership-based company showed me how flexibility, teamwork, and informal communication can lead to success, even without strict corporate systems in place. While dealing with challenges like informality, multitasking, and managing different stakeholders, I got a firsthand look at how construction projects are carried out in a resource-limited but ambitious environment.

This report captures the practical realities I encountered during my four-month internship and includes suggestions to improve SK International's HR and business processes. The skills and insights I gained will definitely shape my future career as an HR professional in Bangladesh's rapidly changing industrial sector.

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