An Internship Report on "Budget and Budgetary Control of Dhaka Stock Exchange"

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This Internship Report is submitted to the Department of Business Administration, Daffodil International University, for the partial fulfillment of Bachelor of Business Administration (BBA)

Letter of Transmittal

Date: 01 September, 2025

Dr. Sayed Farrukh Ahmed

Associate Professor

Department of Business Administration,

Daffodil International University

Subject: Submission of Internship report on 'Budget and Budgetary Control of Dhaka Stock Exchange.'

Dear Sir,

I am delighted to present to you my internship report on "Budget and Budgetary control of DSE". This report was a prerequisite for the completion of Bachelors of Business Administration Degree. I have put my best efforts in completion of this report with the fundamental information and suggested recommendation under your kind supervision.

Finally, I would likely to convey my heartfelt gratitude for your guidance and patience throughout the whole journey and I hope and pray that my report will fulfill your expectation.

Sincerely yours,

Faiha

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Umma Faiha

192-11-853

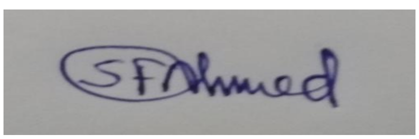
Department of Business Administration,

Daffodil International University

Letter of Approval

This is to confirm that Umma Faiha completed the internship report on "Budget and Budgetary Control of DSE" as required by the BBA program at Daffodil International University, with **ID: 192-11-853**. The report was created under my direction and serves as documentation for awarding a BBA degree from this College. This study is approved strictly for academic purposes and is not advised for any other purpose. The conclusions and suggestions are the author's personal opinions and not cannot be used without additional confirmation.

Supervisor,



Dr. Sayed Farrukh Ahmed

Associate Professor

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Declaration

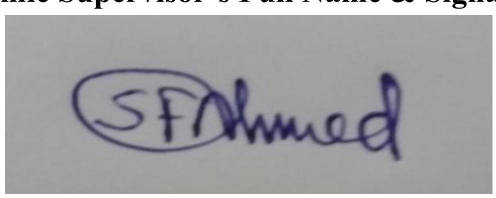
It is hereby declared that,

1. The internship report submitted is my/our own original work while completing degree at Daffodil International University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name & Signature:

Umma Faiha
Student ID: 192-11-853

Academic Supervisor's Full Name & Signature:



Dr. Sayed Farrukh Ahmed
Associate Professor
Department of Business Administration,
Daffodil International University

Acknowledgement

I would like to begin by thanking almighty Allah for Allah's countless blessings. I am immensely grateful to my internship advisor **Mr. Sayed Farrukh Ahmed**, Associate Professor, Department of Business Administration, who has not only helped me with various aspects of this report but guided me throughout the process and have been extremely understanding and supportive of my shortcomings.

My earnest gratitude to my supervisor at Dhaka Stock Exchange Ltd., **Md. Khaladuzzaman**, Deputy General Manager, General Accounts Department, for guiding me and inspiring me to gain professional knowledge through this six-month long experience and for making sure it was worthy of my learning process. His sincere support and recognition of my hard work encouraged me further to give my best effort in the workplace.

My reporting boss, **Amit Kumar Kundu**, General Manager, General Accounts department, has been very accommodating in sharing his knowledge and experience with me, and despite having a very tight schedule, he answered my numerous questions with noteworthy patience. Without his relentless effort throughout the whole process, it would not have been possible to complete this report.

I would also like to convey my gratitude to everyone at Dhaka Stock Exchange Ltd. who shared their valuable insights which have helped me improve my report.

Last but not least, I would like to thank my family for always being supportive and motivating and allowing me to grow on my own.

Executive Summary

The report has been prepared to evaluate **'Budget and Budgetary control of Dhaka Stock Exchange.'** In the research quest I have taken interviews from my onsite supervisor, my reporting boss and experts from different departments about the prospects of the stock market and its present scenario. Moreover, annual budget reports 2024-2025 of the companies have been used to extract information related to measuring the performance and condition of the companies budgeting process.

In addition to primary data, the **Annual Budget Reports for FY 2024–2025** of the organization were analyzed to assess the financial performance and structure of DSE's budgeting system. The report includes detailed analysis of revenue streams, expenditure planning, capital investments, and budget monitoring procedures.

This study also highlights the strengths and weaknesses of the existing budgetary control system. One key observation is DSE's continued reliance on manual budgeting procedures, which poses challenges such as delays, inefficiencies, and risks of human error. Moreover, budget shifting and approval processes are time-consuming due to lack of automation and digital integration.

The report concludes with several practical recommendations such as implementing automated budgeting tools, strengthening internal audits, and introducing forecasting techniques to enhance the accuracy, efficiency, and transparency of the budgeting process.

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Chapter 1

Overview of Internship

1.1 Student Information

This is Umma Faiha, ID 192-11-853. I did my Major in Accounting. This internship report will help me to complete my graduation in Bachelors in Business Administration (BBA) from Daffodil International University.

1.2 Internship Information

1.2.1 Company

I have done my Internship at **Dhaka Stock Exchange Ltd** for **6 months** in General Accounts Department. The company is located in Nikunja-2, DSE Tower, Level 3, Dhaka 1229. The six-month long journey in this reputed company has been a wonderful work experience for me at the start of my career.

1.2.2 Internship Company Supervisor's Information

My supervisor at Dhaka Stock Exchange was Md. Khaladuzzaman, Deputy General Manager, General Accounts Department. It was indeed a great experience to work under his close supervision and have an opportunity to experience the vast expanse of knowledge and expertise that he owns.

1.3 Objectives of the study

- To provide an in-depth analysis of the budgetary regulation and monitoring practices of Dhaka Stock Exchange (DSE).
- To evaluate the proposed budget of DSE for the fiscal year 2024–2025.
- To identify organizational challenges of budget analysis and propose actionable recommendations for improvement.

1.4 Methodology

During this study, I have followed some research methodologies to find out facts and features related to the problems and prospects of Brokerage houses in Bangladesh. I used a qualitative research method for collecting the data. The information on this report was collected from two sources.

1.4.2 Primary source of Data

- Employees of Dhaka Stock Exchange Ltd

1.4.2 Secondary source of Data

- Internet used as a theoretical source of information
- Different publication regarding Stock Exchange Function
- Annual Reports of Dhaka Stock Exchange Ltd
- Website of Dhaka Stock Exchange Ltd.

1.5 Limitation of the study

- This report is subject to a number of limitations. These are:
- Since the dissemination of certain information has been restricted, document secrecy has been a serious issue.
- There are insufficient records, articles, data, and figures. The breadth of genuine analysis was constrained by these limits.
- Even I couldn't get all of the available information. However, I have done my best to produce my internship report within these constraints.

Chapter 2

Organization Overview

2.1 Organization

Dhaka Stock Exchange Limited (DSE) is one of the most prestigious and dynamic Public Limited Companies in Bangladesh, established under the Companies Act 1994, the Securities and Exchange Commission Act 1993, and other relevant regulatory frameworks.

With a membership of approximately 250, DSE stands as the leading stock exchange, operating with utmost efficiency and integrity. As a cornerstone of the country's capital market, it plays a vital role in driving economic growth and development.

By offering world class services and maintaining the highest standards of transparency and reliability, DSE has earned the trust of its stakeholders and proudly upholds its reputation as the premier bourse of Bangladesh.

2.2 Finance Division

The Finance Division is one of the core parts of Dhaka Stock Exchange Ltd. It comprises of Treasury, Clearing and Settlement, Risk Management, Budget and Tax Management, Payable & Receivable Management, Financial Services Data Platform and the General Accounts. The Finance Division plays a significant role in maintaining all accounts of stakeholders and ensure an effective service to its clients.

2.3 Human Resource Department

Working as a bridge between multiple departments and all the employees, Human Resource Department is run by a qualified set of teams, working for continuous improvement of the organization as a whole. It ensures an effective work environment for the employees where productivity and quality of work is at its best.

2.4 IT Division

One of the strongest divisions running in the organization besides Finance is the IT Division. As the dependence on internet, websites, and electronic way of managing systems has increased over the years, the IT division has been ensuring an error-free way of trading system of DSE Ltd. without failure. This also enables DSE Ltd. to create a smooth and fast trading environment for its traders.

2.5 Major Activities of DSE

- **Securities Listing:** Offers the companies to list their shares for public trading.
- **Trading Platform:** Ensures a secure and highly maintained environment for the trading of listed securities.
- **Market Regulation:** Maintains the rules and regulations to protect investor interests.
- **Information Dissemination:** Publishes real-time data and announcements to ensure market transparency.

2.6 Demutualization

In 2013, DSE experienced demutualization, which separate its ownership from its management. That enhanced governance, transparency, and accountability. Subsequently, it became a company limited by shares and attracted a strategic investor in 2018.

2.7 Market Segments of Dhaka Stock Exchange

The Dhaka Stock Exchange operates through several distinct market segments, each market serves different types of financial instruments, investors, and companies. These segments help in organizing trading activities properly and ensure that the capital market caters to a diverse range of participants.

1. Equity Market

This is the most active and widely known segment of the DSE.

- Involves buying and selling shares (stocks) of publicly listed companies.
- Companies list their shares on the exchange for their capital fund.
- Investors can become shareholders and earn returns through dividends and capital gains.

2. Debt Market

This segment provides a platform for trading fixed-income securities.

- Includes government bonds, treasury bills, and corporate bonds.
- It is suitable for conservative investors, looking for stable and predictable returns.

3. SME Platform

The Small and Medium Enterprises (SME) Market is a new initiative by DSE.

- SME designed to help small and medium-sized businesses to raise capital by listing on the stock exchange.
- The listing requirements here are less stringent than those of the main board.
- Offers new investment opportunities for investors looking for high-growth potential businesses.

4. Alternative Trading Board (ATB)

- This is a separate platform for trading in non-listed securities, non-convertible debt securities, or open-ended mutual funds.
- Provides an opportunity for liquidity of instruments that are not included on the main board.

2.8 Mission & Vision of DSE

Mission:

DSE's mission is to provide a transparent, efficient, and secure marketplace for trading securities, ensuring equal access, investor protection, and supporting economic growth through capital formation in Bangladesh.

Vision:

DSE's vision is to become a leading stock exchange in South Asia, recognized for its excellence in governance, technological innovation, and contribution to a dynamic and inclusive capital market.

Chapter 3

Budgetary control of DSE

What is Budget?

A budget is a comprehensive estimation of what a business expenses and revenues will be for a given fiscal period. It helps organizations plan their financial activities, allocate resources efficiently, and set financial goals.

By comparing the budget with actual performance, businesses can monitor progress, control costs, and make informed decisions.

A well-prepared budget is essential for ensuring financial stability and achieving long-term success.

Why Is It Important?

- Ensures fiscal discipline and accountability.
- Aligns spending with strategic goals.
- Helps DSE respond to market changes and plan for new technologies or regulations.
- Affects how efficiently the exchange can support market participants and maintain trust.

3.1 Purpose of Annual Budget of DSE

Budgeting process in the Dhaka Stock Exchange is a detailed financial plan prepared by the DSE's higher management to estimate its expected revenues and expenditures for a specific period. It helps manage operations, allocate resources, and ensure financial stability within the organization. Evaluating current fiscal condition to make projection for future fiscal conditions of DSE.

3.2 Scope of Annual Budget of DSE

Annual budget is prepared for making a future policy to maximize the revenue and minimize capital expenditure of DSE

i. **Operational Expenses**

- Employee Salaries & Benefits
- Utilities (electricity, internet, water)
- Office maintenance and supplies
- Professional services (legal, audit, consultancy)
- Software licenses and tech support

ii. **Capital Expenditures**

- IT infrastructure (servers, networks, cybersecurity)
- Trading platform upgrades or replacements
- New buildings and renovations
- Investments in disaster like, recovery/data centers

iii. **Revenue Projections**

- Listing fees from new companies
- Annual renewal fees from listed companies
- Trading commissions
- Data sales (market data feeds, reports)
- Advertisement and other income streams

iv. Strategic Initiatives

- Automation and digital transformation
- Expansion of new trading instruments like bonds
- Investor education and awareness programs

v. Regulatory & Compliance Costs

- Costs related to BSEC (Bangladesh Securities and Exchange Commission) compliance
- Internal and external audits
- Risk management and internal control mechanism

vi. Contingency & Reserve Funds

- Emergency reserves for unforeseen disruptions
- Strategic reserves for future investments or market downturns

vii. Performance Monitoring

- KPIs (Key Performance Indicators) set for departments
- Budget vs. actual analysis framework

3.5 Comprehensive Budgeting Workflow of Dhaka Stock Exchange

Budget Procedure of DSE

Budgetary Plan

- Prepare Budget Matrix
- Circulate Budget Matrix to respective department
- Collect departmental projection & input data to respective head
- Draft budget place to departmental meeting
- Submit draft budget to MANCOM, A&RMC & BOD

Monitoring

- Budget is checked while incurring cost to check any exceed amount
- Expenditure ceased or budget shifting for exceed amount of budget
- Budget variance: Monthly, quarterly, half yearly & yearly
- Budget reallocation, budget revise

3.6 Challenges in Budget preparation & Control

3.6.1 Excess of budget

In Dhaka Stock Exchange, “excess of budget” refers to a situation where actual expenses or investments exceed the amount allocated in the DSE’s approved annual budget. Excess expense is occurred which does not match the budget matrix so that control mechanism of budget is hampered holistically.

This concept is used in internal financial management and reporting. It can occur in areas like:

- Administrative expenses
- Technology upgrades
- Employee salaries or bonuses
- Marketing or outreach programs
- Infrastructure development

3.6.2 Causes of Excess Budgeting in DSE

- Unexpected operational needs (urgent system upgrades)
- Underestimation of costs during budget planning
- Fluctuation in foreign exchange rates (if expenses are in USD or other currencies)
- Inflation or rising market prices
- Expansion of projects or services mid-year

3.6.3 Impact or Consequences

1. May require board approval for additional funding
2. Possible delays in other planned expenditures
3. Risk of financial inefficiencies
4. When a budget amount changes it faces many difficulties in shifting and tracking
5. May attract audit queries from regulatory authorities (BSEC)

Chapter 4

Budget Shifting

Budget shifting refers to the reallocation of funds within the approved budget of the DSE. Typically moving money from one head (department/project) to another to adjust for actual needs during the financial year.

Out of budget expense occurred in certain account which leads to shift or reduce the allotment of other accounts cost to trade off the excess expense to run the operations smoothly.

4.1 Steps in the Budget Shifting Process

i. Identification of Need:

A department (IT, HR, Admin) identifies that they have a shortfall in one budget line and a surplus in another.

For example: IT overspent on software licensing, but Admin didn't fully use its stationary budget.

ii. Internal Request:

The concerned department submits a formal request to the Finance/Accounts Division explaining the reason and proposed shift amount.

Internal Review:

- The Finance Division reviews
- Justification
- Budget utilization so far
- Impact on the source budget head

iii. Management Approval:

Depending on the amount and DSE's policy, the budget shift may require:

- Chief Financial Officer (CFO) approval
- COO or Managing Director approval
- Or even Board approval for large reallocations

iv. Documentation & Reporting:

Once approved, the changes are documented, the revised budget is updated in financial system and possibly shared with the audit committee or Bangladesh Securities and Exchange Commission (BSEC) if required.

v. Post-shift Monitoring:

- Expenditure under the new allocation is tracked.
- Internal audits ensure compliance with budget policy.

Dhaka Stock Exchange Limited
Budget Intra-Shifting Form

Budget Shifted From:

Budget Head	Budget Sub-Head	A=Initial Budget	B=Current Usage	C=Further Requirement	D=A-(B+C)	E=Proposed Intra-Shifting	F=A±E	Remarks
		Budget for the CFY	Level of usage up to	Estimated further requirement for current FY	Budget surplus /(deficit)	Intra -shifted Amount	Revised budget after intra-shifting	
		Amount in Taka						
					-			
Total		-	-	-	-	-	-	

Budget Shifted To:

Budget Head	Budget Sub-Head	A=Initial Budget	B=Current Usage	C=Further Requirement	D=A-(B+C)	E=Proposed Intra-Shifting	F=A±E	
Total		-	-	-	-	-	-	

Recommendation from Finance :

Budget may be shifted from the above head to meet up the expenses.

Initiated by:	**Reviewed by:**	**Approved by:**
Signature:	Signature:	Signature:
Name:	Name:	Designation:Managing Director (Acting)
Designation:	Designation: CFO	
Department: General Accounts	Division: Finance & Accounts	

***Conditions**: According to the Procurement Manual, intra-shifting of budgeted expenditure – revenue and capital (shifting of budgeted cost/expenses from on class of cost/expense to other) shall be approved by Managing Director if actual expense/cost doesn't exceed total approved budget limit of the FY (Clause-7.6.3.)*

4.2 Budget Shifting Form of DSE

4.3 Traditional Budgeting Approach in DSE: Process and Challenges

4.3.1 Manual Process

While many financial institutions are moving toward digital systems, parts of the DSE's budgeting process still involve manual procedures, especially in documentation, approval, and departmental coordination. Preparing and adjusting budget manually is prone to occur error & onerous which degrade effectiveness and efficiency of the budget.

Steps in the Manual Budgeting Process:

i. **Departmental Budget Preparation:**
   - Each department prepares a draft budget manually, often using Excel formats.
   - Historical data, forecasts, and planned activities are used.

ii. **Submission to Finance Division:**
   - Departments submit printed or emailed spreadsheets or written proposals to the Finance Division.

iii. **Compilation by Finance Team:**
   - The Finance Division manually consolidates all departmental budgets into a draft overall budget.

iv. **Initial Review Meetings:**
   - Physical meetings are held with department heads to discuss allocations and justifications.
   - Adjustments are manually noted.

v. **Draft Budget Approval:**
   - The consolidated budget is printed and submitted to the management (CFO/COO) and to the Board Budget Committee.
   - Revisions may be done manually after feedback

vi. **Final Approval and Distribution:**
   - Once approved, hard copies of the budget may be distributed.
   - Budget limits are communicated through emails or memos, not always through automated systems.

vii. **Monitoring and Adjustments:**

- Expenditures are tracked manually or in basic accounting software.
- Mid-year reviews or shifts are also handled manually, with physical documentation or email chains.

Challenges of Manual Budgeting:

- Time consuming with a high risk of human error
- Lack of real time data
- Version control issues (multiple Excel files)
- Difficult to audit or trace changes
- Slower decision making in fast moving scenarios

4.3.2 Time Consuming Process

Why DSE's Budgeting Process is Time-Consuming?

The budgeting process at the Dhaka Stock Exchange is often time consuming. As it involves multiple stages of review, documentation, and inter-departmental coordination. Which is still managed manually or in semi-digital formats.

Collecting cost projections from the respective departments takes considerable time, and in many cases, costs are incurred simultaneously under different accounts within the concerned departments. As a result, reconciling the actual incurred costs with the predetermined cost estimations becomes challenging before finalizing the budget

i. **Manual Data Collection**

- Departments often use Excel sheets or paper-based methods to submit their budget proposals.
- This requires the finance team to manually compile and check data for accuracy and completeness.

ii. **Interdepartmental Coordination**

- Every department (IT, HR, Admin, Operations, etc.) prepares their own budget.
- Aligning and reviewing each department's request takes time due to meetings, clarifications, and adjustments.

iii. **Multiple Levels of Approval**

Each level may Requests for changes or justifications at each level often leads to iterative communication.

The budget must pass through several layers:

- Department Head
- Finance Division
- CFO
- COO or Managing Director
- Board/Finance Committee

iv. Lack of Automation

- Due to absence of a centralized budgeting software, most of the work is done manually.
- Tracking changes, creating consolidated reports, and auditing are slower compared to automated systems.

v. Regulatory & Compliance Checks

- Budget drafts must comply with internal policies and external regulations from the Bangladesh Securities and Exchange Commission (BSEC).
- Additional time is spent ensuring all regulatory aspects are covered and documented.

vi. Revisions and Resubmissions

- Budgets frequently require resubmission for adjustments after board or management review, which delays the process further.

vii. Forecasting Challenges

- Estimating market conditions, operational needs, or revenue projections in a volatile stock market environment adds complexity and leads to repeated adjustments.

Chapter 5

Budget and Financial Planning of Dhaka Stock Exchange FY 2024-2025

5.1 Budget Overview for FY 2024-2025

The internal budget of the Dhaka Stock Exchange for fiscal year 2024-2025 provides a forward-looking financial framework aimed at enhancing operational efficiency, driving digital transformation, and supporting sustainable growth. It offers a detailed projection of revenue, expenditure, and capital investment, in line with DSE's strategic objectives of market modernization and technological resilience.

The budget encompasses all core departments including ICT, Administration, Legal, HR, and Training center with particular emphasis on ICT infrastructure and automation. Additionally, it serves as a key tool for performance monitoring and ensuring financial accountability.

5.1.1 Revenue

DSE's projected total revenue for FY 2024-25 is Tk. 3,187.40 crore (approximate), marking an increase from the previous fiscal year. The major sources of income include:

- Transaction Fees – Tk. 1,350.34 crore: The primary revenue stream from trading operations.
- Interest Income – Tk. 1,000.05 crore: Generated from fixed deposits, bonds, and bank interest.
- Dividend Income – Tk. 101.53 crore: Return on strategic investments.
- Data Sales & Other Income – Tk. 168.08 crore: Includes subscriptions, mobile app revenue, and web services.
- Rental Income – Tk. 154.53 crore: Primarily from DSE's Nikunja and Motijheel properties.
- ESS Income, Licensing Fees, and Others – Tk. 412.87 crore (combined): Reflects growing digital engagement and service expansion.

5.1.2 Expenditure

The total projected expenditure for FY 2024-25 is Tk. 1,839.58 crore(approximate). Major expense categories include:

- Personnel Expenses – Tk. 578.65 crore: Covers salaries, gratuity, bonuses, insurance, and employee benefits.
- ICT Expenses – Tk. 421.06 crore: Includes software licenses, cybersecurity, digital trading platforms, and ICT infrastructure support.
- Depreciation & Amortization – Tk. 480.58 crore: Allocation for fixed asset value reduction.
- Administrative, Utilities & Maintenance – Tk. 359.29 crore: Encompassing legal fees, rent, repairs, compliance, and office utilities.

DSE maintains a conservative and efficiency-focused expenditure approach, prioritizing long-term digital sustainability.

5.1.3 Capital Budgeting

Capital investments in FY 2024-25 are strategically focused on enhancing DSE's IT and physical infrastructure. Notable allocations include:

- ICT Infrastructure & Projects – Tk. 365.63 crore (Approximate): Focused on system upgrades (FLEXTRADE, NASDAQ OMX), cybersecurity (Darktrace, SIEM), and trading platform enhancements.
- Data Center & Disaster Recovery – Tk. 210.47 crore: Development and backup facilities at DSE Tower and Motijheel.
- General Capital Expenditure – Tk. 35.41 crore: For hardware, vehicles, and office improvements.
- Nikunja Building – Tk. 10.18 crore: Structural and facility upgrades.

These investments are aligned with DSE's mission to become a modern, regional exchange leader.

5.2 Budgetary Control

DSE employs robust budgetary control by comparing actual results with projections to ensure transparency and strategic adjustment. For example:

- Projected Income (2024–25): Tk. 3,187.40 Crore
- Projected Expenses (2024–25): Tk. 1,839.58 Crore
- Projected Net Income: Tk. 1,010.86 Crore

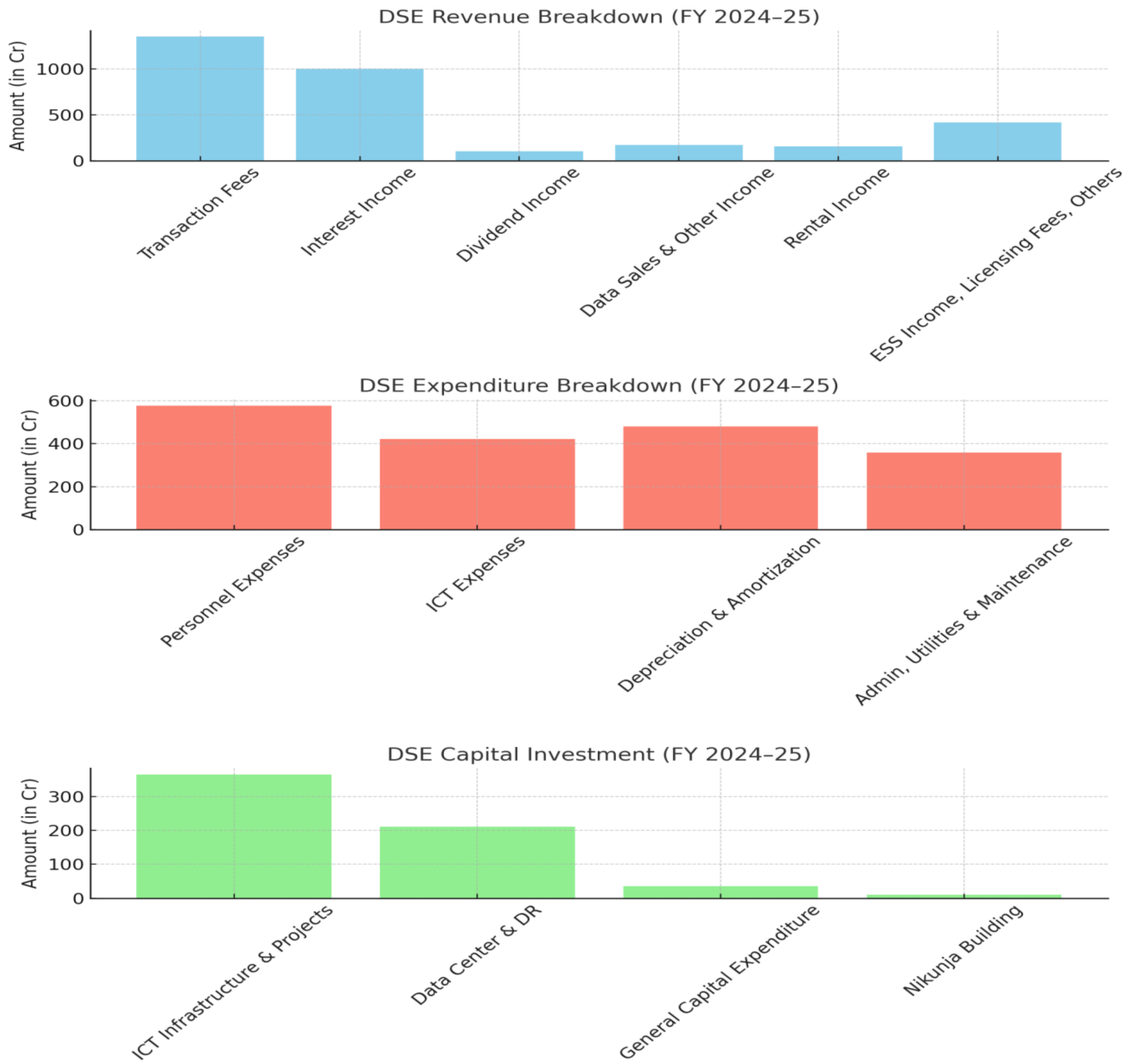
Such monitoring strengthens financial discipline and enables mid-year course correction when necessary.

5.3 Key Performance Indicators

The following metrics are used to assess DSE's financial performance:

- Net Income (Projected): Tk. 1,010.86 Crore
- Earnings Per Share (EPS): Tk. 0.56
- Net Asset Value (NAV) per Share: Tk. 10.79

These indicators reflect financial stability and investor value enhancement, with sustained EPS growth indicating strong profitability.



5.4 Figure: Budget Distribution of DSE FY 2024–25

Chapter 6

Findings, Recommendations and Conclusion

Findings

My investigation into the budgetary process and operational performance of Dhaka Stock Exchange (DSE) has revealed the following key findings:

- DSE has a detailed budget framework involving multiple stages. For example: budget preparation, approval, and monitoring
- The budgeting process is still manual. They use basic excel, paper documents, and emails, which leads to inefficiencies, delays, and potential errors. Although they are taking initiatives to streamline the budgeting system through ERP software.
- Manual budget shifting process involves formal requests, internal reviews, and top management approvals. Which is a time-consuming process.
- DSE's Major sources of income is transaction fees, interest income, dividend income, data sales, rental income, and licensing fees. (Projected Revenue is approximately Tk. 3,187.40 crore.)
- DSE's Major sources of expenditure is employee costs, ICT expenses, depreciation, utilities, and admin services. (Projected Expenditure is approximately Tk. 1,839.58 crore.)
- Their high capital investment planned for ICT infrastructure, Data center and disaster recovery systems and building renovation and upgrades

Recommendations

Based on my internship experience and the analysis presented in this report, I would like to recommend the following to further improvement in the budgetary control process of Dhaka Stock Exchange Ltd. (DSE):

1. Adoption of Automated Budgeting Tools:

Transitioning from manual budget preparation and monitoring to digital Budgeting Software or Budgeting ERP can significantly reduce errors, save time, and enhance decision-making through real-time data availability.

2. Capacity Building and Training:

Conducting training sessions for employees across departments on budgeting tools, financial planning, and monitoring techniques can ensure more effective participation in the budget process.

3. Regular Budget Review Mechanism:

DSE should implement a more frequent (quarterly or monthly) budget performance review process to detect variances early and take corrective action.

4. Integration of Forecasting Models:

Incorporating predictive analytics and market forecasting tools into the budgeting process can improve revenue estimation and cost management in the volatile capital market environment.

5. Strengthening Internal Audit Mechanisms:

Enhancing internal controls and regular audit of budgeting practices can ensure transparency, accountability, and compliance with regulatory requirements.

Conclusion

The internship at Dhaka Stock Exchange Ltd. has provided an invaluable opportunity to observe and analyze the budgeting process and financial control mechanisms of one of the country's most critical financial institutions. This report examined the formulation, implementation, and monitoring of the DSE's budget, offering insights into the strategic allocation of financial resources and the organization's commitment to operational efficiency.

Despite the existence of a structured and disciplined approach to budgetary planning, the reliance on manual processes and traditional practices highlights the need for modernization. Challenges such as delayed interdepartmental coordination, budget shifting, and excess expenditures underscore the importance of transitioning to automated and data-driven budgeting systems.

Nonetheless, DSE has demonstrated strong financial governance, with a focus on strategic investments in ICT and capital infrastructure that align with its long-term vision. The emphasis on performance monitoring, regulatory compliance, and sustainable financial planning signals a progressive shift towards modernization and transparency.

Overall, this internship experience has significantly contributed to my academic learning and has enhanced my practical understanding of financial operations in a real-world corporate setting. It has also strengthened my confidence and preparedness for a professional career in finance and accounting.

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