

**THE ROLE OF ERP IN MODERNIZING ACCOUNTING SYSTEM: A
CASE STUDY OF THE ERP OF AMIN
MOHAMMAD FOUNDATION LTD.**

Amin Mohammad Foundation Ltd.

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



December 2025

Internship/Project Report Approval Form

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INTERNSHIP/PROJECT INFORMATION

Internship

Organization: Amin Mohammad Foundation Ltd.

Internship /Project Report Topic: The Role of ERP in Modernizing Accounting Systems:
A Case Study of ERP of Amin Mohammad Foundation Ltd.

Term (Tick one): ☐ Spring 2025 ☐ Summer 2025 ☒ Fall 2025

SUPERVISOR APPROVAL

(Tick One)

☐ Approved ☐ Not Approved ☐ Partial Re-write ☐ Full Re-write

Remarks (For Not Approved): _____

Signature: _____

Date: _____

Name: _____

E-mail: _____

Phone: _____

PLAGIARISM DECLARATION

1. I know that plagiarism means taking and using the ideas, writings, works or inventions of another as if they were one's own. I know that plagiarism not only includes verbatim copying, but also the extensive use of another person's ideas without proper acknowledgement (which includes the proper use of quotation marks). I know that plagiarism covers this sort of use of material found in textual sources and from the Internet.

2. I acknowledge and understand that plagiarism is wrong.

3. I understand that my research must be accurately referenced.

4. This assignment is my own work, or my group's own unique group assignment. I acknowledge that copying someone else's assignment, or part of it, is wrong, and that submitting identical work to others constitutes a form of plagiarism.

5. I have not allowed, nor will I in the future allow, anyone to copy my work with the intention of passing it off as their own work.

Name SYEDA RAIHA-TUZ-ZAHRA (BLOCK LETTERS)

ULAB ID # 221011155

Signature _____ Date _____

Letter of transmittal

A F Wazir Ahmad, PhD

Associate Professor & Director

Ulab school of Business

University of Liberal Arts Bangladesh

Subject: Internship report

Dear sir,

With due respect, here is my internship report on “The Role of ERP in Modernizing Accounting Systems: A Case Study of ERP of Amin Mohammad Foundation Ltd”. I have given my best to fulfill the instructions that were given. In the beginning, it was difficult for me to understand the process of the research. However, with your help and instruction, I was able to complete it without facing many problems. I am still in my learning phase and had some limitations while conducting the research. I would be grateful if you would consider my limitations.

I hope the research paper will meet the requirements, and all the data that was needed is presented in the appendix.

Sincerely,

Syeda Raiha-Tuz-Zahra

221011155

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Part A

Chapter one: Internship preparation

1.1 Motivation to pursue an internship: The first reason I pursued the internship was that I was interested in learning about the similarities between accounting academic knowledge and real-world accounting implementations. The internship can provide me with real-world experience of the organization's working process, environments, and culture. As I was a science student in SSC, I transitioned to a different field during the HSC period. It took a considerable amount of time and effort to learn about the business background. I had to study for 6-8 hours every day to clear my basic concepts about accounting and finance. Still, there was a large gap between my knowledge and the students who had been studying business studies from the beginning. After admitting to ULAB, my passion for accounting grew even more. In my 4th year during the 10th semester, I started CA pre-articleship, where I learned that my academic knowledge and the real-world implementation of accounting are a little bit different. From that moment, I was looking forward to learning more about the real world of accounting. Accounting implementation depends on the type of organization; for example, a manufacturing organization has a different accounting process from a reseller organization. The second reason was that, after selecting my major, I was doing great and was enjoying learning more about accounting. However, some people made me apprehensive about my career choice by saying that I would be responsible for many monetary transactions and could get into trouble in the future. At that moment, I made my decision that I needed to gain real-world experience before my graduation. Here I am completing my internship at a reputable real estate organization in my last semester.

1.2 Internship search process: I wanted to start my CA articleship and wanted to show the probation period as an internship. However, after applying to some top firms, I received relatively few responses. When I spoke with a senior about this, he told me that the firms only call when seats are vacant, so they can also call me after six months or more. He also shared that, after selecting students from the public university, they then call for the students from private universities. An FCA, one of the CA coaching teachers of ICAB, stated in a class that, if we apply for articleship without completing our graduation, the firm will treat us as HSC pass students. For graduate students, the articleship period is three years, and for students with only an HSC certificate, the articleship period is four years. Therefore, if I started from the 12th semester, it could have extend to 4 years. I did not want my articleship period to extend by one year. After clearly learning about the system of the firm, I came to the decision that I needed to stop applying for articleship or internship at a CA firm. From the end of August, I began to start to apply for an internship, and by the middle of September, it clicked in my mind that I might not get an opportunity to learn about the organization's work environment in the next three years. It was a great mistake from my side to only apply to the CA firms. Our internship semester was scheduled to start in September, and the deadline to submit the internship appointment letter was 09 October. As I mentioned

in the Career Service Office (CSO) form that I was only interested in doing my internship at the CA firms; others were getting numerous emails about their CV being submitted to this or that organization. On the other hand, I only received one email regarding the submission of my CV to ACI Limited from the Career Service Office (CSO). At that time, my friends and classmates were getting called for interviews from the CSOs' references, but I was not receiving any calls from any organizations. Having a high CGPA did not help much because I made a mistake while understanding the application process. It was a great experience for me to understand how exactly the recruitment process works. This experience is going to help me in the future.

I reside in Puran Dhaka, and with the research report writing, I also had CA classes almost every day from 7 pm to 10 pm. I was concerned about the distance and how much it was going to waste my time if I needed to work in an organization that was far from my home. So, I was only applying for the internships that were near my home, and I could use the metro if I needed to. Time was ticking, and I was stressing so much as many had already gotten into good organizations as interns. At the same time, I was receiving calls for online assessments from some organizations. I used my connections, and I was applying and forwarding my CV wherever I could, as I did not have much time left. Using some connections, I managed an online interview with the head of HR of a furniture company, and they asked me about my major and what I was doing. At that time, I learned that it was hard to get into the accounting department as an intern. When September was about to end, I had been called for 03 interviews.

In the meantime, one of my applications using the reference worked. They asked me for my updated CV and why I needed this internship. As I had gotten the call from using the reference of one of my closest people, they did not ask many questions in the interview. It took 3-4 days to get the appointment letter from Amin Mohammad Foundation Ltd. The good part was that one of my closest friends also got the internship opportunity at the same department and organization. The interview process for getting the internship was not that tough. On the first day of our internship, we were sitting in a meeting room of the HR department. An HR junior executive came and gave us the diary of the Amin Mohammad Group, then asked us about our university name and what major we were pursuing. He then started to ask about the information of the whole Amin Mohammad Group, such as the founder's name and when it was established. As I had done my research earlier, I was able to answer many of the questions. Seeing our nervous faces, the senior stated that he also did his BBA from ULAB. After that, he gave us so much information about the whole organization. Meeting a friendly senior at the first workplace was an ice breaker for me. From the second day at the accounts and finance department, the seniors started to give us tasks, and whenever they assigned us any task. They used to ask for journal entries or adjustment entries of their stated problems. Every senior at the department tried to understand if we had enough knowledge of advanced and basic accounting.

1.3 Information about the organization: I am undertaking my internship as an accounts and finance intern at Amin Mohammad Foundation Ltd. (AMFL), which was established as an independent entity in 1993. They are one of the leading real estate organizations in Bangladesh. Also, the flagship company of the Amin Mohammad Group. M.M. Enamul Haque was the founder and chairman of the Amin Mohammad Group and its associated companies. Now the MD of the Amin Mohammad Group is Ramzanul Haque Nihad and Md. Aminul Haque Nabil both are the son of the former founder and chairman. Mrs. Bilkis Haque is the chairperson, and Mahfuza Mysha Haque Nusrat is also the director of AMG. Amin Mohammad Foundation Ltd. has sister concerns. Some of them are given below:

1. Amin Mohammad Holding Ltd. (AMHL)
2. Amin Mohammad Construction Ltd. (AMCL)
3. Amin Mohammad Media Communication Ltd. (AMMCL)
4. Amin Mohammad Property Management (AMPM)
5. Amin Mohammad Reptile Ltd. (AMRFL)
6. Amin Mohammad Estate Management Ltd (AMEML)
7. Gungdum Farming Ltd.
8. Amin Mohammad Engineering Ltd. (AFEL)

Their mission: To provide the finest real estate products and services in the region, based on the highest standards of ethics, values, and client care.

Their vision: To become a world-class conglomerate that exceeds customers' expectations with innovative products and services.

The Amin Mohammad Foundation has numerous departments. All the departments operate independently and have different responsibilities. Some of the departments are:

- Accounts & finance
- Land Procurement
- Engineering & construction
- Supply chain management
- Customer service
- Marketing and sales
- Credit Realization
- Branding and communication
- Internal Audit
- Legal department
- Planning and designing

- MIS & IT
- Corporate Logistic Team

Some of the projects of Amin Mohammad Foundation Ltd. are shown below:

- Evergreen Saleha Noor Tower
- The Valley
- Green Rahman Amporiam
- Evergreen Bulbul
- Green Hasanabad
- Green Gardenia
- Green Aicon
- Green Summer Crest
- Evergreen Hannan Tower
- Evergreen Shams

Chapter Two: About The Internship

2.1 My roles and responsibilities: I am working as an Accounts and finance intern in the Accounts & Finance department. I work from 9 am to 5 pm. I have given flexible timing, so if I do not have any work on my hands, I can go home by 4 pm. My supervisor is S. M. Elias Amin, FCMA, he is the head of the Accounts & Finance department. However, I report to Md. Nafizur Rahman, ACMA he is the manager of the Accounts & Finance department. As the accounts and finance department works for other sister concerns too, as an intern, I am not assigned to any specific role of any concern. I work for the seniors whenever they need it. I did some work for Amin Mohammad Holdings, Amin Mohammad Construction, Amin Mohammad Reptile, Amin Mohammad Foundation, and Gungdum Farming Ltd. All the works were strongly supervised and rechecked. I especially did:

- Data entry on their customized ERP system
- Bank reconciliation
- Accounts payable (land purchase adjustment entries for AMHL, expense adjustment for Gungdum Farming)
- Land sale adjustment entities (For AMHL)
- Voucher entries
- Bank debit entries
- Journal entries
- Adjustment entries
- Bank cheque honour entries

As I worked for different entities, I gained a lot of understanding about accounting.

2.2. Work related to my studies: In the accounts & finance department, all of the work is done in their ERP system. As we learned Tally in our “Accounting Information System” course, it was really helpful to understand the overheads and how everything was listed. The customized ERP is too different from Tally; however, I found it a little similar to the ERP system of the AMG. The journal entries were similar to what we learned academically. It was quite easy to understand how the journal entries work here. As I mentioned earlier, the accounts & finance department does the work for other sister concerns too. I was shown the work of different entities. For Amin Mohammad Foundation, the buildings were inventories, for Amin Mohammad Construction, the inventory was shown as work in process and for Amin Mohammad Holding lands were inventories. Even if there were differences between the accounting systems, because of my academic knowledge, I could understand them easily. Accounts payable were almost the same as we studied in our accounting courses. The bank reconciliations,

honored cheques, and cancelled cheques were also easily understandable. Adjustment entries were also easily understandable and were the same as the math's we did in our courses. Being able to relate my academic knowledge to the real accounting world broke the fear of not being able to do anything in the organization. If I say in a sentence, most of the academic knowledge was really helpful to understand all of the concepts.

2.3. Work environment: The overall work environment is quite friendly and supportive. Upon joining the organization as an intern alongside one of my female batchmates, on the first day, we noticed that we were the only females in the whole department. We did not see many female employees in the whole building. This realization made us a little hesitant, and having female employees was also something new for our department. However, the hesitant feeling washed away so easily because of the professional approach of the seniors. They were so considerate of us.

Even though the department did not have many female facilities, such as female washrooms. They permitted us to use the female washroom located on the 10th floor within the supply chain department. Furthermore, the supply chain department is also cooperative, and the senior employees of that department also have friendly behavior. For our further comfort, the accounts & finance department provided us with a separate room to sit, so that we do not feel uncomfortable sitting with the male employees.

Overall, the work experience here is positive. Even if they have male employees, they did their best to make us feel comfortable here. The work culture is respectful, friendly, and full of support

Chapter three: Self-reflection

3.1. Likes about the internship: The thing I liked the most was, all the employees had an approachable attitude and were constantly trying to make us feel included. Whenever they gave any task, if it was not understandable, they always took the time to explain it in detail. They not only took the initiative to teach about the tasks, but they also described all the entities and operations related to the department. Their willingness to teach me anything I could not understand without showing any frustration or dissatisfaction helped me to learn so much about the work of the accounting department. They are patience with the interns and do not bombard us with a lot of work.

Another noteworthy information about the department is that almost all the seniors hold a professional degree and a deep understanding of the accounting field. The department always hires people with at least 1 or 2 years of experience. After learning the information, it concerned me that, as an undergraduate student with no prior experience, they might be a little hostile. However, they treated us nicely as juniors and made us feel included. They also encourage me to learn and study more. Throughout my internship, I gathered so much valuable advice from the senior employees. All of the advice is so crucial and helpful, especially for someone who's about to step into the real professional world. Their advice not only gives me an understanding of the accounting field but also provides me with information about the work environment and ethics.

3.2. Dislikes about the internship: The thing I disliked the most was not being assigned to any specific task. Every day, a new task was assigned to me. One task was not related to the others. Every senior could give me any of their work. I was working for everyone. Although this system helped me develop my communication skills, I learned a lot about the accounting world. However, if I were assigned to a single entity and were assigned to the same type of tasks. I could have grown a deep understanding of the specific tasks. Sometimes I need to ask for a task, because I was not assigned to anything. I was not assigned to work under any individual, so sometimes even the seniors did not understand whether I was occupied or not. They needed to ask if I had been assigned any task. Even though they are friendly, some of them were not that supportive of my academic report. I had to ask everyone twice and had to send two formal emails requesting a survey response. Still, two of the seniors did not fill out the survey. They were so conscious about confidentiality that it was hard for me to select a research topic. However, they were not sharing what data could be given to me for my research purpose. Because of their lack of support, I had to select a research topic for which the data could be collected from external sources.

3.3. Utilizing an intern at the organization: As I have stated before, the accounts & finance department works for other sister concerns too; some people are assigned to the tasks for 2 or 3 different entities. So, whenever I am given any tasks, it is mostly of different entities than what I did earlier. As a result, I understand different kinds of accounting information of different entities. However, as a fresher in the real professional world, it was really challenging to understand why the entities have various types of accounting implementations. To understand any work, I need to understand what kind of entity I am working for. At first, it was tough to understand what was happening. If they had assigned me to a fixed entity, I could have learned more about a specific type of accounting implementation. It was time-consuming even for the seniors, because they had to teach me everything before assigning me any task.

3.4. Things I want to continue working on for my next position: During my internship, the most valuable thing I learned was bank reconciliation. I learned about this concept in my academic course but doing it practically made me understand it even more. Since the organization uses the ERP system, identifying the gap between the bank statement and the cashbook statement is easily manageable. After learning it practically, it made me realize how important bank reconciliation is for an organization. I want to have a deeper understanding of bank reconciliation for my future development.

I also did numerous adjustments to accounts payable; it was also a great learning experience for me. It made me understand the importance of accuracy and timely adjustments for an organization. After working with the payables, it built my confidence in understanding how the payables work in real-life business. I want to learn more deeply about the payable part of the accounting system. The payable part has a wide range. I only learned about some of its parts, so I want to expand my knowledge in my future career path.

Another part of my learning was the real estate business. Working in the real estate business made me understand some parts of the business process. Such as documentation, land purchase, land sale, and how things are managed. With the help of seniors and practical work, I built a foundation idea about the real estate organization. Which I believe will help me in my future career if I work with a real estate organization.

Overall, the internship gave me hands-on experience of the accounting world. All the knowledge would be helpful for my future career growth.

Chapter four: Personal Development Plan

4.1. My Personal Development Plan: As I am already enrolled as a CA student, my long-term career plan aligns with the Charter Accountancy profession. After completing my BBA, I want to take a short break of approximately four months. In that time, I want to focus on the completion of level one (CL) of the CA. I believe that taking a break will help me focus on my studies more. Once I complete the certificate level, I intend to join any reputed firm to complete my articleship period and to gain professional experience, discipline, and real-world experience.

During my academic period, auditing captured my interest the most. My academic and internship period made me understand that auditing offers a unique blend of analytical skills, transparency, and deep understanding of financial reports. During the time of my articleship period, I intend to focus on auditing.

Along the side of my CA journey, I am also considering pursuing the executive MBA journey. However, I am still not sure of this decision. I might only focus on completing my CA journey in the future. Both degrees are important for understanding the real world more and can help to polish my skills.

I have learned a lot in my academic journey at ULAB. However, theoretical knowledge alone would not help me much in my career growth. I want to refine, polish my knowledge to become the best version of myself. Becoming a professional, whom people can trust, rely on, and seek guidance from

4.2. Technical and interpersonal skills I want to develop at present for securing employment: The most important technical skill for an account graduate is Microsoft Excel. I want to polish my knowledge of Microsoft Excel. I also want to learn QuickBooks and Oracle. In most of the job circulars, I saw that these three technical skills are important to secure a good position.

Another area I need to improve the most is my communication and networking skills. During my internship search process, I realized that building connections and having good communication skills are essential in the business world. Having only strong academic knowledge cannot be of much help while searching for a good job. Networking is important to gain visibility. Lack of connection and communication skills can make opportunities unreachable.

Part B

Executive summary

The research is conducted to understand the accounting system being modernized after the implementation of ERP in the context of Bangladesh. The study was conducted by using the survey responses of AMFL employees of the Accounts & Finance department, as well as from other organizations. As the sample size of the data is small, it has limitations. The research shows the comparison between the employee experience of AMFL and the external organizations' employees. ERP is being implemented in organizations in recent years, and management is moving forward with the times and technology. Even if Bangladesh has taken a late step in the progressive world of technology. However, AMFL was advance enough to use the Tally from 2003 and then implementing the in-house customized ERP in 2021. The ERP system is always changing, and the business world is progressing with technology, so the research might not be able to explain the future trend.

The Role of ERP in Modernizing Accounting Systems: A Case Study of ERP of Amin Mohammad Foundation Ltd.

Chapter one: Introduction

1.1.Introduction: In recent times, the business world has undergone a digital transformation. From traditional bookkeeping to modernizing the accounting system, the ERP is being used widely. The full form for ERP is Enterprise Resource Planning. As the world moves toward digitalization, everything is increasingly related to technology. The business world is also following that trend. Although every organization has its own rules, they differ from those of others. However, to stay competitive in the business world, most organizations have implemented an ERP system. From storing the data in one place to making everything systematic and giving real-time data, ERP has made the accounting system more efficient. The ERP system has made management decision-making easier and increased work efficiency.

AMFL used Tally from 2003-2020; in recent years, it was visible that, because of Tally, some errors were occurring. Errors such as double entry of the overheads and the access was not secure, so any employee could access from anywhere on the Tally. To make things more defined and to control confidentiality, they implemented the in-house customized ERP AMG.

The research aims to investigate the accounting system being modernized by the ERP, with the focus on the Amin Mohammad Foundation. It also compares the ERP implementation, and it's making the accounting system modernized in other organizations, too, especially in the case of Bangladesh.

1.2. Objective: Overall understanding of the system of the ERP and whether it has actually increased efficiency

1. To learn overall about the ERP system has modernized the accounting system, especially the ERP of Amin Mohammad group
2. To understand the employee experience with the ERP

1.3. Background of the study: ERP enterprise resource planning was widely adopted in multinational corporations in 1990s. It was implemented to integrate different and complex organizational operations. Early accounting system founded the foundation of modern ERP system. (Deshmukh 2006) To effectively manage organizations resources (products and services, personnel, capital assets, etc.) ERP system has also defined as commercially available, modularly packaged business software by being a complete and connected software that support an organizations information need process. (Nah et al. 2001).

ERP system adoption was driven by the need of timely access to consistent information across different functional areas of a companies by the management. The ERP implementation was motivated by the regulatory compliance, upgrading legacy systems, business process reengineering, integration of operations, and management decision support (Robey et al. 2002). There are many studies on the ERP system, however few studies have been done on the ERP usage in Bangladeshi organizations.

1.4. Research question:

1. How much did the ERP system help to modernize the accounting system in the accounting sector?
2. How was the employees experience with the ERP in the organization?

1.5. Research problem: The ERP system helps with efficiency and productivity. Even though the ERP system has made the reporting easy, many organizations face problems while using ERP for their financial records. As the AMG ERP is in-house developed and customized for the Amin Mohammad Group, a study comparing the user experience of other organizations' ERP with this ERP would give a good idea about the new accounting adaptation.

1.6. Significance of the study: We have been hearing about ERP being implemented in organizations. In the context of Bangladesh, there are still organizations that do not use the ERP system. However, in the recent 05-10 years, many organizations have implemented the ERP system. The research is going to help to understand the user experience with the ERP in Bangladeshi organizations. It highlighted the benefits of the ERP implementations, as well as what still needs to be improved. It also shows accounting being modernized with the help of the ERP system. Companies that are considering implementing an ERP system can get a little bit of an idea about the expected outcome. The study also highlights the importance of training and management support.

Chapter two: Methodology

2.1. Research methodology: It is descriptive research. In this research, a qualitative method has been followed. Data are collected by interviews, surveys and observations. The data has been analysed by using statistics patterns, such as pie charts, graphs, table, etc. These are going to help to understand the pattern of the surveys and other data.

2.2. Sampling method: The Sampling method is non-probability sampling. The purposive samples has been followed to collect all data.

Sample size: Sample size for the survey is 21 people. An interview has been conducted with the head of the department. (The whole department has 12 employees, including the accounts head and deputy head)

Chapter three: Findings and discussion

3.1. About the survey: This part collected the study of 22 people for research purposes. It includes a survey of 08 employees of AMFL and 13 employees from various sectors also include the interview of the department head of Accounts & Finance. The purpose of collecting the survey response was to understand the user experience of the ERP system overall, and to understand the differences and similarities of the ERP of AMFL.

Based on the interview conducted with the head of the Accounts & Finance department, Elias Sir of Amin Mohammad Foundation Ltd, I learned that before implementing the customized ERP system, the organization was dependent on Tally for the daily transactions. The ERP of the Amin Mohammad group is a in-house developed customized website-based ERP that was implemented in 2021. The ERP system is secure and has strict access criteria.

3.2. Survey findings from AMFL and other organizations: The survey conducted among employees from the Accounts & Finance department of AMFL and other organizations reveals the significant impact of the ERP on the accounting system.

Comparison Table

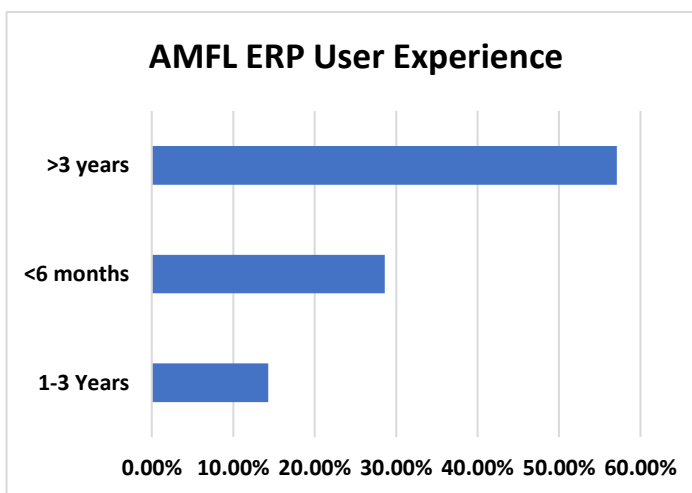
	AMFL (internal employees)	Other organizations employees	Interpretation
Type of ERP	They use AMG website-based customized ERP	Use customized ERP. However, Oracle, SAP, and Tally also have bigger percentages.	Organizations mostly rely on customized ERP in Bangladesh.
Timeline of implementation	In 2021 the new ERP was implemented	Mostly been 1 year	AMFL has implemented the ERP in an earlier period.
Experience	57.1% have experience in using the ERP for more than 3 years	Most of the employees have less than 1 year of experience.	Employees of AMFL are more experienced.
Training	50% did not receive any formal training.	53.8% did not receive any training.	Organizations seem to depend on internal ongoing training.
Integration with daily work	Highly integrated (especially journal entries, bank debit entries, and bank reconciliation)	61.5% responded that their work was integrated.	Both rely on ERP for daily work.
Proficiency of users	50% confident about their expertise. 37.5% expert. 12.5% beginners.	Fewer advanced users	Employees of AMFL have high proficiency.

Automated	50%-75% and more than 75% work has become automated (37.5% responded)	51%-75% work has become automated. (36.4% responded)	A higher percentage of work has become automated.
Reducing error	Reported a significant change in the error reduction.	Also reported error reduction.	ERP reduced the errors.
The most benefited area	Real-time data access and improved reporting accuracy, speed automation of repetitive tasks, audit trail and compliance, and better interdepartmental collaboration.	General ledger, accounts receivable, inventory management, accounts payable, payroll, budgeting, and forecasting.	Important areas of accounting have benefited.
Challenges	Lack of advanced reporting/ analytical features	Lack of training, system bugs, limited customized options, and high maintenance costs.	Mostly technical issues.

3.3. Comparison between AMFL and other organizations' employee experience of ERP:

This section provides a comparison between the ERP experience of AMFL and other organizations. It includes the differences and similarities

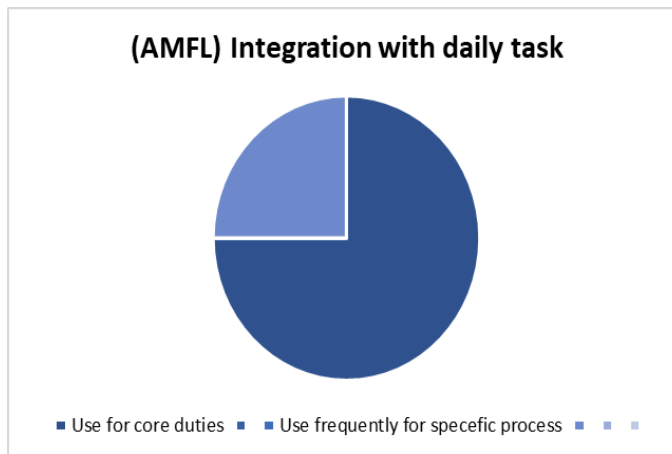
Experience with ERP: The AMFL's employees have more experience than the employees of the external organization. Half of them responded that they have a minimum of three years of experience with the ERP. It indicates a mature and good implementation process. On the contrary, the external organizations from my conducted survey do not have a long history of experience. It shows the



advancement of AMFL in terms of employees. Additionally, AMFL customized the ERP in 2021; before that, they used Tally from 2003. While other organizations were still dependent on the traditional system, AMFL was advanced in technology.

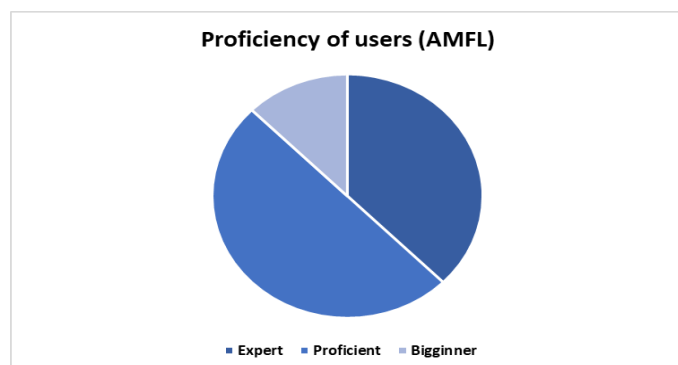
Training: Both AMFL and external organization limit to formal training is visible. In both surveys, it was noticed that companies do not conduct formal training. It indicates that they are dependent on internal ongoing training. Sometimes it can affect the ongoing flow of work. However, it can save the extra time and cost that would be spent on formal training. According to the head of the accounts & finance department, at the time

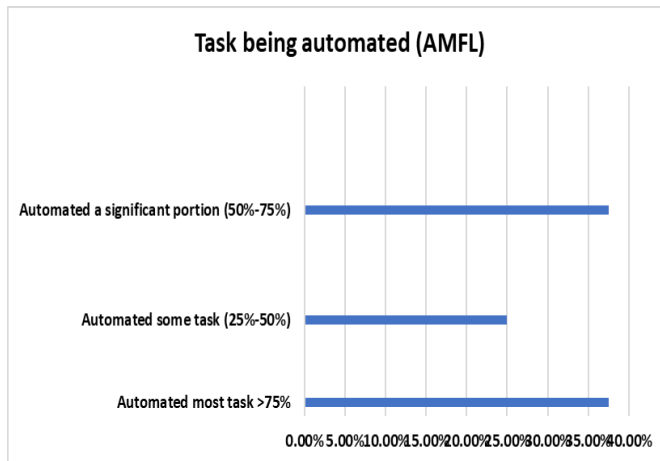
of implementation of the ERP in 2021, and the trial period was 6 months. So, whenever anyone faced any problem, it was solved immediately. AMFL is advanced in the training system.



Integration with daily tasks: The survey indicates strong integration with ERP in both places. AMFL uses ERP for journal entries, bank debit entries, and other daily tasks. It shows strong shift toward paperless or traditional accounting practices in Bangladesh.

Proficiency or experience of the users: As the ERP implementation was earlier in AMFL than in the external organizations. Naturally, AMFL employees are more experienced in the usage of their ERP. The external organization employees reported less proficiency. It happened because of the recent implementation of the ERP in another organization.



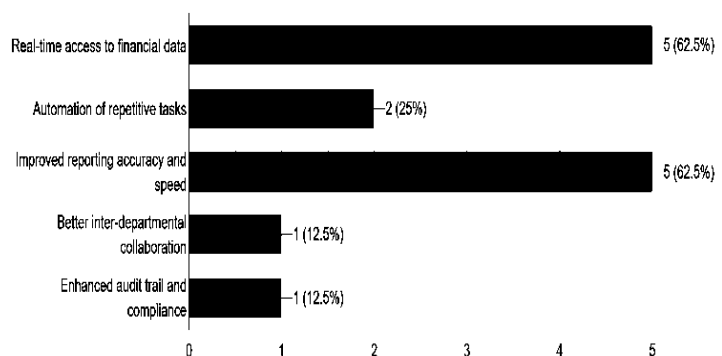


Automated: Both AMFL and external organizations have significant automation benefits through the ERP. In the AMFL, the other departments are also connected with the ERP; only a little bit of manual work is needed to integrate the process with the accounts department.

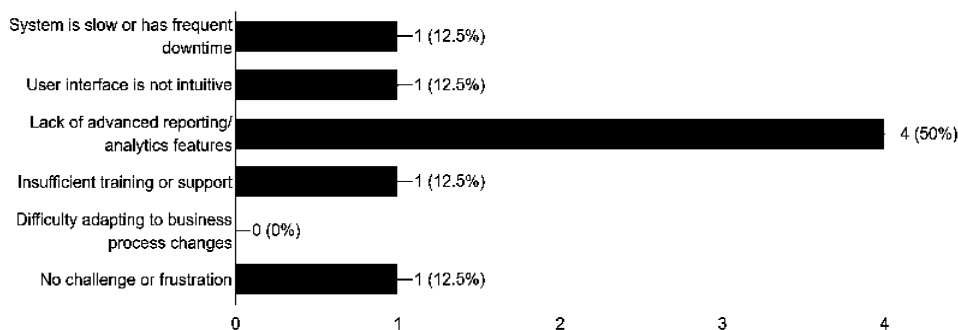
Benefited area and error reduction:

Both groups reported a positive impact of ERP in reducing errors. AMFL employees reported real-time data access and improved reporting accuracy, speed automation of repetitive tasks, audit trail and compliance, and better interdepartmental collaboration as the benefits after the ERP implementation. External organization employees highlighted general ledger, accounts receivable, inventory management, accounts payable, payroll, budgeting, and forecasting as the key benefited areas.

11. Which of the following has been the MOST significant benefit of the ERP for your daily work?
8 responses

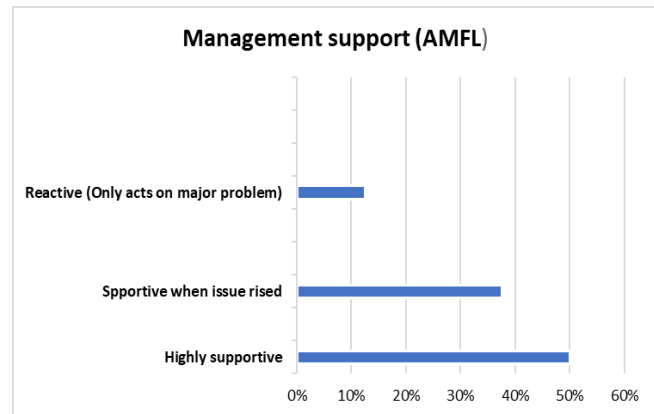


16. What is the BIGGEST challenge or frustration you currently face with the ERP system?
8 responses



Challenges that were faced: AMFL employees identified from the survey a lack of analytical features as one of the challenges of ERP usage. On the contrary, the external organizations' employees selected a lack of training as their primary challenge. Other organizations' challenge is a foundational problem, and for AMFL, it is an ERP enhancement problem.

Management: Both AMFL and external organization employees responded positively to the management's support. High management support has helped the smooth use of ERP in daily tasks. Also, for the ERP, auditing and management decision-making have become easy.



Limitations of findings: Even if the findings and discussion have significant details of the surveys, there are limitations that need to be acknowledged.

Small sample size: The sample size for the data collection is extremely small. The data is of 08 employees of AMFL and 13 employees of an external organization. If the sample size were larger, the findings could have been more accurate.

Limited organization: he survey is from one department of AMFL and also from different categories of organizations. All have different types of ERP, and only one person from an organization responded. So, it is not getting all of the user experiences.

Limited interview: More interview from the AMFL could have given more idea about the ERP and its future trend.

3.4. Summary of findings & discussion: The findings and discussion demonstrate that the customized ERP has modernized the accounting system greatly at Amin Mohammad Foundation Ltd. The employees of AMFL have mostly 3 years of experience with the usage of ERP, which shows their proficiency compared to those in external organizations. The implementation of ERP at an early time also shows the forward thinking of the management. ERP integration in the daily tasks is highest in both groups. ERP has greatly reduced the manual work and the errors in data entry. The AMFL employees have reported real-time data access, faster reporting, and improved audit as the benefits of the ERP. On the contrary, the external organizations have reported the core component improvement, such as the general ledger, accounts receivable, inventory, and payroll. It shows that, before the implementation of the ERP, they had great control over the core component. Both of the groups agree on the management being supportive of the improvement of the ERP system.

Overall, the discussion shows that the ERP has made a great improvement in the accounting transaction and data preservation.

Chapter Four: Recommendations

- The organizations should keep their ERP maintained and updated, as it can reduce the time wasted because of technical issues or bugs.
- AI can be added to the ERP system; it can be used to analyses more data & generate any kinds of formatted reports.
- Organizations should focus on training and hold workshops and sessions for the employees to reduce the risk of errors.
- Integrating all departments on the ERP can help to identify the problems easily.

Chapter Five: Conclusion

The study's findings demonstrate that the ERP system has modernized the accounting system in Bangladesh. The study shows that AMFL is more advanced than other external organizations in terms of modernization due to its earlier implementation period. The ERP has reduced manual work, saving time, and integrates with daily tasks, also integrating with various departments. The most benefited area was real-time data access, voucher entry, bank debit entries, accounts payable, and payroll. ERP has automated tasks, which helps significantly; approximately 50%-75% of employees' daily work has been automated. Even with numerous advantages, ERP users also face some challenges. Such as a lack of advanced reporting/ analysis figures, AMFL faces this issue. For external organizations, system bugs, lack of training, limited customization options, and high maintenance costs are the main challenges they face. The ERP has made management decision-making easy, and auditing has also become easy. The management is highly supportive of updating and problem-solving in the ERP.

Overall, the implementation of the ERP has modernized the accounting system greatly. Also, in Bangladesh, organizations are focused on customized ERP. It helps to work for the organization best

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Appendix

INTERNSHIP PROPOSAL FORM

Name:	Syeda Raiha-Tuz-Zahra
ID:	221011155
Department:	USB (BBA)
Supervisor's Name (Faculty):	A F Wazir Ahmad, PhD
Organization Name:	Amin Mohammad Foundation Ltd.
Internship Title:	The Role of ERP in Modernizing Accounting Systems: A Case Study of ERP of Amin Mohammad Foundation Ltd.

13.10.2025
Student's signature & date
date

Supervisor's signature &

(Submit your Research Proposal to your Supervisor for approval)

Appointment Letter



Ref: AMG/HR_AMFL/AMFL/HOL/0097/2025

September 30, 2025

Private & Confidential

SYEDA RAIHA-TUZ-ZAHRA
House no. 27/A, Hussaini Dalan Road
Dhaka, Bangladesh
University of Liberal Arts Bangladesh
ID : 221011155

Subject: Letter of Internship Acceptance

Dear Ms. Zahra,

In reference to a letter from career services office of University of Liberal Arts Bangladesh (Ref: CSO/Memo/01407/028/065), we are pleased to inform you that the Management of Amin Mohammad Foundation Limited (www.amflbd.com) has agreed upon allowing you an internship with the organization. **Congratulations Ms. SYEDA RAIHA-TUZ-ZAHRA.**

On the above note, you are requested to contact Mr. S M Elias Amin, Head of Accounts & Finance Department at our Head Office and start procedures (with a written application) for the **10 (ten)** weeks long internship program with the Accounts & Finance Department. For your day-to-day activities, you will be posted at Head Office and report to the Head of Accounts & Finance.

Be noted that no allowance/financial assistance shall be sanctioned to you for your internship role. On your internship, you might know information of any description concerning the affairs of the company, its associates, customers or any other stakeholders which are very secret or confidential from the organizational perspective and you shall not be allowed or authorized to share the information to any person or company during continuation of the program or thereafter. This is for strict compliance on your part; deviation from which may initiate legal action against you on charge of breach of agreement.

We are excited to welcome you on board. We are confident that this internship experience will be mutually beneficial through productive and rewarding collaborations. Congratulations once again.

Yours sincerely,

FAISSAL R FERDOUS
Head of HR & Administration

Copy:

- 1) Head of Accounts & Finance
- 2) Career Services Office, ULAB
- 3) Personal File



Corporate Office: 752, Satmasjid Road, Dhanmondi C/A, Dhaka-1205. Phone: +88 02 58155101, +88 02 58153676-7, ☎ 167111 | amflbd.com

Data Collection (survey and interview questions)

For my research I have conducted two surveys, the first one is for people of other organizations. And the second survey is for the employees of the Accounts and finance department of Amin Mohammad Foundation Ltd. I have also conducted a short interview with the Head of the Accounts & Finance department. The survey questions are given below:

First survey: Survey on the Role of ERP in Modernizing Accounting Systems (for people of other organizations). I have collected 13 responses from this survey.

Link: <https://forms.gle/uCDznPTansC3PY3K8>

- 1. Name of your organization (Optional)**
 - a. Prefer not to say
 - b. Other:
- 2. Type of organization**
 - a. Manufacturing
 - b. Construction/Real Estate
 - c. Service
 - d. NGO
 - e. Other:
- 3. Your designation: (Please specify the department also)**
- 4. How long have you been using ERP in your organization?**
 - a. Less than 1 year
 - b. 1–3 years
 - c. 3–5 years
 - d. More than 5 years
- 5. Which ERP software does your company use?**
 - a. SAP
 - b. Oracle
 - c. Tally
 - d. Odoo
 - e. Customized ERP
 - f. Other:

- 6. How long did the ERP implementation take in your organization?**
- a. Less than 6 months
 - b. 6 months - 1 year
 - c. 1-2 years
 - d. More than 2 years
- 7. What were the main reasons your organization decided to adopt ERP?**
- a. Cost reduction
 - b. Efficiency
 - c. Better control
 - d. Reporting accurately

Section B: ERP and Accounting Operations

- 8. To what extent is the ERP system integrated with accounting functions in your company?**
- a. Fully integrated
 - b. Partially integrated
 - c. Only for limited tasks
 - d. Not sure
- 9. In your opinion, how has ERP improved accuracy in financial reporting?**
- a. Greatly improved
 - b. Somewhat improved
 - c. No significant change
 - d. Not improved at all
- 10. How effective is ERP in reducing manual accounting errors?**
- a. Very effective
 - b. Moderately effective
 - c. Slightly effective
 - d. Not effective
- 11. Approximately what percentage of your routine accounting tasks (e.g., data entry, reconciliations, report generation) has been automated by the ERP system?**
- a. Less than 25%
 - b. 26-50%
 - c. 51-75%
 - d. Over 75%

12. Compared to before ERP implementation, how has the time taken to close monthly financial books changed?

- a. Significantly Reduced
- b. Slightly Reduced
- c. No Change
- d. Increased

13. How has the ERP system impacted access to real-time financial data for decision-making?

- a. We now have access to real-time data
- b. Data is significantly more current than before
- c. Data currency has improved slightly
- d. No significant change

14. Which accounting areas benefit most from ERP? (Select up to 3)

- a. General ledger
- b. Accounts payable
- c. Accounts receivable
- d. Payroll
- e. Inventory management
- f. Budgeting & forecasting
- g. If other, please specify
- h. Other:

Section C: Challenges and User Experience

15. What are the major challenges you face in using ERP? (Select all that apply)

- a. Limited customization options
- b. Lack of training
- c. User Resistance to Change
- d. System errors or bugs
- e. Data migration issues
- f. Complexity / Not User-Friendly
- g. High maintenance cost
- h. Other:

16. How supportive is your management in maintaining and updating the ERP system?

- a. Highly supportive
- b. Moderately supportive
- c. Not very supportive
- d. Not supportive at all

17. How well does your current ERP system adapt to your organization's growing or changing needs?

- a. It is very scalable and adaptable
- b. It is somewhat scalable but with challenges
- c. It is rigid and difficult to adapt
- d. Not sure

18. Have you received formal training on using the ERP system?

- a. Yes
- b. No

19. If yes, did you face any difficulty in the training?

20. How satisfied are you overall with your ERP system? (1 = very dissatisfied, 2 = dissatisfied, 3= neutral, 4= satisfied, 5 = very satisfied)

Section D: Impact and Suggestions

21. In your opinion, what is the biggest benefit of ERP in accounting?

- a. Faster financial closing process
- b. Real-time financial data and visibility
- c. Automation of routine tasks (e.g., posting)
- d. Improved audit trail and compliance
- e. Elimination of data duplication
- f. If other please specify
- g. Other:

22. What area still needs improvement in your ERP system?

- a. Reporting and analytics capabilities
- b. User interface / ease of use
- c. Mobile access
- d. Integration with other software (e.g., CRM)
- e. Customization to fit our specific processes

- f. Speed / performance
- g. If other, please specify
- h. Other:

23. Do you think ERP helps in better decision-making for management? (1= strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree)

24. Any additional comments or suggestions regarding ERP and accounting systems?

Second survey: Perception of Employees on the Role of ERP in Modernizing Accounting Systems (Received 08 responds)

Link: <https://forms.gle/3jQZcsADe7NR2XYm7>

Section A: User Profile & Experience (5 Questions)

1. How long have you been with the company?

- a. <1 yr
- b. 1–3 yrs
- c. 3–5 yrs
- d. >5 yrs (more than 5 years)

2. How long have you used the ERP system?

- a. <6 months
- b. 6m-1yr
- c. 1-3 yrs
- d. >3 yrs (more than 3 years)

3. Have you received formal training on using the ERP system?

- a. Yes
- b. No

4. How integral is the ERP system to your daily accounting tasks?

- a. It is essential for my core duties
- b. I use it frequently for specific processes
- c. I use it only occasionally
- d. I rarely use it

5. How would you rate your overall proficiency with the ERP system?

- a. Expert (I can troubleshoot and train others)
- b. Proficient (I can perform all my tasks efficiently)
- c. Competent (I can perform my tasks but may need help sometimes)
- d. Beginner (I need significant guidance)

Section B: Operational Impact & Efficiency (6 questions)

6. To what extent has the ERP system automated your routine, manual accounting work (e.g., data entry, reconciliations)?

- a. Automated most tasks (>75%)
- b. Automated a significant portion (50-75%)
- c. Automated some tasks (25-50%)
- d. Automated very few tasks (<25%)

7. Specifically, how has the ERP system impacted the time required to complete the monthly financial closing process?

- a. Significantly Reduced
- b. Moderately Reduced
- c. No Significant Change
- d. Increased

8. Please rate the ERP system's effectiveness in reducing manual errors in the following areas: (1 Very Effective, 2 Effective, 3 Neutral, 4 Ineffective)

9. How seamless is the data flow between the Accounting department and other departments (e.g., Procurement, HR, Projects) within the ERP?

- a. Fully seamless (real-time, no re-entry needed)
- b. Mostly seamless (minor issues)
- c. Partially integrated (requires some manual intervention)
- d. Poorly integrated (significant manual work required)

10. Since the ERP implementation, how has the ease of generating standard and financial reports changed?

- a. Much Easier
- b. Somewhat Easier
- c. No Change
- d. More Difficult
- e. Other:

11. Which of the following has been the MOST significant benefit of the ERP for your daily work?

- a. Real-time access to financial data
- b. Automation of repetitive tasks
- c. Improved reporting accuracy and speed
- d. Better inter-departmental collaboration
- e. Enhanced audit trail and compliance
- f. Other:

Section C: Management & Strategic Impact (4 questions)

12. To what extent do you agree with the following statement: "Management has access to more timely and accurate data for decision-making because of the ERP system."

- a. Strongly disagree
- b. Disagree
- c. Neutral
- d. Agree
- e. Strongly agree

13. How has the ERP system impacted the internal and external audit process?

- a. Made it significantly faster and smoother
- b. Made it somewhat easier
- c. No major change
- d. Made it more complicated
- e. Other:

14. How well does the current ERP system adapt to changes in company policy or regulatory requirements (e.g., tax updates, new IFRS standards)?

- a. Very adaptable (can be configured quickly)
- b. Moderately adaptable (requires IT support)
- c. Slow to adapt (complex and time-consuming)
- d. Not adaptable

15. How supportive is the management and IT department in maintaining and improving the ERP system?

- a. Highly supportive and proactive
- b. Supportive when issues are raised
- c. Reactive (only act on major problems)
- d. Not supportive

Section D: Challenges & Future Outlook (5 questions)

16. What is the BIGGEST challenge or frustration you currently face with the ERP system?

- a. System is slow or has frequent downtime
- b. User interface is not intuitive
- c. Lack of advanced reporting/analytics features
- d. Insufficient training or support
- e. Difficulty adapting to business process changes
- f. Other:

17. How satisfied are you overall with the ERP system's contribution to accounting efficiency and modernization?

- a. Very satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

18. In your view, which area of the ERP system requires the most urgent improvement?

- a. Reporting and Data Analytics capabilities
- b. User Interface and Ease of Use
- c. Integration with other software

- d. Speed and Performance
- e. Mobile Functionality
- f. If other, please specify
- g. Other:

19. Do you believe incorporating advanced technologies like AI (for predictive forecasting or automated anomaly detection) would add significant value to the ERP?

- a. Yes, it would be a major benefit
- b. It could provide some value
- c. Not sure / No opinion
- d. It is not necessary

20. Please share any specific suggestions for features, training, or improvements that would make the ERP system more effective for you.

Interview questions (I have taken a little interview about the ERP system with the head of the accounts and finance department)

1. How long has been Amin Mohammad Group using the ERP?
2. What motivated the company to implement the customized ERP?
3. Did the employees need any extra training, did it effect the budget?
4. Do you think the new ERP is good for management decision making and time effective?
5. Did it make the audit and managing IFRS easy?
6. Is ERP being constantly updated? Are you planning to add AI in the future?

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