



# Internship Report

A STUDY ON THE EFFECTIVENESS  
OF THE RECRUITMENT AND SELECTION PROCESS  
OF SQUARE FOOD AND BEVERAGE LIMITED



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# Letter of Transmittal

30th August, 2016

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**Subject: Submission of Internship Report on “A study on the effectiveness of the Recruitment and Selection process of Square Food and Beverage Limited.”**

Respected Mam,

With utmost respect I want to state that, it is my pleasure to submit my internship report of the BBS program to You and am very glad for having this opportunity to prepare and present this internship report to complete the BUS 400 course in BRAC. Mam, I would like to let You know that, it has been a wonderful experience for me while doing the internship program as well as completing the report. I am thankful and glad to work under Your sincere cooperative supervision for which it has been possible to complete the report successfully.

The internal content of this report is based on the recruitment and selection process of Square Food and Beverage Limited which is coordinated by the Human Resource Department of this organization. I want to show my gratitude towards You and am thankful for all your encouragement, guidelines and support. I found this report a worthy one which enabled me to combine the knowledge I gained throughout, with my practical experience. Lastly, I would be grateful if You are kind to receive this giving Your feedback so that I can utilize it in future.

Sincerely,

Seefat Binte Kabir

ID: 12104089

BRAC Business School, BRAC University

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# **Acknowledgement**

In case of this report, firstly I would like to thank the Almighty Allah for everything whose kindness and grace helped me to end up the entire report with all my effort. I would also like to show my gratitude to the honorable faculty member my University supervisor, Miss Asheka Mahboob of BBS Dept, BRAC University for her heartiest cooperation and supervision. Without Her support, assistance and guidance it would not have been possible for me to complete this report. And lastly by the help of my Almighty, Supervisor and Colleagues I have been able to complete my three months long internship at Square Food and Beverage Limited.

I am also grateful to Ms. Tahmin Begum who is the Senior Executive, Human Resource Department of SFBL as my organizational supervisor for giving me the valuable opportunity to do this internship report under Her supervision. With all Her assistance I found the entire work done smoothly especially while collecting the information. I am also thankful to the Manager, MR. Noor-E-Elahi, HRD of SFBL for giving me valuable suggestions and inspiring me in every aspect.

Lastly, I would also like to convey thanks to some of those people; without whose help it would not have been possible to complete this report anyway. MR. Abhishek Nandi who is the Brand Executive, HRD of SFBL, Mr. Moonzur Hossain, the Executive, HRD and Miss Naznin Akhter, Junior Officer, HRD for all their cooperation, mentorship and guidance for the past three months. Whenever there were any problems I faced or had questions regarding the report they were always ready to help me out which helped me a lot throughout. At the same time my thanks goes to the other fellow colleagues of Square Group who not only helped me to learn the situation of the real business world but also provided such a wonderful corporate environment.

And lastly, I am also grateful to BRAC University which is the reason behind my completion of this report which helped me a lot to have a good grasp regarding the corporate world.

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# **Executive Summary**

The reason and plan to prepare this entire report is to figure out the effectiveness and some of the problems of the recruitment and selection process of Square Food and Beverage Limited and a thorough research has been done on the recruitment and selection process of the company and hence is prepared to identify the problems, solutions and the effectiveness of the process. Firstly, the report mainly focuses on the problems of the recruitment and selection process and if they are working properly or not along with some comparisons which is showed in the findings and project chapter of the report.

In the report firstly there is a detail history accompanied by its mission, visions, products offered, etc. in short. The responsibilities that I have been given along with the works done during the internship program are also included in this report. In this time I had the opportunity to practically see and learn about the organizational, its culture, knew about the people, its environment, different human resource practices etc. In the entire report I had to collect as many information as possible to collect by me and therefore as the primary and secondary data, I interviewed some of the employees to get a clear view about the effectiveness of the process run. A face to face interview with several questionnaires was used to have my queries answered. Also I found out there can definitely be betterment in some sectors as, less use of hard copies, more trainings to new comers, more consciousness regarding the medical test, modifications of the existing interview evaluation forms and some new additions, new sources for advertisements, more participations in job fairs, more involvement of the higher authority on the entire hiring process etc. are some of the key findings of the research. In the later part some recommendations for the betterment of the process have been included as well. Basically, this report gives a whole idea about recruitment and selection process of SFBL since I was mostly engaged with this work throughout the time based on my own observation and some of the information collected. My performance during the internship was evaluated on different criterions as well such as my punctuality, behavior towards others, devotion towards work, the accuracy and efficiency of my work, my enthusiasm towards my work etc.

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Lastly this report consists of a conclusion part where I put my own thoughts that might add value to the organization and help them doing better if gone through. Moreover, in the project part of the report the entire recruitment and selection process has been described elaborately. Each step from the HR planning, recruitment sources, sorting the CV s, written tests, interview to and making the final job offer to the candidates have been explained. The report as a whole gives idea about the entire recruitment and selection process of the company. Also, despite having the challenges I finally noted some problems that can be terminated in order to develop the process taking them as recommendations for further improvements.

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**CHAPTER 1**

**THE ORGANIZATION**



## **1.1 Introduction:**

With the advancement of the era, the corporate world is also moving very fast to keep pace with the modern world and its improvement. The business world now tries its best to leave a commendable mark on its consumer's heart by earning their trust as well as thinking of keeping a good hold comparable to its relevant competitors. It not only helps to spread its business in different sectors but also is a great source to employ big number of people along with the maximization of profit. Square group is one of those lighting examples which once started from a scratch but now standing as one of the pioneers in Bangladesh in the food and beverage sector. Moreover, it is the HR team of any organization taking it to a pick with all the supervision. Not an exception, Square Food and Beverage Limited has also got a very effective, hardworking and wonderful HR team which is always active in ensuring giving the best ones the best tasks they go with. They make sure their employees are satisfied enough to put their level best for the place they are working for and thus Square makes them feel valued.

In the world of business everything is constantly changing as it is dynamic and rapidly changes the scenario. To become better in comparison to their rivals all the companies are now taking different strategies and plans using different elements implementing them, as we know. Human resources are one of the most important elements in an organization and are such resources those cannot be imitated or duplicated. Hence they are special. In today's world to gain the competitive advantages in an organization human resources are needed to be successful. Through proper management, well training, identifying their potential an organization can achieve its goals.

## **1.2 Report Origin:**

It is mandatory to complete the three months internship program for any BBS student of BRAC University as it is counted as a credit course named BUS 400. Therefore, this three months internship program gives students a practical knowledge of real job world. This introduces the students with a challenge to relate the theoretical knowledge they have gained throughout along with the practical works they have learnt through the internship program in different organizations. Sometimes it becomes tough for the students to cope up with such a new phase of life with a completely different environment from that they are accustomed to. All the culture, behavior, ways of representing yourself, your communication process with others seems to be new and this sudden change is at times hard to deal with for the first time. The real purpose

behind doing this internship program is to get oneself accustomed with these changes making them ready to enter the real corporate world in future.

The few core purposes of the study done can be illustrated thus:

- Firstly, a must for the accomplishment of the BBA program
- To introduce oneself with the real life corporate world
- Giving the students an insight preparing themselves about the culture and behaviors of the corporate world
- To relate the theoretical knowledge with the practical world and everyday work.
- To get oneself ready for the future career

Since I am also a student of BRAC University, it is a must for me as well to complete this report. That is why I have done my internship in Square Food & Beverage Ltd. as a part of my study. As per the requirements, this report includes information mostly on the entire recruitment and selection process, information regarding the organization, how it works, their other concerns, products offered, working processes, my job responsibilities and other relevant information.

### **1.3 Objective of the report:**

Every work is done with an objective to achieve. This report is prepared based on two core objectives as well where the primary objectives depict the need of analyzing all the information collecting them for the study for the learning of the recruitment and selection process of SFBL. And the Secondary objective signifies to collect relevant information from possible ways giving a clearer view regarding the entire Human Resource processes followed by SFBL.

### **1.4 Methodology:**

In this entire report, a systematic procedure as in a systematic method has been followed to complete the report which went through chronologically followed by several chapters. Firstly, in case of the selection of the topic, I discussed it with my honorable supervisor and finally selected the topic Recruitment and selection process of Square Food & Beverage Limited since I was mostly involved with this sector in the organization for these three months. Followed by a draft was made along with a mind-mapping that how I am going to portrait the entire report. Then, the sources of data were both primary and secondary data selected for the report. Primary data was collected by interviewing Ms. Tahmin Begum who is the senior executive and Abhishek Nandi, the executive of HR Department. On the other hand secondary data was collected mainly from the company's website and other websites as well and also from text books, newspapers and the company's annual reports and from some other previously done reports. Thus it worked out together.

### **1.5 Scope of the study:**

All my experiences throughout these three years helped me a lot to stand this internship report regarding the recruitment and selection process of SFBL. I learnt about its organizational environment, ethics, cultures, different practices in the human resource department and mainly its recruitment and selection process as mentioned.

### **1.6 Limitations:**

Besides all the support and smooth work there were some limitations and times where I felt difficulties in the completion of the report. Since we all know every organization has their own policy and terms, they do not want to reveal their own data. It was quite tough to gather information as some seemed unwilling to provide the information and give effective feedback as well where it could have been of great huge and the entire report is based mostly on their feedback and provided information. It happened because they were busy in their work. Also it was time consuming. Within this limited time it was not possible to gather and know a lot from closer about the HR practices and its implementation. So in total, time constraint, lack of enthusiasm showed by the employees due to their business, confidential data were some of the major limitations while doing the report.

## Chapter 2:

### Organization Overview

#### 2.1 Square Food & Beverage Limited:

Square Food and Beverage LTD. is one of the most heard names in the corporate world in our country today and also is one of the largest and leading manufacturers. It has four brands with approximately more than 40 products. The reason behind this rapid growth and development of SFBL is mainly because of its productive and efficient human resources and its utilization. (www.squareconsumers.com)

Square has never failed to win its employees heart providing them a fair deal with a fair practice of their policies. Today it is one of the popular and among the most known companies to the people of our country for the human capital it possesses.

#### 2.2 Background of the company:

Considering the present world, Square group signifies a name and prosperity not only in Bangladesh but also in some other countries of this world. Square is not just a brand name in Bangladesh. It is an icon in business.(www.squareconsumers.com)The journey of Square was not as easy as it seems now. It is now one of the leading manufacturing companies in Bangladesh work which has today brought them here. Square is now a group of pharmaceuticals, toiletries, garments, textile, information technology, food products, and hospital - with an average annual turnover of more than taka 6,000 crore and a workforce of around 33,000 people. Mr. Samson H Chowdhury is the pioneer and founder of this Square Group. It was established in 1958 with its first company named Square pharmaceuticals Ltd in Bangladesh. It was named as Square because it signifies accuracy and perfection meaning quality.(www.squareconsumers.com)

Now The Square Company is spreading its wings in different sectors. Square consumer products Ltd. have started its journey in 2000 as a member of SQUARE Group and within a short time it created a remarkable hold on the market winning its customers' heart with 4 brands more than 40 products. It had also achieved the international quality standard ISO 9001 because of its quality

management. In 2010 the company achieved ISO 22000 for its food safety management system. It is now United States Food and Drugs Administration qualified as well. So, Square Consumer Products Limited has started its journey in 2000 as a member of Square Group, the leading corporate house in Bangladesh. Its strong commitment to quality, adoption of advanced technology, stress on human resource development, and focus on continuous improvement and introduction of new products for the growing markets understanding its consumers needs have given the company a decisive position in the industry. In 2010, the company achieved ISO 22000 for its food safety management system. More than a decade later, in 1st September 2014 it reinvented as Square Food & Beverage Ltd.([www.squareconsumers.com](http://www.squareconsumers.com)) Square Food & Beverage Ltd. has introduced three popular brands in the market named as Radhuni, Ruchi and Chashi. Radhuni is the flagship brand of the company according to Square. Just after its introduction Radhuni drew the attention of housewives who demanded convenience and time saving cooking and who leads a busy lifestyle. The product range of Radhuni is basically enriched with basic spices, mixed spices, cereals & pulses based products edible oil et. On the other hand, Ruchi is providing ready-to-eat snacks like Chanachur, Fried Dal, Banana Chips, Potato Crackers, Muri, Jhalmuri, Sauce, Ketchup, Jhuribhaja, Peanut, Chutney, Pickles and Honey used as spreads. Ruchi mainly has focused on the young generation and has won the heart of the youngsters for its being healthy, taste and innovation. There is also an addition which is the new brand of the company, named as Chashi. It is the landmark of those products which are collected directly from the farmers having the indigenous essence and freshness and gives the taste of our land and home. It has got two production areas which are situated at Pabna and Dinajpur.([www.squareconsumers.com](http://www.squareconsumers.com))

At present SFBL has near about 2500 employees and due to its working environment and highly motivated employees it has lower turnover rates compared to other organizations. SFBL does also so many other programs and activities also as a part of their CSR activities such as Radhuni Kirtimoyee Sommanona which is organized for self developed and successful woman to reward them each year. It also recently arranged the International Folk Fest and Classical music festival that we had heard a lot about to save the traditional and cultural aspects of our country.([www.squareconsumers.com](http://www.squareconsumers.com))

Some of the concerns of Square group are:

<b>Square Pharmaceuticals Limited</b>
<b>Square Toiletries Limited</b>
<b>Square Hospitals Limited</b>
<b>Square Food and Beverage Limited</b>
<b>Square Textiles Limited</b>
<b>Square Herbal Limited</b>
<b>Square Informatics Limited</b>
<b>Maasranga Communications Ltd.</b>
<b>Square Fashions Limited</b>
<b>Mediacom Limited</b>
<b>Maasranga Productions Limited</b>
<b>Sabazpur Team Company Limited</b>
<b>Aegis Securities Limited</b>

- Square Herbal and Nutraceuticals Ltd.



- Square Cephalosporins Ltd.



- Square Hospitals Ltd.



- Square InformatiX Ltd.



- Maasranga Television



- ★ Maasranga Production



- Sabazpur Tea Company Ltd.

(SQUARE PHARMACEUTICALS LTD, 2016)

### 2.3 Mission and Vision:

Without a mission and vision any organization is nothing but an aimless roamer. Square Food and Beverage Limited attempt to understand the unique needs of the consumer and then translate that needs into products which satisfies them in the form of quality products, high level of service; that too in affordable price range. Mainly, SFBL’s vision is to be the world class manufacturers in Bangladesh by ensuring quality products and excellent customer services along

with the help of technology and its motivated employee pool.(HR Executive Abhishek Nandi, 2016)

So the missions and visions can be summarized in such that it thrives:

- Treasuring the consumers' understanding as one of the most valued assets and thereby offering maximum satisfaction to them.
- To offer consumer products at affordable price by strictly maintaining quality exploring different segments of the market.
- With continuous research development and innovation making the products a quality ones complying it with international quality standards.
- Enhance the skill and strength of the organization that will contribute to the company's increasing growth in both home and abroad
- Ensuring that products are available at the consumer's doorsteps according to their needs
- To maintain a sound working environment to develop the core assets of SFBL and its people as well as pursuing high level of employee motivation and satisfaction.
- To sincerely uphold the responsibility towards the government and society with utmost ethical standards.

([www.squareconsumers.com](http://www.squareconsumers.com))



### **Chashi:**

Recently it introduced another new brand that is Chashi, whose products are collected directly from the farmers having the freshness of the home and nature such as minicat, Chinigura rice. The plant of Chashi is situated at Dinajpur. Though it is new in the market, in the meantime it has earned a lot of fame for its purity.

### **Chopstick:**

It is the very new brand in to the market which includes noodles. It has different flavors of chopstick noodles of different flavors such as tom yum classic, BBQ and yummy masala and of other flavors. The plant of Chopstick is situated at Pabna.

Square food and beverage Ltd. has not stopped thinking about its further progression and spreading of its business keeping it within the boundary of Bangladesh only. One of its new additions is “Mowja” which has not been introduced in the market completely. It has also broadened its wings successfully exporting in more than 30 countries around the world such as: Australia, Bahrain, Bhutan, Cyprus, Canada and other countries as well with a starting with South Korea in the year 2002.

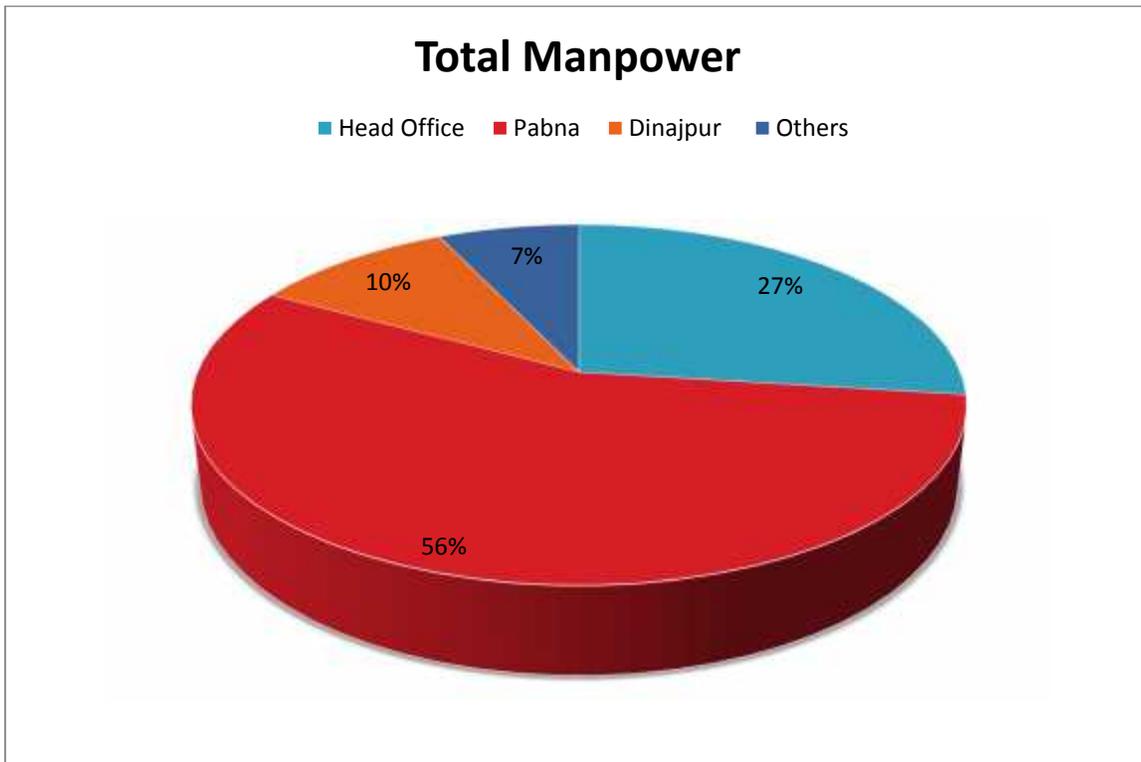
([www.squareconsumers.com](http://www.squareconsumers.com))



**Figure: Products of Square Food and Beverage**

## 2.5 Organogram:

In every sector of the organization the human resource or manpower plays a vital role. The main office of Square Food and Beverage Ltd. is situated in Mohakhali. Mainly there are two offices where the entire everyday work operations take place. One is the Square Centre and the other one is in the Rupayan Centre. In both of these offices the daily operations take place. But the production facilities of SFBL are situated in Pabna and Dinajpur only for production purpose of the foods. Human resources are highly engaged with this sector of the organization.



### **Figure: Manpower Distribution**

(Annual Report, Square food and Beverage Ltd., 2015)

(Nishita, 2016)

In Square group the employees are divided into three categories where there are permanent employees who work in the organization for a long time and cover most of the manpower. Then there are also contractual ones who works in the organization based on some contract and after the completion of the works leave the company. And another portion is covered by the casual ones. But in most cases SFBL prefers permanent workers since there is less chances of turnover

as well as less cost. The ratio of contractual employee is currently low. Square is a very big opportunity for the people to work in not only for its benefits offered but also for securing the job in a renowned organization who values its manpower.

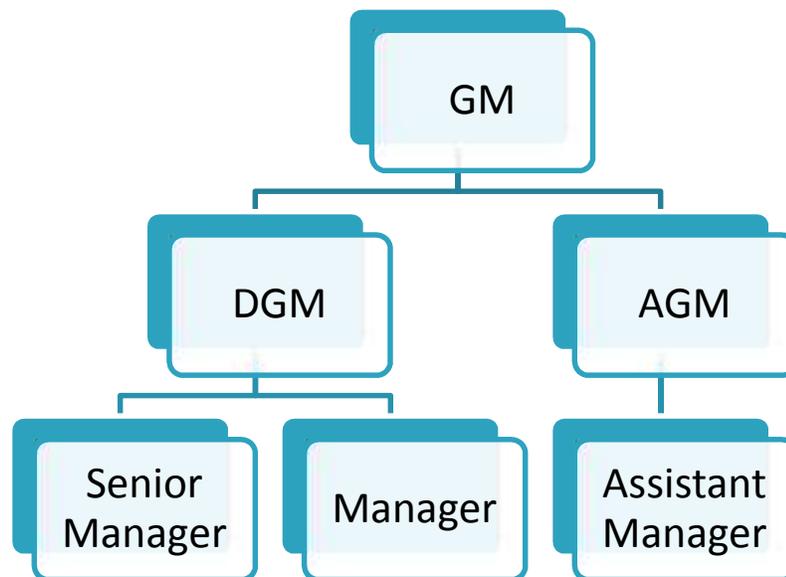
Now, Square Food and Beverage Ltd. have got several departments according to its functions and structure. They are:



**Figure: Different departments of SFBL**

(Annual Report, Square food and Beverage ltd., 2015)

Regarding the structure, Square Food and Beverage ltd. follows hierarchy for its management level which is structural and well designed. There is well cooperation between the employees within each department. The given one is a demo of how the works go and who works under whose supervision in SFBL:



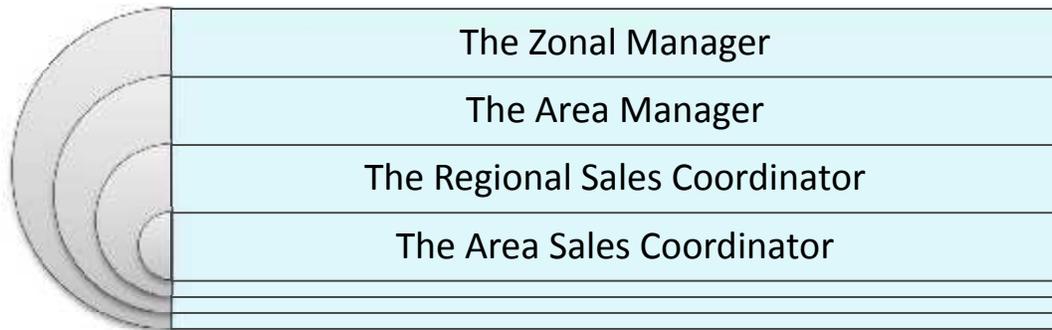
- Senior Executive
- Executive
- Junior executive

**Figure: Management Hierarchy**

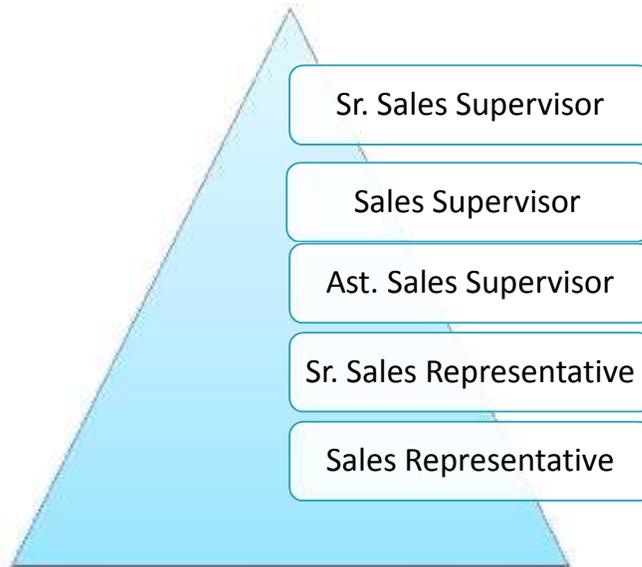
(HR Executive Abhishek Nandi, 2016)

Though this is the organogram of SFBL, but they have got a different structure for the sales department of the organization especially in the management and non management level which is in the field force. According to SFBL it looks as the following one:

### **The Management Hierarchy:**



### **The Non Management Hierarchy:**



(HR Executive Abhishek Nandi, 2016)

## 2.6 SWOT analysis of SFBL:

Since we know every organization starting its operation has got some strength, weaknesses, opportunities and threats as well. Since I have worked in the organization for these three months, according to my observation these strengths, weaknesses, opportunities and threats are described below:

### **Strengths:**

The strengths of this organization mainly include:

- Very skilled employee pool and strong HR section
- Fair practices of all the policies
- Excellent cooperation within the sectors
- Fair salary policy along with excellent fringe benefits
- High customer satisfaction regarding the products
- Quality products at a reasonable price and certified
- Popularity of other sister concerns helps giving it an even stronger brand value

### **Weaknesses:**

There are few weaknesses. These are:

- More dependency on hard copies as a part of HR chores
- Instability in financial condition and other growth sectors
- Less training and development facilities for the employees
- Fewer modern equipments and researchers compared to other multinationals
- Less space for an organized working environment

### **Opportunities:**

Its future opportunities are huge if the human resource is used properly.

- The number of potential sectors to work on the food and beverage ground of Bangladesh in future

- Lower labor cost in Bangladesh hence more chances to spread subsidiaries
- Square's already established brand name will give it chances to flourish in other new sectors too if introduced.

### **Threats:**

There are few threats as well such as:

- The increasing number of potential rivals
- The changing needs and preferences of the customers with time
- High cost of using latest technologies and equipments of production and introducing new ones keeping pace with technology
- Compete with the other companies already spreading its business in foreign countries while exporting their products

(HR Executive Abhishek Nandi, 2016)



## CHAPTER 3

### JOB RESPONSIBILITIES AT SQUARE

## **FOOD AND BEVERAGE LIMITED**

It was a great opportunity to work with Square Food and Beverage limited and I had this excellent opportunity to apply there through the help of OCSAR of BRAC University. I have worked there in the Human Resources department as an intern from 3rd May 2016 to 4<sup>th</sup> August 2016. Since I have completed my BBS keeping HRM as my major, it seemed a wonderful opportunity to start my career with the corporate world which will not only help me to give a good start but also will help me to explore in my interested field where I found SFBL the best option for me. As a part of my curriculum I have learnt a lot regarding the HR practices followed in SFBL and also got the chance to relate my theoretical knowledge with the regular organizational practices.

### **3.1 Job description:**

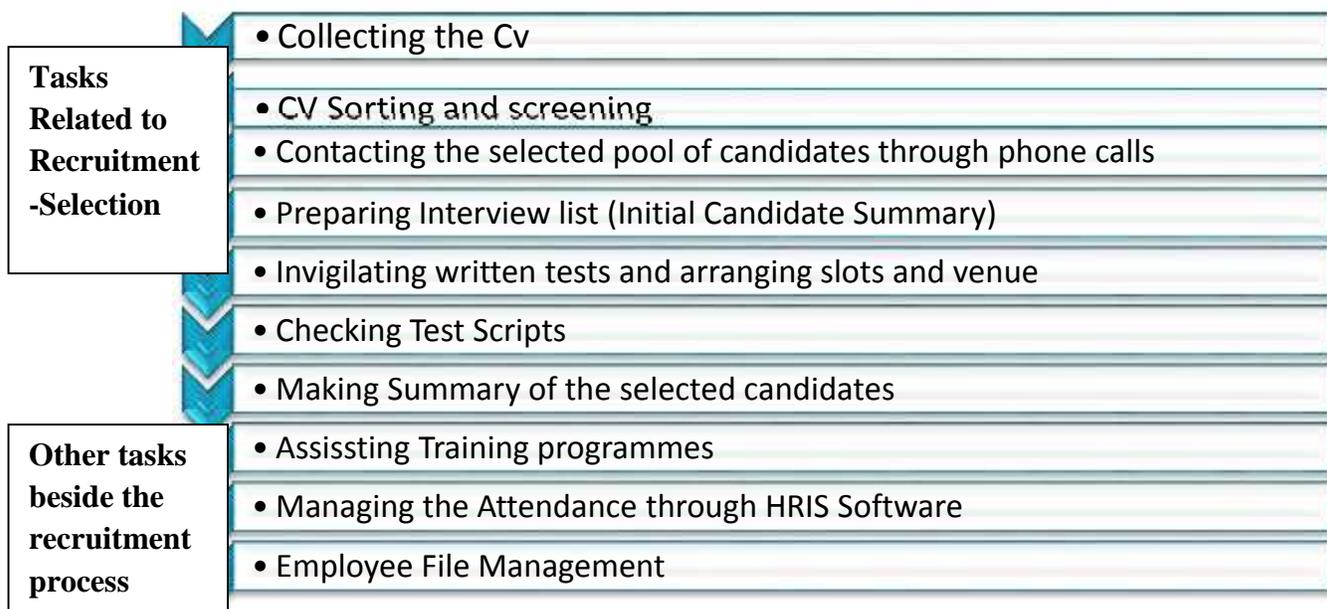
As we know job description is the duties and responsibilities toward ones job. Since I was an intern in SFBL my duty was to assist the entire HR sector as much as I could and exploring the sectors in order to enrich my knowledge regarding new sectors that will add value in order to gather experiences. I had many job responsibilities being a part of SFBL and had this excellent chance of working with their entire HR team. Basically this entire HR team was my everyday working colleagues who helped me a lot by supporting me and helping me learn new things giving their time.

### **3.2 Job responsibilities at SFBL:**

In SFBL everyday there were so many different tasks to perform in the Human Resource department since it holds a lot of the entire organization. As a part of the organization and as an employee working there, for these three months I was also given some day to day tasks to complete as a part of my job. As HR personnel I had to deal with the different types of tasks everyday which were various and useful to learn and used for different part of the recruitment and selection process. Firstly the whole part was about assisting the people working in HR whenever they were in need of any support. For instance, my foremost job was to accomplish all the tasks given by my supervisor as well as the HR team. Later I also had to work with all my

other colleagues working in the HR department along with other departments. They always motivated me to learn new things. Also I was given the responsibility to run the everyday HRIS software of SFBL which included the daily in and outgoing entries, all the information regarding an employee's leave, tours, early outs, availed vacations etc. The recruitment since a very long time is done by the two executives of the HR department Miss Tahmin Begum and Mr. Abhishek Nandi lead by the GM-HR, Mr. Noor-E-Elahi. (HR Executive Abhishek Nandi, 2016)

If summarized, as an intern my work was to get involved in every step of the recruitment and selection process to learn more enriching my experiences about these and making the process easier and effective, mostly to give me a practical view of how the HR actually works out. In the recruitment and selection process, from the pick to the last stage I was involved to work with the whole process to expand my knowledge and explore. From gathering the CV from the pool of potential candidates, sorting them, then making a list or summary of the selected ones, calling them for interviews, giving a reminder call, coordinating the written testes to checking the exam scripts was part of my work responsibilities and part of my tasks in SFBL. As a whole the main responsibilities can be jotted down as per in order:



All the above mentioned responsibilities are mostly related with the recruitment and selection process of the company and some are other responsibilities I was given to learn and expand my knowledge. All these tasks were different from its nature and procedures. At first it seemed a bit

tough though with time it all became tasks to learn with the flow where the more you will enjoy the work the more you will get to learn. Hence even though it seemed hard to learn these, especially the work with the HRIS software, with time it started getting easier and by the end of time I had a very good command on the software while running it errorless. The detailed information regarding my job responsibilities can be described as followed:

- **Collecting the CVs:**

The first procedure to go to the recruitment and selection process to let its candidates know about the vacant position in the organization, Square starts publishing advertisements. These advertisements are usually on newspapers or online portals. After the publishing within the deadline there are uncountable CVs to go through in SFBL. The CVs are collected from both the online site of SFBL, emails as well and a huge bulk comes in the Rupayan centre 11<sup>th</sup> floor whoever drops it by there. After the deadline my task was to collect them properly and shifting them in the boxes for further procedures.

- **CV Sorting and screening:**

After getting the CV s come the turn of sorting them especially based on some criteria, depending on the posts of the jobs. Depending on the position applied for, the CV is shortlisted. Some of the criteria include age, gender, education, job experience, relevant working field, location etc and according to their requirement for several positions I had to sort as per the instructions given. Depending on these, firstly they are separated by the locations. Then others criterions as such are matched with the requirements. From this part I got to learn and know a lot about CV sorting and how it actually works. I also got to know about the preferred areas of a candidate while selecting them through CV sorting. For some positions age was a main factor, in some cases experience mattered. Where in some fresh graduates were targeted where in some the more enriched one is by their experiences, the more it got valued. Where in some cases women were not even called for interview where in some only women was called.

- **Contacting the Selected pool of Candidates:**

After screening the CVs calling the shortlisted candidates via phone and letting them know about their test or interview schedule including the time, date, venue, things needed to be brought during the test etc. were done. It was sometimes quite a hectic task since it sometimes took an hour or two to call almost 50 to 60 and at times even near 100 candidates especially in case of Sales Representatives. The work needed patience and all the information were a must to be delivered accurately. It was an important task too since it was an intern's behavior, accuracy of information, communication efficiency and interaction through the phones depending on which the percentage of attendance of the written tests and interviews of the candidates were made. Nevertheless, it helps to develop the communication skill of a person in a different way. It helped to communicate better with people.

- **Preparing Interview List:**

After that comes the turn of preparing a summary initially of the selected ones for interview or written tests from the pool of candidates. Before the interview sessions usually all the candidates' information is summarized in one MS excel file so that the interviewers can know the key information by looking at the summary at a glance which included several information as all their names, educational degrees, backgrounds, year of working experience etc. This information is basically noted down from the CVs in a particular format. One important thing here to notice was the accuracy. The paper goes directly to the top management while conducting the interviews so even a minor mistake might have to pay a lot and hence I had to do it being very carefully with a revision after its completion.

- **Invigilating written tests and arranging interviews:**

This part of the entire process always seemed a very interesting one to me. During the written tests, invigilating the candidates ensuring a proper environment with all their requirements in an examination hall, ensuring the proper management was another core job of mine as an intern. Interesting part was, there I had to handle candidates belonging to a completely different age group addressing me as Mam who even had a good age difference with me. Similarly arranging all the documents for the interviews, looking after the candidates' attendance during the interviews, maintaining the exam hall environment, coordinating writing tests etc were also

difficult since ensuring the ethical standard during exam was a must to always maintain strongly by SFBL and it was not always easy to do so.

- **Checking Test Scripts:**

Checking the written test scripts comes right after the tests are conducted. The answer scripts were given to me according to whom I had to check the copies and also put numerical number of the sum of the total marks obtained by the candidates and make a record of those.

- **Making Summary of the Selected Candidates:**

Followed by, a summary of the selected candidates in the entire process after the final selection is made where the information of all the candidates attending the final phase of their interview is kept on track.

- **Assisting the training programs:**

Besides the tasks related to the recruitment and selection process, another important task was to assist the training programs though it was not a daily work for me to be done and I was hardly given the responsibility as the other intern of Square Toiletries Ltd basically used to handle this section. Almost in every month or two a training program for the Sales Representative (SR) used to take place in SFBL but most of the times for STL I was given responsibility at times to take their exams and evaluations. Ensuring that all the sessions are taking place on proper time was also important. It helped me to learn punctuality as well as helped me to communicate enhancing my social involvement with people.

- **Managing the Attendance through HRIS Software:**

This part of all the tasks was my first and foremost one right after entering the office and as a starting of my day in the office. The HRIS software includes all the attendance, in time, outgoing, tour programs, leave etc. information of each employee which I had to keep a record of. At first, this seemed the toughest job of all and it took me a few days to understand and get the commands of the software on my grasp but later on it seemed okay and I learnt it pretty well. The employees who are permanent in the company have got their ID cards and based on that

they had to punch it twice while entering and leaving the office. Besides SFBL I also had to keep records of other sectors as, Mediacom, Marketing, STL, Commercial, Sales etc. In case of the need of any information regarding any employee, their month end record, lateness, vacations availed, tour programs etc. information I had to convey the proper information taking a look from the records kept in the HRIS. This was a work of great responsibility since one error could cause a huge change in the entire employee profile and a change or edit in the software was also pretty hard to make.

- **Employee file management:**

Management of the existing employees' files is done by the intern at the HR department. The files I had to work with and manage were basically the files of the Sales Representatives of SR which were all kept in only the hard copies maintaining files with all the necessary papers including the CVs, test papers, employee form, nominee form, deed, all the educational and medical certificates etc. A list was given according to which all the papers in each file were needed to be kept chronologically. Making sure that all the required documents are present in the personal file of the employees and in case of reporting my supervisor if anything is missing was a job which needs extra concentration. This was a job to be done with great patience since it was all paperwork and the format was needed to be followed. Sometimes it was very monotonous as well.

These were my core job responsibilities. But besides all these core responsibilities I also had to do some minor works for SFBL as well as other section of the organization like entry data in MS excel for keeping several records. For instance, once I had to entry the data of the lunch bill and the candidates having lunch during the Ramadan time and made a report of that too making a sum total of the days.

## **CHAPTER 4**

### **THE PROJECT**

#### **4.1.Objective of the Project:**

In every work there is a motif behind it for which it is been done. This report has also got one and the main objective of this report is to focus on some of my observations of the recruitment and selection process of Square Food and Beverage ltd. based on the internship I have done there and based on the job responsibilities that I had been given and I performed during my three months long internship at Square Food and Beverage Limited. This internship program and the completion of the report not only gives the students a taste of their very first corporate experience but also makes them ready for the future job market and their career.

This report is basically in other words is a version of the works that an intern does at Square Food and Beverage limited as a part of their internship program which provides an overall picture of the experience. The objectives behind doing this report are:

- **Primary Objectives**
- **Secondary Objectives**

The primary or core objective of the report is to identify the effectiveness of the Recruitment and Selection process of Square Food and Beverage Limited by discovering some of the problems and recommending few solutions of those from my finding. To keep hold of this, there are few secondary objectives too as, relating the theoretical knowledge with the real workplace, gaining knowledge of the actual business world etc. And the succession of the Internship course to earn the BBA degree is also one of its secondary objectives that come along with these.

#### **4.2 Methodology**

There can be qualitative or quantitative data used to prepare any report. This is a qualitative report containing qualitative data regarding the effectiveness of the recruitment and selection process of Square Food and Beverage Limited. In this report, most of the portion and the information gathered are descriptive and hence the result is also qualitative. However, both

primary and secondary data have been used to prepare this report where Primary data was collected by interviewing the employees who included Ms. Tahmin Begum, senior executive and Abhishek Nandi, Executive of HR Department, SFBL by taking interviews from them and collection information time to time. Other colleagues were also of great help while providing necessary information whenever needed if enough time was given.

### **Topic Selection:**

A topic is must for every report to work on a specific field analyzing on the specific chapter. The topic of this internship report is basically based on the work I had done at Square Food and Beverage Limited during my three months internship program in their HR department and is selected based on my discussion with my respected internship advisor. Since this topic goes properly with the tasks I have done throughout these three months and was closely involved with, we both found it to be the best topic that could be chosen for this report.

### **Sources of data:**

Without proper and adequate information no study can be done. And that is why there must be some sources from which the information are needed to be gathered. For this particular report, data have been collected both form the primary as well as the secondary sources. The primary sources included for the data collection are:

- Face to face interviews with employees regarding the effectiveness of the recruitment and selection process.
- My own observations regarding the process from the three month long experience.

The secondary sources comprise of:

- Internet: Websites of Square food and beverage ltd, their annual reports, comparison with other organization's processes etc.
- Newspaper articles: Articles regarding the advertisements and posts on the vacancies made

- Text books: General Recruitment and Selection processes.

These sources helped to stand the entire report and give it a road map by constructing it using all these primary and secondary data throughout the report.

### **Collection of data:**

As said earlier the data used in this report is collected both from the primary and secondary data where primary data have mostly been collected with face to face interviews with the employees from the HR department. I have also tried to gather information from other departments as well besides this. For every data collection a sample is needed and the sample size for collecting data was not that huge since it was tough for most of the employees to talk to in the middle of their busy schedule during the office hour. It was approximately a bunch of 12 which include mostly the employees from whom 3 were descriptively interviewed face to face and the others to make the surety of the given information being right or of match with the others as well or not. All these were done on the basis of a set of questionnaire which was designed by me and have been attached in the appendix part of the report. The collection of the secondary data was made from the company's website, newspaper articles, text books, help from other reports etc as said before.

### **4.3 Limitations:**

There were some limitations while doing this report. One of the toughest tasks was to prepare it within this short time span. Similarly, gathering proper information for this report purpose was another big challenge since it to go through several processes. But overall, overcoming the limitation winning the challenge of its completion was a joyous experience. This report is organized based on the feedback and opinions of the HR department and by their given information mostly and also with the help of other staffs of the organization. So it was tough to get them available since they go through a very fix working hours in such busy schedule. It was a challenge for me to gather information as some seemed very unwilling and least interested to provide the information and give effective feedback. There was also restriction for the sake of security to provide data because of its confidentiality.

As a whole the limitations of this report can be sum up thus:

- Less time to the employees to consult in detail regarding the issues.

- Unwillingness of most of the candidates to provide information
- Confidentiality of information due to security issue
- Time constraint

If the time period was longer then maybe it could have been able to get more information on the given field and collect detail information. However, these limitations made me learn of the complexity that might come while facing or accomplishing different reports in my job sector in near future as well.

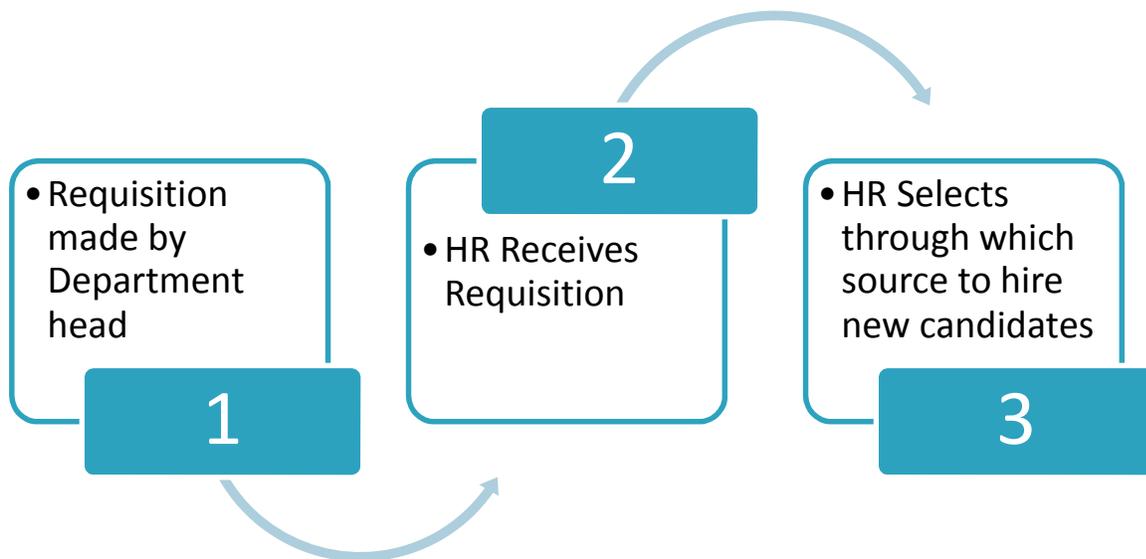
#### **4.4 The Project:**

As discussed, the core topic of the report is to identify the effectiveness of the recruitment and selection process followed by some problems of Square Food and Beverage limited that needs to be solved in order to operate better. As we know Square group itself is a big organization and being one of their major concerns Square food and Beverage limited employs a big number of employees every year to keep their operation smooth and going. There are many sources from which the candidates are searched and lastly selected. These candidates are the best resource of SFBL since it is them on whom the actual success of the entire organization depends on. Because of collecting the best one fit for the best job and inspiring and motivating the employees making them feel valued, the turnover rate seems to be very low and the employees are very happy regarding this issue as well as the organization is!

#### **4.5 The Recruitment Sources:**

Recruitment sources are the sectors from which the candidates who are potential for the proper job are been taken from a huge pool of candidates. These huge numbers of employees of SFBL are located basically in three core locations which comprise the head office in Mohakhali Dhaka, Rupshi- Narayanganj and Pabna. In the Mohakhali Dhaka branch all the work of the HR and other official tasks are done and Pabna and Rupshi are used as the production points and factories of SFBL as per their information.([www.squareconsumers.com](http://www.squareconsumers.com))The people who are been called or are interested to apply for any post belong from several backgrounds with hetero culture and behavior. Thus proper recruitment sources are needed in order to grab the attention of the best candidates to suit the best task conducting person-job match. SFBL uses both external and internal recruitment sources to hire people for their required posts. The process of

recruitment basically starts with a requisition raised by the respective department head informing the vacancy of that post to the HR department. When HR department receives the requisition they start taking action to post advertisements to relevant sources which best suit the position to reach the most number of candidates. So the process is thus in the first step:



To recruit for various positions SFBL uses the following sources:

### **External Sources:**

The external sources are those sources which in most of the cases SFBL uses to reach to its potential candidates. The sources used as external sources Square mostly use are discussed below:

- **Advertisements:**

According to SFBL, Square Food and Beverage Limited posts their regular job circulars as advertisements. There are two different mediums which they mostly use in this case. Those are: Online Job Portals and Newspaper. These portals are something they follow on a regular basis as a very important source for hiring. One of the most uses portals is Bdjobs.com which is the core

recruitment source of most of the concerns of Square group. Most of their job advertisements go to this online job portal firstly from where SFBL collects the CVs of the interested candidates and sort them. Similarly Square Food and Beverage Limited also post their job advertisements to this site as well just like other advertisements are made. The advertisements of Square group are mainly designed by Mediacom which is also a part of the Square group.

Similarly one of the most known Bengali newspapers Prothom Alo is another recruitment source of SFBL where in the same way they advertise regarding the vacancy of the organization. But according to the data and research, this source is not used extensively and is only used for the non-executive level posts.

(HR Executive Abhishek Nandi, 2016)

- **Campus Recruitment:**

Apart from these online portals, SFBL also uses this source as one of their external sources. In this process they go and attend several job fairs conducted in different universities of the city. Here they go and take resumes of the potential candidates and take interviews on spot or invite those candidates for further interviews. The recent attendance in the job fair organized by BDjobs at Independent University of Bangladesh (IUB) is one of such moves using this source.

These are the most used External sources by SFBL.

## **Internal Sources:**

Internal sources are the sources within the organization from where the candidates are chosen for the empty posts in the organization. This is a less time consuming, cost effective and also reliable source used by SFBL since the employees taken are already known by this or that way which not only reduces the hassle of background check thoroughly but also help to make them accustomed to the tasks and organizational culture. These internal sources usually include Job posting, Employee referral and succession planning. (HR Executive Abhishek Nandi, 2016)

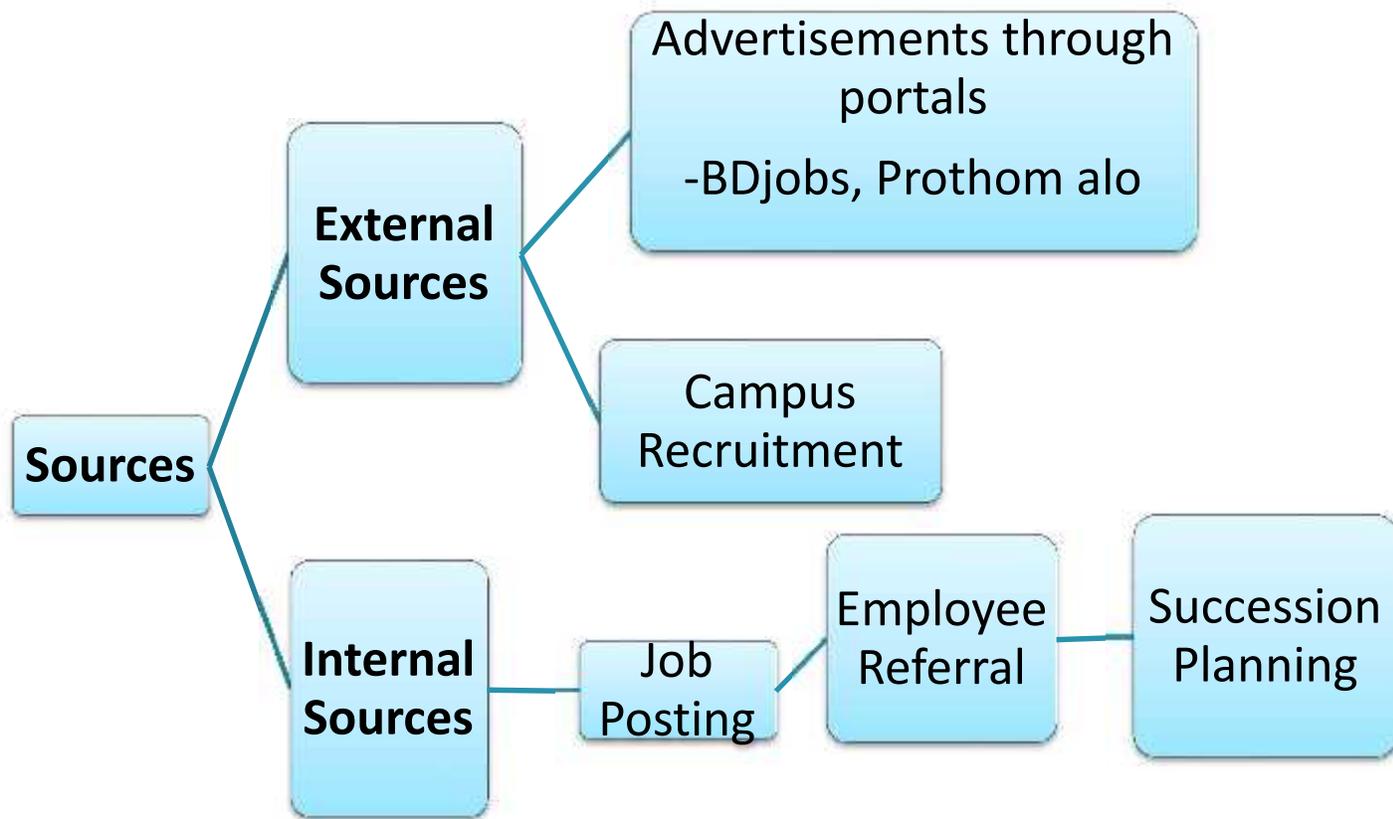
Employee Referral is a process through which the candidates enter the organization by other employees' referring them whoever fulfills the criteria of the job offered. This method is used

almost in every field of SFBL if the criteria match. They feel it safe to hire people they are aware of regarding the background and authenticity.

Using the source Job Posting, SFBL posts all the necessary information, job requirement and other information or the advertisement on mostly in the places it operates in. Such as, in the factories or within the organization posting on bill boards etc. to let other people know regarding the vacancy so that they can read and feel interested to join the post if the requirements are met. The advertisements are also been posted through e-mails to all the other current employees working in the organization. This a reliable source for them since people within the organization only are going to apply who are already well aware of the policies and organizational environment of SFBL.

Succession Planning is another internal source highly practiced at Square Food and Beverage Limited since they tend to create leaders inside the company rather than hiring leaders from outside. It is one of their most preferred ways to hire people for the top level managers in any organizations, which is not an exception for Square. To make the present employees ready to become the future hero, Square keeps giving training to the potential ones who by their performance prove themselves worth of holding any strong position in the future.

These are the sources used for the external recruitment by SFBL.



**Figure: Different Sources of Recruitment and Selection Used by SFBL**

As we all know Human asset or human resources is such a resource that is considered as the most valuable resources of the entire organization because of its replacement with no other thing no matter what. The reason behind this is, human resource or capital can never be imitated or copied. They are unique and best if used in its best ways. As we know, Human resource management process is the planning, organizing, directing and controlling the functions of procuring by developing, maintaining and motivating the labor force of an organization. So a proper Recruitment from a pool of candidates and then selecting the best possible ones for the right post assuring person-job match and also person-organization match is one of the most important works to be done in any organization since they ensure the further progress of the organization in near future.

#### **4.6 Recruitment and selection process in SFBL:**

Every organization has got its unique ways of hiring people. But the processes they go through are most of the time same since there are few steps that are a must need to be followed. So the entire recruitment and selection process of Square Food and Beverage is associated and seen through by the HR department along with proper cooperation from the respective departments. This is considered to be one of the most important aspects at the entire company since proper selection of manpower can take the company to the right direction and make all its goals achieve on the right time attaining the organizational objectives. However this recruitment process is quite challenging as well. In case of the recruitment processes the phases look quite simple if the organization has to go through a fewer pool of candidates and from them have to choose. But when there is a huge pool of candidates from whom the organization has to choose a few the processes gets tougher with every step. So each organization should design the process in a way that it ends up being fruitful in every way. Since SFBL has already made a place in the peoples' heart every time at the time of the recruitment and selection it gets uncountable CV to go through.

Since Square food and beverage ltd. Always looks forward to and goes for only the best potential ones meeting the criteria only the best ones matching the criteria being very hard working and from the relevant background with good grasp on the field are welcomed. It has already made a huge brand value to its customers and gained market awareness in the meantime. People throughout the country and several districts apply for the vacant positions in the organization and hence the organization has got a mixed culture and people coming from various parts of the entire country. Therefore, HR faces a challenging role here to run the recruitment process for the different types of candidates from different backgrounds with different cultures. But then again only the best fitted one for the post is chosen after all the effort.

The overall recruitment and selection process that I have observed in these three months, followed by SFBL for the best person-organization match and maximum outstanding output can be thus shown in the following chart which maintains this hierarchy:



**Figure: Recruitment and Selection Process of SFBL**

(HR Executive Abhishek Nandi, 2016)

(Annual Report, Square food and Beverage Ltd., 2015)

- **Conducting a proper HR planning:**

The first and foremost work needed to be done by SFBL is a proper planning and forecasting before hiring the personnel. There are long term objectives with short term goal but in most of the cases SFBL makes a plan thinking about the long term for its employees. In this, from planning the advertisement sources, how to reach the employees, which source will fit most, the phases of written test, question pattern, interview session, people sitting for the panel to final offer letter hand over, medical check-up etc. and all its processes, budget, venue everything are brought under one roof with a proper mind map. The forecasting is done using different tools as trend analysis, ratio analysis etc. which gives SFBL a complete view compared to the previous performance that what portion of new employees they actually need and thus an appropriate planning is made.

- **Hiring requisition from the department:**

Secondly, the turn comes of collecting the requisition from the acting department. Basically it is the HR department always which takes the hold of all the necessary steps for the requirement when needed in the organization for any post or if there is any vacancy. In this case, in the first step the department who has got a demand of workforce has to give requisition for hiring new employees. This requisition symbolizes that this sector of the organization is in need of manpower. For instance, if brand executive or trade category executive or even SR needed in the organization then the requisition will be given to the HR department by the higher authority and then they will take the responsibility to find the best employee for that position. The recruitment area is classified into three sections by SFBL.

Those are:

- **The Entry level Management**
- **The Mid or senior level Management**
- **The Non management stuffs**

(Annual Report, Square food and Beverage ltd., 2015)

- **Approval of the Requisition from MD:**

After having the requisition from the authority it is the turn to get the requisition accepted from the MD. Without his approval HR cannot proceed with further work procedures. The MD analysis the entire scenario if there is actually any vacancy needed, if there a personnel needed to be hired or not etc. and then grants the permission to proceed further.

- **CV sourcing:**

There are basically two ways that SFBL follows while conducting this method. Those are:

**Internal source:** In any organization the internal source is the current employees working in the organization. When the current employee matches the criteria with the job post that is vacant he or she is taken an interview to see if the person is eligible enough for the post. Thus according to merit the person is taken through the internal source if the criteria match with the personnel's skills.

**External source:** If the HR department fails to get the skilled employees for the relevant post within the organization, then they go for external as using different portals, campus recruitment etc. source. Such as advertisement given on BDJobs, Prothom Aalo etc. as discussed earlier in the report.

- **Short listing the potential CV:**

After sourcing the CVs come the turn of sorting those. In this step the responses to the advertisements are sorted and screened. Different factors are given importance on the basis of the post's importance and thus are assigned with some selection criteria such as renowned educational institutions, work experience, age etc. Sometimes the fresh graduates are also been preferred. This short listing may be done in two or three steps based on these criteria. Lastly, the short listed applicants are called for giving the written test and further procedures.

- **Written test:**

Almost in every position of SFBL, a written test is conducted. SFBL believes it helps to evaluate a candidate and is also very important to know regarding the depth and knowledge besides their interview skills and also gives a clear view of the candidates' possession on the related educational field as well as putting them on in papers through how they would act in certain hypothetical situation providing them some sort of case studies etc. The tests are taken keeping the relevant topics related with the posts the candidates are applying for and mostly includes Math, English, Analytical, Open ended questions and Case studies.

- **Final Interview:**

When the written test is done there comes the turn of taking final interview. Before taking interview candidates profile summary is also done for the help of the interviewers given them the basic knowledge about each candidate where their CV s, educational background, experiences, marks obtained in the written test etc. are given. It also helps to let the interview go well and finish on time putting this brief summary. As much as I have observed, generally there are two interviews taken in SFBL. Firstly candidates face a panel interview. Here few senior employers conduct the interview from different department of SFBL having a good grasp on this ground and ask various questions related with the post along with some hypothetical situations. Whoever passes this, at the last stage there is “person to person interview.” Here usually head of the department or HR head conducts the interview or the one from the topmost level. Even I, as an intern had to face this two phases in my internship interview.

- **Selection:**

After the final interview the organization gets its potential candidate for the post and thus the candidate is selected based on his or her qualifications. But if they fail to find the right person for the position they were looking for, then they need to run the recruitment and selection process again as a repeated phase of the described process above.

- **Medical test:**

After the selection of the candidates the next phase is that, they are asked to go through a medical checkup since health issues are very important due to the employees' safety and it is a must to do before making the offer letter. The selected ones have to go through a thorough medical checkup claiming his fitness that guarantees his physical condition to perform the job in the organization is okay.

- **Preparing Offer or Proposals:**

After completing all the above the processes HR department prepares the offer letters or proposal letters for the selected candidates where the candidates are given a formal invitation regarding the joining of their work in the organization. This most of the times includes the working conditions, procedures, benefits offered, duration of the probation period, salary and other facilities. Along with all these, to whom he needs to report, the job location, joining date etc. and all the other written policies along with the contract are made and discussed in this step.

- **Approval of the proposal from GM-HR and MD:**

In this stage HR department takes the approval of the proposal letter from the General Manger HR and then from the managing director for the selected candidates for a thorough go through in case of any addition or correction.

- **Handover of offer letter and appointment letter:**

After that the candidate is given an offer letter and appointment letter specifying the salary packages, job responsibilities, utilities that will be provided by the organization including all the other necessary information discussed in the previous phase. In this stage candidate have the chance to withdraw himself from the job offer as well if they want to. He is always free to discuss whatever difficulty may arise regarding the clauses included in the job offer letter and thus any modification might take place.

- **Joining:**

In this phase the candidates are asked to bring certain documents needed before the starting of his job along with all their academic and professional certificates, previous job separation confirmation application, reference letter etc. Only after submitting the entire documents candidate can finally join the organization as per the previously declared date of joining.

- **Orientation and placement:**

After joining in the organization HR department arranges an orientation session by the assistance of the other respective departments with a warm welcome to the new member of the organization. The new employee is introduced with everyone in the organization addressing him with his joined designation and posted location or department.

- **Personal information maintained at HRIS:**

Finally in the last stage SFBL keeps personal database of the employee by the HRIS software where all the information regarding each employee is kept. Such as: everyday attendance, in time, outgoing, leave attained, tour programs, late entry etc. As an intern in these three months I learnt well that how this software is run and it was my everyday duty to manage this software. This is one of the best parts I have learnt from this experience where one can get all the needed information regarding personnel anytime asked for.

And thus, after this the HR department closes the recruitment and selection process of SFBL keeping the track of the new employee in its system.

#### **4.7 A Comparison between the Square Food and Beverage's Recruitment and Selection Process with other general Food and Beverage Companies:**

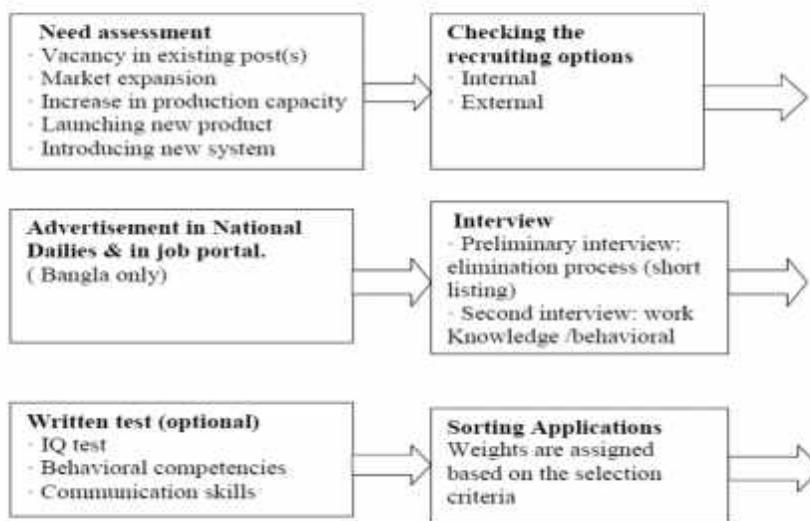
We have seen that Square Food and Beverage goes through a 14 stepped recruitment and selection process as per the organization's given information. All these processes go through chronologically where in case of other organizations some of the steps might be absent or there

might be other steps followed. But if we want to have a complete grasp and view on the actual effectiveness of the recruitment and selection process of SFBL, along with the interviews taken and information gathered these processes can be compared with the other processes adapted by the other food and beverage companies. It will help us understanding the difference as well as effectiveness of this process even better.

For better understanding we can compare firstly with the same sector with the approximately similar organization with similar products offering and hence PRAN RFL can be a good option to make a comparison. A comparison between Square food and beverage along with a different ground as banking sector could have also been made to show the differences but it will not be possible since they go through a completely different phase as per need of their work behavior and organizational differentials.

**Comparison between Pran RFL with Square food and Beverage ltd:**

**4.4 THE RECRUITMENT AND SELECTION PROCESS OF PRAN-RFL:**



(Sharmin, 2014)

Now, if this process is seen carefully, we will find that firstly it includes only six steps and there is less transparency and inadequate information provided regarding the works done in Pran RFL throughout the recruitment process. They do not have a proper planning as well to get along the further procedures of the process as well. Moreover, a drawback is that, advertisements are done

only using job portals as external sources where the internal sources are missing through which it is tough to reach the audience. Another noticeable factor is that, it firstly goes through the interview session and then takes written test of the selected ones where SFBL first conducts the written test and only then moves towards interviews which is the actual way of conducting the recruitment and selection process. So we can see that SFBL follows a much elaborated, transparent, organized and more effective recruitment and selection methods if compared to the one of Pran RFL since there is a absence of many important criteria of the total process such as, proper planning, requisition made, medical tests etc in Pran RFL and thus it lacks a proper recruitment and selection process in comparison of SFBL as well as any other structured organization.

Now, if comparison is made between another organization taking the food sector as an example, we can take Unilever Bangladesh ltd. as besides similar sort of organization it is also a multinational company.

#### **Comparison between Unilever Bangladesh ltd with Square Food and Beverage ltd.:**

The recruitment and selection process of Unilever as a multinational company follows the given process:

According to Unilever Bangladesh ltd selection is the process of selecting the best candidates for the job by using various tools and techniques. In our country, recruitment and selection process work simultaneously. Those are joined term as employment function of the organization and this employment function is stated here for Unilever's practices. (<https://www.unilever.com.bd/>)

The first step in the process is the reception of application where after accomplishing the recruitment process, Unilever goes to the selection process where they start the process with the reception of application form filled up through internet online forms. So we can see here that there is a big difference between SFBL and Unilever Bangladesh that they only receives the CVs through an online based process and do not accept any hard copies since with the advancement it is now better to keep a data of everything keeping it as hard copies as it reduces hassle. Then they go for written test that measures the candidates on basis of the

given Analytical ability, Computation ability, Verbal and Written skill and General knowledge

(<http://www.assignmentpoint.com/business/recruitment-and-selection-process-in-unilever-bangladesh-ltd.html>)

Here, more above 65% marks ensures applicants pass which is also different from SFBL since in SFBL 50 percent of the marks ensure pass mark. And as we can see the sections divided for the written test are also comprised with a mixture of various criteria which seems much enriched than that of SFBL.

Then there are mainly three steps followed in the selection procedure of Unilever. In the first stage the candidates are invited for a viva with the sales and training manager, Dhaka in his Gulshan office where a human resource manager also exists. In this viva the candidates' situation handle ability is measured. In the second phase, the viva with the general sales and operation manager and trade marketing manager is taken where in this stage individual skill is measured. The question tries to measure the fitness of the personnel for the post. In the third stage the applicant face the HRD customer development team that measure the applicability of the applicants' potential for the jobs offered. In this stage why the applicant prefers the Unilever and why it would like to join the expected team is discussed. So if compared with SFBL this interview session is also very much transparent and include all sorts of possible evaluation which are smart to be done and followed by any organization and is more effective than that of SFBL as it not only includes most of the management with the organization to the candidates but the candidates to get a clear vive of what Unilever wants from them. Later on, a physical test is administered by Apollo Hospital Dhaka to measure the HIV, Hepatitis B, C or such many diseases in its applicant's health and fitness for job effort which once again is very much clearer with the given hospital's name as well along with the major tests needed to be done by the candidates, in which SFBL lack behind. So if all these criteria been analyzed and brought under consideration, we will find that it is Unilever Bangladesh Ltd. following a better recruitment and selection process than that of the Square food and beverage limited because of its being extremely specific, clear and presence of all necessary tools to assess the candidates being a multinational organization. So SFBL should also be more specific in case of these few

matters and include these processes as an addition with the already existing ones which will help it to take into a new level.

In a nut shell we can come into this conclusion that, the recruitment and selection process followed by SFBL is a standard one and also effectiveness but yet not the best one and also can be customized adding new section in the process that might help the organization run in an even better way. So SFBL should study more on how the other organizations work and then modify, add and omit some of the processes gone through in the recruitment and selection.

## Chapter 5

### Analysis and Findings:

When we get attached to a certain environment or start working or being with, we have got some analysis or observations of our own towards it. Since three months is not a that short time span in the meantime as an intern of Square Food and Beverage limited I have also got a pretty good grasp on how this particular organization as a leading company works; especially the HR sector since that is where I had mostly been engaged with. As we know, in any report the self observation or findings of the particular is one of the core factors to be focused on in whole report. This not only depicts one's view regarding the matter but also helps others to know about particular's view from which others can gain a quick view of the entire scenario and gather information. Being an intern of SFBL I have also got my own observations and findings regarding the workplace, its people and the corporate environment due to being involved with it practically.

My personal viewpoint, observation on certain factors, scenarios, and situations stand my findings. For the completion of this I have collected information from the samples which were convenient to me during my internship but mostly my everyday practical work experience worked as the main weapon here by offering me the chance to experience things knowing and learning them being in the workplace. If I picture the findings I have from this whole experience it would be a mixture of both positive and negative perception from my sight. To illustrate some of the findings that has not only bound me to applaud for SFBL but also made me learn about the corporate world, I will point out:

### **Positive Aspects:**

- **Excellent Working Environment:**

SFBL seemed to me as one of the best working environments that an employee can ask for in his or her entire career. While I came for my internship interview, I was asked if I was said to choose between the organization environment, salary and learning which one would I have chosen among these three and as an answer I wanted a good working environment since everyone knows without which a proper learning is impossible. And Square did not fail to prove itself in every step giving me the best possible working environment with great, very cooperative

colleagues along with a very proper working environment with ethical work practices. From the place and the people I learnt a lot in these three months where they were always ready to make me learn new things and never misbehaved in any sort of first time errors being just a first comer in this field. Their help, politeness, cooperation helped me not only to learn new things but also how in a group people can work best being united, I have learnt and it touched my heart.

- **Punctuality:**

Another remarkable point that can be identified easily is, if seen the ration of the employees in the organization are very punctual. For instance, they are very rare late in the office and never complain regarding the extra work pressure and even regarding the Friday and Saturday shifts due to the recruitment and selection purpose of various post. They are always happy with the working environment and rather than complaining start working on the matter together which never failed me to amaze.

- **Actual consideration as an asset of its Human Resource:**

There are organizations who know that it is the people who are actually the heart of the organization but still do not value them as they should be. But in these three months I have always seen the top level or seniors to take hold of their juniors in the office. Doesn't matter in case of understanding their point of views, taking the senior's suggestions, their better benefits and how those can be more improved Square has always taken care of. And this is the main reason for which the turnover rate is so low in the organization. People know that they are valued here. As an intern the respect, care and motivation I have got in the three years have made my hopes high on how the corporate work bond with its employees and important it is to keep your manpower motivated.

Besides this, SFBL has always been very responsible and ethical towards their work. They are also very conscious regarding the food quality and understanding the needs of its customers. These are some of the wonderful sides of SFBL that I have observed and been lucky to be a part of.

## **Lacking:**

Some of the fields in which I found that SFBL has got some lacking and needs improvement can be shown as below:

- **Depending mostly on Hard copies:**

One of the major problems that have caught my eyes several times is SFBL has a huge dependency on keeping most of the records in hard copies. Even the important files of the candidates and papers relating to them are only kept as paperwork. In order to maintain employee personal files, SFBL keeps all necessary documents as hard copies. As a result they end up having piles of paperwork for each employee which creates a mess. For a company having such a huge pool of employees it would be better to have a computerized inventory system throughout the process rather than just being very much dependant on the hard copies only. Even all the necessary information regarding the Sales Representatives along with the deed is only kept as hard copies and there is no other ways of recovering it anyhow if ever goes missing. Theupdates of the software, including new processes and practice of both the hard and soft copy also seems like a big change and hassle to SFBL. Similarly, some employee do not want to get rid of the old fashioned personal files as they are quite used to working with this for a very long time and is not so friendly to embrace such big changes. That is what hurting the organization to move forward with the technology and lagging behind.

- **No proper Background Check:**

Another observation of mine is that,for the new employees SFBL hardly goes for a complete background check. Work history and academic history verification prior selecting an employee is highly important in order to avoid any problems in the future. Without background check someone can easily get into the job by showing some fake or duplicate documents. But according to SFBL such cases are rare and in a country like this, it is actually tough to cross check all the information put in a CV of each selected employees. Hence they do not go for it strictly unless it is highly necessary. As a sad fact, SFBL does not contact the referees as well later on as a part of the selection process that a candidate shows in the CV all the time which ultimately again keeps the background unchecked.

- **Insufficient Transportation access:**

Another huge problem is that, it is found most of the time that the employees are not getting transportation as per their promise while entering the organization due to the shortages of bus and some are found complaining taking different routes in whatever bus they got to sit because of its being empty and has to take a huge hassle. Moreover there are not enough seats according to the number of permanent employees working even though they are suppose to have this facility anyhow.

- **Lack of Trainings:**

As I have observed, SFBL does not have any special training program for the new employees especially who have completed the BBA or MBA program and even if they conduct it, it is after two or three years of continuation in the organization. And however, in most cases, they only provide On the Job training (OTJ). So employees sometimes cannot take the new challenges in the organization and are unaware of the working processes and tactics. From my point of view, doing thus the new comers suffer and might face problems while adapting themselves with a completely new workplace and resources working with which will make their life hard for the upcoming challenges that they might need to face in the near future. Moreover, before joining in their respective market the Sales Supervisors have to attend an in-house training program held in the head office and this training performance is evaluated in two different ways.(Annual Report, Square food and Beverage ltd., 2015) Firstly, through written test based on previous sessions and secondly by a final interview. Nevertheless, their written evaluation papers on some occasions remain unchecked sometimes. As a result, the employees become demotivated at times towards the training and it impacts their final evaluation. When I used to prepare the files, in most of the cases the training copies needed time to be prepared and come back checked.

- **Problems with Employee Evaluation Forms:**

As I have observed, the Interview evaluation forms are not completed by all the interviewers, rather they only fill up the forms of the selected candidates and keep the rest incomplete for their busy schedule and at times due to less concentration on this field. Sometimes, the incomplete

forms are often filled up with random marks to end the process as well, which is really a very bad practice. This happens mostly because of the laziness of the interviewers.

- **Designing the Questionnaires:**

In any organization the questionnaires should be made keeping the post and the people sitting for those on mind. For example what I found that, for the post of Sales Supervisor some case studies in English in the written test questions are included. Considering the educational qualifications and experiences of Sales Supervisors it was not a good move as at the end they badly struggled even understanding the questions and the recruitment was not successful on that occasion. According to the manager of Sales Department it had been an experiment and they wanted to see if this worked. So sometimes it creates difficulty for the lower level position to cope up with this and the company might face problems and end up losing potential candidates.

- **Limited Working Space:**

My observation says that the work of the HR where the most important files are sorted and organized is too limited for such a huge organization like Square. The office space must be broadened where all the HR and paper works are needed to be done. In most of the cases it becomes a mess and it is very hard and becomes unorganized. The entire desk is mostly filled with piles of papers. It also looks odd and harms the beauty of the corporate office and also is a discomfort to the employees working in such a mess and I found them complaining about it several times among themselves. Also, the venue used for the written test is not large enough for heavy recruitment purpose in the Rupayon centre though it is fine for the Square centre. As a result they have to use the conference room, canteen etc to conduct the tests at times which gives the candidates a negative impression about Square.

- **Less Scopes for Fresh Graduates:**

As per my perception, there should be more space for the fresh graduates in an organization as they come up with a lot of energy and are boosted with new ideas and thought to contribute the

fields. But sadly, there are very few scopes for them as they in most of the cases prefer and opens job offer with experiences.

- **Less Participation in Job Fairs:**

It is sad but true that, the first ever presence of SFBL in a job fair took place in the current year 2016 in Dhaka Polytechnic institute. In order to get the job applications from different background candidates they should take part in the job fairs arranged in top business schools and engineering institutions etc several times a year rather than just posting or advertising the positions.

These are the main problems that caught my sight while working and needs immediate changes. Besides all these there are some minor problems as sometimes the exams do not start and end on time and as a result the candidates coming from other working places taking a break to attend the tests or coming from far places face problems. Moreover, in some cases there is a huge need of more manpower but the organization does not pay much heed since the current employees work hard enough to fulfill all the works been done by them which is disappointing. The employees also get demotivated with course of time.

In a nutshell, the current recruitment and selection process can be much developed; better and effective by identifying the existing problems of the process and trying the best to find the best possible solutions which will help the organization grow further. The above mentioned problems can be a key for the HR if they take it positively and a solution of these will open the possible future opportunities if the problems are taken as a disguise of the hidden good things for near future. Currently the way it is going on should not be marked as a completely ineffective or even an effective one since it is better compared to most of the other organizations in Bangladesh been operating its sectors. And rather the above mentioned reviews can help to take it into a high quality standard and this can be done by an increase in their existing budget, inclusion of new software, new training programs, hiring new employees, revising the existing salary structure, bigger training venue etc. Lack of interest from the management team is also a reason for lagging behind which should be taken seriously and improvised as soon as possible. Hence, some long terms goals along with some short time planning must be made so that everything is near perfect

to beat the other existing competitors and win the customers' as well as the employees' heart giving them all the facilities they deserve to enjoy being a vital part of the organization.

## 6. Recommendations

After all the findings and observation throughout my three months internship program, I would like to add some of the suggestions that might help SFBL to get over the problems they are facing in some of the sectors. From my perspective some of the things that I would like to recommend that might help SFBL and its recruitment and selection process to run smoothly making it even more effective goes below:

- Firstly, SFBL should focus more on computerized system as part of maintaining all the data related to the HR and thus the use of HRIS should be more and the software can be upgraded. There will be less chances of losing data and the workstation will be organized with less paper works.
- Secondly, it must be noticed that, even though the section is named as “SFBL” – Square Food and Beverage limited, there is no beverages still offered by Square which might give a misconception regarding the company’s brand image. So they should try to introduce the beverage section as soon as possible since the name itself includes it as a part of it.
- There can be improvisation of the test processes that the candidates have to go through the time of recruitment and selection. To illustrate, in the pattern of selection for the executive level employees can be given to go through some additional steps such as case study presentation, power point slide presentation, group discussion etc., especially for the executive level. Moreover changes might be done in the process altering them each time of the recruitment with some other processes. Inclusion of such steps will make the process much more effective increasing its weight to judge the quality of the candidates.
- More training programs as well as specialized induction program should be introduced for the new employees especially for the fresh graduates who will help the organization to go even further since the new generation is boosted with energy and their new thoughts can add a lot of value in the organization as a whole. Training programs comprising a comprehensive company introduction, factory visits, introduction to respective department as well as other relevant departments, introducing technological uses etc should be done in order to make things easier for a new employee so that they can learn faster and contribute more to the organization.

- Arranging more transportation increasing the number of offered vehicles for all the permanent employees is also needed. Otherwise the employees might have a misconception of not understanding their needs which might put a negative impact.
- Since the interview evaluation forms are not filled properly bringing some modifications in the form can help the interviewers to fill the form more easily and quickly and in this matter the top level management must be more focused and punctual. The forms can be made in shorter forms with options putting on them and just ticking or picking the preferred one by the interviewers can be easiest solution to go for. This will also be less time consuming.
- The organization should pay more focus on the making of their advertisements especially for the lower level employees as SRs who might have difficulties understanding difficult words or tough clauses included in advertise. They can also control the size of applicants' pool by using better, clear and specific words in the advertisements they publish. Also the questionnaires can include both the Bengali and English version of the sets.
- For motivating and entertainment also to take break of the monotonous work schedule and strengthen the bond between the colleagues as well as for better understanding between the management and employees SFBL can arrange some functions which will help them to have a fresh start refreshing themselves. For instance, they can arrange picnics twice in a year, some sort of monthly corporate dinners etc.
- There should be more cooperation between the different sectors of SFBL while taking any decisions or improvement or erase of any of the processes always remembering that they are not working either for Square foods or toiletries but as a whole for the entire Square group being a part of it.
- Lastly, I would recommend SFBL to use more internal and external sources while selecting the candidates. For example, the company should participate more in the job fairs being conducted several times in a year for which a large pool of candidates wait and show interest to. SFBL also can do campus recruitment such as walk in interviews from which they can hire new, potential fresh graduates for the entry level position in the organization. Moreover, the organization should have online CV posting system in their website as an option. It will be easier for the candidates to drop the CV there rather than the hassle of dropping it in the advertisements or jobs sites.

I truly believe, if these recommendations are taken seriously and tried to be brought on action for the changes and as solutions of some problems, Square Food and Beverage and other concerns of the entire organization will shine with bright colors.

## 7. Conclusion:

If considered carefully, Square group has got itself in such a position today where people by one name can identify the organization. It is fact that in spite of having presence of other multinational companies in our country Bangladesh, Square Food and Beverage Ltd has grown at a considerable and quite noticeable rate in the last few decades and today has earned this much fame. It is not only in case of our country but also throughout the World Square has earned its fame due to its organized spreading in the industry along with a proper planning of further development. All these name and fame were not got in a day. It is all due to their hard work, planning, long term aims, and proper usage of the resources while valuing their human resource for selecting the best one for the appropriate tasks, making proper utilization of them and making them feel valued. Moreover though there are many more competitors in this food and beverage ground today, still Square Food and Beverage is ruling with shining colors maintaining a commendable good quality of the products offered as well as bringing differentiations and diversifications in the products and its taste. Its understanding of the market and reaching to the customers' heart through endless effort trying to capture the most possible segments understanding their needs is also praiseworthy.

Since their product line is something that will have a demand among people almost forever, this industry is not expected to decline at a significant level in near future which works as one of its biggest strengths if it can hold on to the same quality and still try to improvise itself time to time as much as possible. Addition of new competitors will make the current companies more competitive, strategic and stronger to face the upcoming challenges. Hence SFBL should always keep itself running with a view to achieving more making the best use of whatever it has taking care of it. Moreover SFBL is also playing a vital role in the economy of the country by exporting the products worldwide. It can be undoubtedly be said that, they have a wonderful HR team which is taking care of the massive manpower holding them for such a long time providing all the needed care and benefits which not only motivates them but also make them feel a very important part of the organization. Starting from recruitment and selection, maintaining quality, good relationship with the employees along with other local and foreign brands abiding the labor law to maintaining all the necessary HR operations every essential activity are here properly run by the HR department as an inevitable part. With such potential manpower Square group will very soon reach to the pick if utilized properly with guidance and mentorship serving the

economy in even better ways aiding its people. But Square Food and Beverage Ltd. Must have this on mind that they have got a huge opportunity to perform even better in the coming days and they have to if they want to keep a pace with their present and future rivals. Though its recruitment process is transparent and is a well maintained one generally trying to do the job fairly but still there are few scopes where it can improve and work on it as mentioned in the lacking part of the observation in the report. And if it does it will rule the food sector and as to do so the recommendation might help.

Square Food and Beverage has given me this great opportunity to have a first start of my career introducing me with such an amazing corporate environment and amazing people to work with for which I consider myself lucky. It has not only given me the taste of how it feels to work in such a new phase of life suddenly getting accustomed with the completely new environment you have never been through before entering the career but also has given some very good memories to cherish for lifetime as well as learning that I will hold for the rest of my life with myself no matter where I work for, in the future.

To recapitulate, this report showed an in-depth analysis of the entire recruitment and selection process along with some problems identification with some possible solutions as recommendations since this was the core objective behind doing the report. However, It was not possible for me to get the best outcome from this internship program due to some limitations but I have tried my level best to identify the recruitment and selection process of SFBL as much as I could trying my best to make it fruitful in every sense that might give a complete descriptive view to the reader while going through it.

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**Appendix:**

- **Product Advertisements:**



- **Job Advertisements for Recruitment purpose:**



## **Questionnaires:**

Since the entire report is based on the information given by my fellow colleagues involved in the recruitment and selection process, this set of questionnaire was made in order to take the face-to-face interview for collecting the information.

- a. Why is the planning phase a must to go through in the selection process?
- b. What are the some of the main criteria followed by SFBL to shortlist the CV and why?
- c. Why only both the internal and external sources used?
- d. Which source seems more effective?
- e. Is there any plan in future to add the beverage section of SFBL?
- f. Are the sources of advertisement useful enough?
- g. What was the reason of setting the question papers in English language for all the Sales Representatives knowing it was risky?
- h. What are the main qualities SFBL looks for in case of oral interviews?
- i. What are the other key criteria evaluated during the interviews? How do you relate the criteria with the relevant job description offered for specific post?
- j. How effective do you think the recruitment and selection process is? Are further modifications needed?
- k. Do you check the background for the new employees? Any major discrepancies found during the background check ever?
- l. What sort of trainings do you provide, especially for the new comers?
- m. Why do you think is the turnover rate low in SFBL?
- n. What are the key benefits offered by the company to keep the employees motivated?
- o. Is HR department transparent and specific enough while conducting the recruitment and selection process?
- p. Mention some of the limitations in the recruitment process or improvement needed in the recruitment and selection process.