



Inspiring Excellence

**BRAC UNIVERSITY**

**INTERNSHIP REPORT ON:**

**THE FACTORS AFFECTING THE SERVICE QUALITY MANAGEMENT  
OF GROW N EXCEL.**

**SUBMITTED TO:**

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BRAC UNIVERSITY**

**COMPANY NAME:**

**GROW N EXCEL  
HR MANAGEMENT & CONSULTANCY FIRM**

**SUBMITTED BY:**

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**INTERNSHIP REPORT ON  
THE FACTORS AFFECTING THE SERVICE QUALITY  
MANAGEMENT OF 'GROW N EXCEL'.**



Consulting | Executive Search | Training | HR Outsourcing

# LETTER OF TRANSMITTAL

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12<sup>th</sup> April 2018

MD. Mamoon Al Bashir

Senior Lecturer

BRAC Business School

BRAC University

Subject: Submission of Internship Report.

Dear Sir,

It is of my outmost pleasure and joy to submit the agreed internship report entitled *The Factors affecting the service quality management of Grow n Excel*. I would like to take the opportunity to thank you for your guidance and support throughout the course of my internship, without it this report would not have been possible. I would also like to express my gratitude to my supervisor M. Rezaur Rahman, Senior HR Associate who has helped me relentlessly to adapt and provide outputs for the company.

The report focuses on the main factors disrupting and enhancing the service quality of the firm and how the management deals with critical issues. During the preparation of the report I have included relevant features which are best for its objectives and it helped me to relate my practical and academic experiences. The knowledge that I gained is expressed in this report, however there might be insignificant discrepancies.

Thank you once again for your forbearance and support.

Sincerely,

A.F.H Tasnimul Bari

ID# 14304160

# LETTER OF ENDORSEMENT

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The Internship report entitled “The Factors affecting the service quality management of Grow n Excel” has been submitted to the Office of the Internship Advisor and it is regarded as the entrusted place of submission. This report, the partial fulfillment of the requirements of Bachelor of Business Administration, Major in Operations & Supply Chain Management, BRAC Business School submitted on the 12<sup>th</sup> of April 2018 by A.F.H Tasnimul Bari, ID No. 14304160.

(The opinions and suggestions that are made in this report are subjective opinions of the author of the report. The University does not disregard or reject any of them)

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**M. Rezaur Rahman**

Internship Supervisor

# ACKNOWLEDGEMENT

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*“Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow”–*

*Melody Bettie*

The people who have helped and made invaluable contribution to the completion of the report are the ones who have paved a way for my future career. They are the ones who are most deserving of my gratitude and acknowledgement and thanking them is trivial to their constant efforts and support but at least it gives me a sense of contentment.

Firstly, I would like to thank my supervisor M. Rezaur Rahman, Senior HR Associate again who helped me adapt to the new environment with his guidance and constant support. Intermittent training and counseling helped me to get over with my mistakes and allowed me to focus on the assignments, creating more positive outputs. On the other hand, I have to thank and Ms. Laila Tasneem, Executive Recruitment and Sumit Mutsuddy, Talent Acquisition Executive out of a sense of obligation as they have managed time from their busy schedule to teach me the recruitment process. Well taught, I facilitated support to the sister concerns of Grow and Excel which introduced me to the recruitment procedures of its diverse clients.

I would also like to make my acknowledgments to all the faculty members of BRAC Business School especially Assistant Professor, Md. Hasan Maksud Chowdhury and Mr. Saif Hossain, Senior Lecturer. Their methodology of teaching improved my analytical ability and prepared me for my future endeavors.

Furthermore, important parts of my successful internship were my friends in university and also in Grow and excel who helped me overcome challenges and made my work easier. Lastly, the indebtedness incurred is due to, Senior Lecturer Md .Mamoon Al Bashir for his assistance and opinions in developing the framework of this report.

# EXECUTIVE SUMMARY

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The report laid its emphasis on the factors which affect the Service Quality Management of 'Grow n Excel' the leading HR consultant in Bangladesh. The two main services provided by the firm are the Executive search and Recruitment Process outsourcing and it is outsourced to a number of national and multinational companies in Bangladesh. Therefore, to ensure that the candidates that are outsourced and delivered to the big corporations are proper and up to their marks.

The process of recruitment and selection of the potential candidates who are eligible to join the management team of the clients is vulnerable to some factors which must be fixed internally to find the best employees for the companies and which brings about the biggest satisfaction from their end.

The job market is vast and employment is increasing in Bangladesh, wrongly placed candidates not appropriate for the position puts the clients' and the country's growth in jeopardy. Furthermore, the report is based upon the TQM philosophy and emphasizes on some external factors which affect the service quality and provides possible solutions by identifying the causes and ways to prevent them.

The report has been composed during the internship period while working with the Headhunting and the Recruitment process outsourcing department, the factors were identified therein and brought into the spotlight.

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# COMPANY PROFILE

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‘Grow n Excel’ began its excursion in the year 2007 with the mission to help people who look for profession openings, and associations who look for capable people. Moreover, to help individuals and organizations, ‘Grow n Excel’ is engaged in providing wide range of HR & Management consulting services. It has in depth knowledge and understanding of best in class HR practices which help us to successfully deliver customized services to our clients. ‘Grow n excel’ aspires to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values - Professionalism, Passion and Client focus. Its main focus is on executive search and recruitment process outsourcing for both national and multinational companies of the country.

Considering the enormous potential of our country and its transformation, together we all have a role to play in unleashing individuals' potential and developing human capital. Towards this direction, we assist our clients in enhancing organizational capabilities to meet tomorrow's challenge. ‘Grow n Excel’ the mother company has three sister concerns namely ‘Apparel Talent’, ‘Dynamic Resources’ and ‘Smart Check’.

**Apparel Talent:** Apparel Talent is a specialized Human Resources consulting firm with expertise in the areas of executive search and talent management for the RMG, Textile and other associated industries. The concern is working relentlessly in attracting and hiring the right talent as well as collaborating with all stakeholders in creating effective talent eco-system. ‘Apparel Talent’ is committed to ensure efficient hiring of the best available professionals in the market. We follow a systematic approach and strategic mapping process to identify talents that best fit and integrate into company culture to achieve company goals. They understand the unique challenges of the industry and have experience of recruiting across various sections including knitting, dyeing, cutting, sewing, washing, etc. Through a combination of industry expertise, market intelligence and strong resources, we bring desired performance level for our clients.



**Dynamic Resources:** ‘Dynamic Resources’ strives to be recognized as the preferred staffing partner by delivering superior service excellence through collaborations with clients and employees. We are committed to achieve such with pro-activity, speed & flexibility. ‘Dynamic Resources’, a sister concern of ‘Grow n Excel’, aims to provide value added resourcing, staffing and business solutions in an efficient manner. Through proper service agreement, we support our clients by providing right people at various levels as well as recommend & manage appropriate business solutions.

The company’s staffing services assist our clients to manage workforce flexibility, adjust workload fluctuations as well as save company time & money.

They focus on the unique needs of our clients and their industry to become preferred partner for staffing. Dynamic Resources covers two types of staffing and they are Comprehensive Staffing and Operational Staffing.

In the Comprehensive Staffing, the concern manage the entire resourcing i.e. recruitment and selection process plus co-managing the workforce where they are deputed at client premises to carry out specific assignments based on the agreed form of employment. Regular feedback & client satisfaction survey are conducted to ensure quality service.

Operational Staffing focuses on mainly short term & temporary needs of our clients like projects, temporary vacancy, long leave, absenteeism etc. In the form of operational staffing, Dynamic Resources also manages employment referred by clients for specific short term needs.



**Smart Check:** ‘Smart Check’, offers a full range of reference and background verification services with an aim to deliver the most accurate and trusted solution. They assist our clients in removing ambiguity to make appropriate hiring decisions through a structured screening process. The overall success of an organization depends on hiring right individuals. Therefore, it is necessary to verify candidate’s credentials and review previous records. Smart Check provides further insights into a candidate’s performance, qualifications, and other relevant details which support employers in reducing administrative hassles and mitigating workplace risks. The services are fully customized to increase efficiency and empower fast decision-making for our clients. Some of our services include Education, Identity, employment, Criminal record, Address, Health and drug tests Verification.



### **Background and history**

M. Zulfiqar Hussain is the CEO and Lead Consultant of grow n excel. He has more than 12 years of experience as Human Resources Director/Head of Human Resources in Citycell & Nestle. He was a key driver behind various change management initiatives in Citycell. Prior to joining in Citycell, he was the Human Resources & Corporate Affairs Director of Nestle Bangladesh Ltd. (a fully owned subsidiary of Nestle S.A. Switzerland) where he worked as Head of Human Resources for more than a decade. Mr. Hussain set up the HR function at Nestle as well as played an important role in establishing Nestle's operation in Bangladesh. As part of professional development programs, he participated in large number of training programs, seminars and workshops in the area of Human Resources Management, Leadership & Change Management in various countries. He also actively participated in various HR forums of different trade bodies and chambers. He is also teaching at the leading business schools (North South University, BRAC University) of Bangladesh. Mr. Hussain enjoys conducting training programs on a regular basis. ‘Grow n Excel’ also have a number of highly motivated and dynamic young professionals in the area of HR Services, Resourcing, and Learning & Development to deliver premier services to our clients.

‘Grow n Excel’ maintains a strong professional network across the region and internationally to share skills & expertise to support its clients' growing needs.

## The Services Offered by ‘Grow N Excel’

- **Employment Value Proposition:** Designing Employment Value Proposition (EVP) is important to attract and retain critical talent segment for any organization. The EVP is the set of attributes that the employment market and employees perceive as the value they gain through employment in an organization. The EVP consists of several dimensions where each dimension represents a number of attributes. We assist organizations to identify right combination of attributes. Quantifiable benefits of an effective EVP are improved attractiveness, greater employee commitment and Compensation Savings.
  
- **HR Audit:** The purpose of HR Audit is to ensure the effectiveness of prevailing HR operations practiced throughout the organization by identifying drawbacks, minimizing the loopholes and aligning the HR system with the organizations strategies and objectives. Effective HR audit enables an organization to identify the weaknesses of its present HR practices and suggest improving and upgrading the system that fits the organization best by ensuring congruency with the organization's strategy. The expert audit team ensures comprehensive HR audit in the area of talent acquisition, performance management, training & development, compensation & benefits, HR strategy and processes, organizational values & culture which will enable your existing HR system to meet future challenges with enhanced capabilities.
  
- **Executive Search:** ‘Grow n Excel’ has a strong value proposition in relation to assisting our clients in searching right candidates. The Company has in-depth understanding of the employment market and has a wide network to identify right caliber of talent to meet your needs. ‘Grow n Excel’ follows a systematic process to search candidates and our team contains deep technical experience of all elements of recruitment & selection. It can deliver the project within your time scale- with a clear focus on client service and quality of advice.
  
- **Recruitment and Selection Process:** Attracting and selecting the right profile of candidate for the job is a vital activity. The whole process of recruitment can be very time

consuming as well as expensive for many organizations. They offer our recruitment & selection services for your regular placements or major recruitment drives by completing our suggested whole process or partially. By providing a structured processes and tools for a particular recruitment, developing role profiles, designing and posting job advertisements, shortlisting of candidates, conducting aptitude and written tests and finally calling for interviews the firm ensures this outstanding service.

➤ **Performance Management:** It facilitates various activities to ensure that objectives are consistently being met in an effective and efficient manner. ‘Grow n Excel’ proposes a holistic approach to design and implement performance management process for your organization:

- Planning – mutually agreeing on job objectives/targets which support departmental and organizational objectives
- Managing – ongoing review of process and objectives
- Appraisal – Formal assessment of overall performance including discussion and agreement on possible development options
- Developing – implementation of development plans to bring employee performance to a higher level

➤ **HR Outsourcing Services:** Human Resources functions today are moving beyond transaction processing and administration into more strategic direction. Our expertise and integrated solutions spare you the need of having dedicated Human Resources team to handle your day-to-day HR operations & processes. ‘Grow n Excel’ offers a wide range of HR outsourcing solutions encompassing various critical transactional, administrative and strategic functions and processes.

They can manage a company’s entire HR Function in a cost effective and efficient way by offering two broad categories. Full outsourcing, acting as an HR department for the client organization and partial outsourcing where the client organization can keep some of the functions to themselves and outsource the other functions to ‘Grow n Excel’.

## Headhunting Process Mapping



**Figure 1: Process Mapping (Source: Apparel Talent Website)**

The headhunting service of ‘Grow n Excel’ is like any other recruitment process of an organization. The client has a job vacancy for a particular position; to save time and cost they want to outsource this process from a HR firm. The company has gradually dominated the market ever since its birth 10 years ago. Due to the reputation and praiseworthy work of ‘Grow n Excel’ the market is aware of its presence, therefore it is an easy option for the clients. If any of the clients have vacancies in their company, they provide us with the role profile or job description of the specific position. Later on, our team understands the organization’s exact descriptions, their line of business, corporate culture and environment, this is known as briefing. Afterwards the search is initiated and candidates are shortlisted through our Active data or CV bank. The shortlisted 30 -40 candidates are mapped in a spreadsheet and then the calling starts to persuade the potential candidates, telling them about the job and its corresponding benefits. Usually, 10 -12 candidates show interest and their collected resumes are branded with “Grow n Excel’ and is sourced to the expecting clients. On the clients’ end, they choose who fits best and may handle the process of calling or mailing the candidates for the interview details or just tell us to do it. Then the job offered is placed to the right candidate, finally the feedbacks are generally taken both from the client and the candidates.

## Recruitment Process Outsourcing



**Figure 2: RPO Process Mapping (Source: Grow n Excel Office)**

‘Grow n Excel’ also offers Recruitment Process Outsourcing (RPO). The process of management recruitment is entirely outsourced to the client. Beginning from the benchmarking of employees till they join the organization, the complete responsibility is on the shoulders of ‘Grow n Excel’. Again, RPO is like any outsourcing process and being time and cost effective the clients rely on the core competencies of the HR firm to reconstruct the management and make it more aggressive. RPO is usually done on a 100 percent and sometimes on a prorated or partial way. This means some companies relies totally upon us while others desire selected portion of the recruitment process. (Figure 2) clearly illustrates the process in detail and tells us that the chances of hiring the wrong candidate are very low as everything is started from the root. The numbers of potentials candidates gets filtered along the process until only the finest ones join the management.



## The Clients

Client list of Grow n Excel			
Bata Shoe	Grameenphone Ltd.	IDLC	BRAC
Nokia Siemens Networks	Axiata Bangladesh Ltd.	Standard Chartered Bank	Citibank, N.A.
Pendekar Energy	(Robi)	Bank	Lankabangla
Rahimafrooz	Marico	United Commercial	Finance Ltd.
Caim Energy	Asian Paints Bangladesh	Bank Ltd.	BEOL
Arla Foods	Mutual Trust Bank Limited	HSBC	ProthomAlo
New Zealand Dairy	Reckitt Benckiser	Walmart Bangladesh	Youngone
Oriental Real Estate	Suvastu Development	Unilever	Novo Nordisk
Gsk	Coats	BAT	Lafarge
DHL	Rohto-Mentholatum		Tesco
Novartis			

**Figure 3: The Client List (Source: Grow n Excel Office)**

When the claim about being the dominant in the market has been made, the clients many of whom have been referred in (Figure 3) are of no surprise. In addition to that, the firm has been engaging its activities vigorously over the past few years and has place a lot of CEO, CMO, AGM, DGM, GM and CFOs to many Multinationals and big local corporations such as Citi N.A., Marico, International Beverage Private Limited Rangs Limited, Transcom Limited, Hameem Group, Doreen Group, Dekko Group, FCI BD LTD, Himalaya Drug Company and British Council. The global market is presumably the next agenda of Bangladesh's leading HR consulting firm

## The Company Organogram

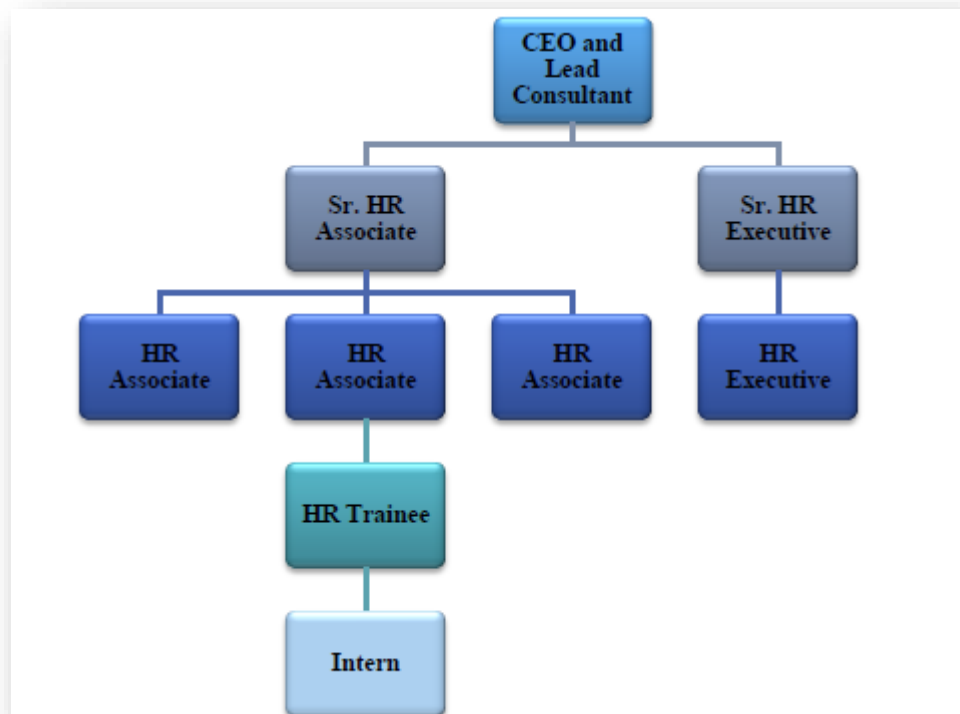


Figure 4: Company Organogram (Source: Grown Excel Office)

‘Grown Excel’ is a Human Resources and Management Consultancy firm, giving different services to their customers. At display, the quantity of perpetual workers at the firm is twenty-three. Outsourced employees are additionally taken when important.

The CEO and Lead Consultant of the firm is Mr. M. Zulfiqar Hussain. Under his immediate supervisions are the Senior HR Associate and Senior HR Executive, by whom three HR Associates and one HR Executive is administered. A HR Trainee works under the HR Associates, who additionally directs the understudies.

# INTRODUCTION

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The most important asset of any organization is its customers. An organization's success depends on how many customers it has, how much they buy, and how often they buy. Customers that are satisfied will increase in number, buy more, and buy more frequently. Satisfied customers pay their bills promptly, which greatly improves cash flow- the lifeblood of any organization (Besterfield, 1995).

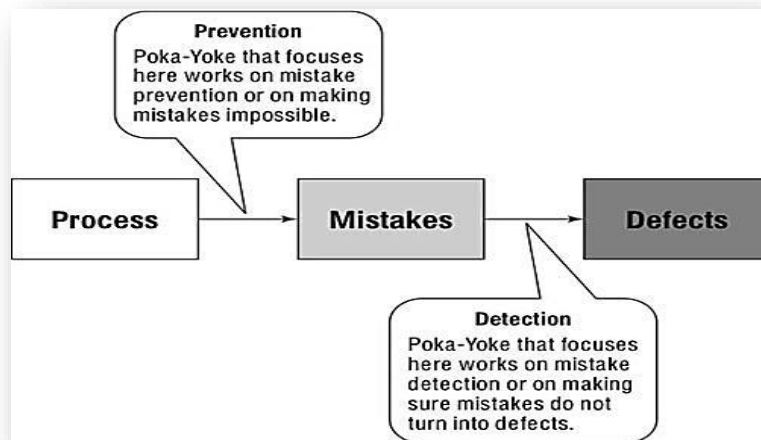
In addition to focusing on external customers and their expectations and demands, it is necessary to focus on so-called internal customer and supplier relations (Dahlgaard, Kristensen, & Kanji, 2007).

When an organization fails to understand the voice of its customers, dissatisfaction emerges from their side hampering the profitability of the company. However to ensure the satisfaction of the customers, the employees' wants should never be underestimated. There are some key factors which directly affect the service quality of 'Grow n Excel' and by focusing on these factors, the company can improve its existing processes and cope up even better with the challenging market and retain its customers. Therefore the report stresses upon the Total Quality management in the leading HR firm 'Grow n Excel'; how they use it to bring about positive changes and the subsequent flaws.

## **The Background of the report**

The report is based on existing published data and organizational records. The problems arising from the tasks assigned by 'Grow n Excel' turned out to be the key reasons for determining the factors associated with the headhunting process and its efficiency. From the sourcing of the Curriculum vitae to the outsourcing of human resources for national and multinational companies, the entire process was observed through Poka Yoke (Error Proofing).

Poka Yoke is a simple technique which prevents mistakes to occur. It also detects any possible mistakes in the process and makes sure it does not happen again. By using this technique the problems were identified and necessary HR policies were undertaken to ensure a smooth process.



**Figure 5: Poka Yoke (Process improvement Technique)**

### **The Objectives of the report**

- To address the internal factors within the organization that is making significant contributions to its service quality.
- To address the external factors affecting the organization and how it can influence the service quality.
- To point out existing problems in the process and highlight the fine processes in the light of all the factors.

# LITERATURE REVIEW

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## **Management**

Management must participate in the quality program. A quality council must be established to develop a clear vision, set long-term goals, and direct the program. Quality goals are included in the business plan. An annual quality improvement program is established and involves input from the entire work force. Managers participate on quality improvement teams and also act as coaches to other teams. TQM is a continual activity that must be entrenched in the culture—it is not just a one-shot program. TQM must be communicated to all people (Besterfield, 1995).

Changing an organization's culture is difficult and will require as much as five years. Individuals resist change—they become accustomed to doing a particular process and it becomes the preferred way. Management must understand and utilize the basic concepts of change.

They are:

1. People change when they want to and to meet their own needs.
2. Never expect anyone to engage in behavior that serves the organization's values unless adequate reason (why) has been given.
3. For change to be accepted, people must be moved from a state of fear to trust.

It is difficult for individuals to change their way of doing things; it is much more difficult for an organization to make a cultural change.

Management by exhortation and inspiration will fail. Speeches, slogans, and campaigns that are supposed to motivate people are only effective for a short period of time. Impediments to a cultural change are the lack of effective communication and emphasis on short-term results. Organizations that spend more time planning for the cultural aspects of implementing a TQM program will improve their chances of success (Besterfield, 1995).

## **Leadership**

Leaders need to give their employees independence and yet provide a secure working environment—one that encourages and rewards successes. A working environment must be

provided that fosters employee creativity and risk-taking by not penalizing mistakes. A leader will focus on a few key values and objectives. Focusing on a few values or objectives gives the employees the ability to discern on a daily basis what is important and what is not. Employees, upon understanding the objectives, must be given personal control over the task in order to make the task their own and, thereby, something to which they can commit. A leader, by giving the employee a measure of control over an important task, will tap into the employee's inner drive. Employees, led by the manager can become excited participants in the organization (Besterfield, 1995).

Management must encourage open, effective communication and teamwork. Fear is caused by a general feeling of being powerless to control important aspects of one's life. It is caused by a lack of job security, possible physical harm, performance appraisals, ignorance of organization goals, poor supervision, and not knowing the job. Driving fear out of the workplace involves managing for success. Management can begin by providing workers with adequate training, good supervision, and proper tools to do the job, as well as removing physical dangers. When people are treated with dignity, fear can be eliminated and people will work for the general good of the organization. In this climate, they will provide ideas for improvement (Besterfield, 1995).

### **Service Quality**

Customer service is the set of activities an organization uses to win and retain customers' satisfaction.

Elements of customer service are:

#### *Organization*

1. Identify each market segment.
2. Write down the requirements.
3. Communicate the requirements.
4. Organize processes.
5. Organize physical spaces.

### *Customer Care*

6. Meet the customer's expectations.
7. Get the customer's point of view.
8. Deliver what is promised.
9. Make the customer feel valued.
10. Respond to all complaints.
11. Over-respond to the customer.
12. Provide a clean and comfortable customer reception area.

### *Communication*

13. Optimize the trade-off between time and personal attention.
14. Minimize the number of contact points.
15. Provide pleasant, knowledgeable, and enthusiastic employees.
16. Write documents in customer-friendly language.

### *Front-line people*

17. Hire people who like people.
18. Challenge them to develop better methods.
19. Give them the authority to solve problems.
20. Serve them as internal customers.
21. Be sure they are adequately trained.
22. Recognize and reward performance

### *Leadership*

23. Lead by example.
24. Listen to the front-line people.
25. Strive for continuous process improvement.<sup>1</sup>

## **Employee Involvement**

The building of a motivated work force is for the most part an indirect process. Managers at all levels cannot cause an employee to become motivated; they must create the environment for individuals to motivate themselves. Concepts to achieve a motivated work force are as follows:

1. *Know thyself.* Managers must understand their own motivations, strengths, and weaknesses. This understanding can best be obtained by having peers and employees anonymously appraise the manager's performance. Some organizations like Cummins India Ltd. have implemented 360 degree feedback system for the managers. Motivating managers know that the most valuable resource is people and that their success largely depends on employees achieving their goals.
2. *Know your employees.* Most people like to talk about themselves; therefore, the motivating manager will ask questions and listen to answers. With knowledge of the employees' interests, the manager can help achieve them within the business context. As the manager learns more about the employee, he/she can assist the employee in directing their efforts toward satisfying their goals and well-being. This knowledge will also enable the manager to utilize their strengths.
3. *Establish a positive attitude.* A positive action-oriented attitude permeates the work unit. Managers are responsible for generating attitudes that lead to positive actions. Feedback should, for the most part (say, 87%), be positive and constructive. Respect and sensitivity toward others is essential to the development of positive attitudes. Asking employees for their opinions concerning job-related problems is an effective way to build a cooperative atmosphere. Managers should treat ideas and suggestions as price-less treasures and implement them immediately whenever possible.
4. *Share the goals.* A motivated work force needs well-defined goals that address both individual and organizational needs.



5. *Monitor progress.* The process of goal-setting should include a road map detailing the journey with periodic milestones and individual assignments. Managers should periodically review performance.

6. *Develop interesting work.* Managers should consider altering the employees' assignments by means of job rotation, job enlargement, and job enrichment.

- Job rotation permits employees to switch jobs within a work unit for a prescribed period of time. This activity reduces boredom and provides knowledge of the entire process and the affect of the sub-process. Thus, quality consciousness is raised, which may lead to process improvement.
- Job enlargement combines tasks horizontally so that the employee performs a number of jobs sequentially. Thus, the employee is responsible for a greater portion of the product or service, which may also lead to process improvement.
- Job enrichment combines tasks vertically by adding managerial elements such as planning, scheduling, and inspection. This contributes to the employees' sense of autonomy and control over their work, which may lead to process improvement.

7. *Communicate effectively.* Effective communication provides employees with knowledge about their work unit and the organization rather than “grapevine” information.

8. *Celebrate success.* Recognizing employee achievements is the most powerful tool in the manager's toolbox.

These eight concepts can be used at all managerial levels of the organization (Kinni, 1993).

### **Teamwork**

Employee involvement is optimized by the use of teams. Teams, however, are not a panacea for solving all quality and productivity problems, but in most instances, they are effective. Teams work because many heads are more knowledgeable than one. Each member of the team has special abilities that can be used to solve problems. Many processes are so complex that one person cannot be knowledgeable concerning the entire process. Second, the whole is greater than

the sum of its members. The interaction within the team produces results that exceed the contributions of each member. Third, team members develop a rapport with each other that allows them to do a better job. Finally, teams provide the vehicle for improved communication, thereby increasing the likelihood of a successful solution (Besterfield, 1995).

### **Training**

Training means giving new or current employees the skills that they need to perform their jobs. This might mean showing new Web designers the intricacies of your site, new salespeople how to sell your firm's product, or new supervisors how to complete the firm's weekly payroll. It might involve simply having the current jobholder explain the job to the new hire, or a multi-week training process including classroom or Internet classes. In any case, training is a task that managers ignore at their peril. Having high potential employees doesn't guarantee they'll succeed. They must know what to do and how to do it. If they don't, they will improvise or do nothing useful at all. Inadequate training can also trigger negligent training liability. As one expert puts it, "It's clear from the case law that where an employer fails to train adequately and an employee subsequently does harm to third parties, the court will find the employer liable". Employers should confirm the applicant/employee's claims of skill and experience, provide adequate training (particularly where employees use dangerous equipment), and evaluate the training to ensure that it's actually reducing risks (Dessler, 1994).

For underperforming current employees, you can't assume that training is the problem. In other words, is it lack of training, or something else? Performance analysis is the process of verifying that there is a performance deficiency and determining whether the employer should correct such deficiencies through training or some other means (like transferring the employee). The first step in performance analysis is usually to compare the person's actual performance to what it should be. Doing so helps to confirm that there is a performance deficiency, and (hopefully) helps the manager to identify its cause (Dessler, 1994).

### **Recognition and Reward**

Recognition is a form of employee motivation in which the organization publicly acknowledges the positive contributions an individual or team has made to the success of the organization. This

acknowledgement is delivered using verbal and written praise and may include symbolic items such as certificates and plaques. Reward is something tangible such as theater ticket, dinner for two, or a cash award to promote desirable behavior, Recognition and reward go together to form a system for letting people know they are valuable members of the organization (Besterfield, 1995).

### **Performance Appraisal**

The purpose of performance appraisals is to let employees know how they are doing, and provide a basis for promotions, salary increases, counseling, and other purposes related to an employee's future. There should be a good relationship between the employee and the appraiser. Employees should be made aware of the appraisal process, what is evaluated, and how often. Employees should be told how they are doing on a continuous basis, not just at appraisal time. The appraisal should point out strengths and weaknesses as well as how performance can be improved (Besterfield, 1995).

Performance appraisals may be for the team or individuals. Regardless of the system, a key factor in a successful performance appraisal is employee involvement. An employee should always be given the opportunity to comment on the evaluation, too include protesting, if desired (Besterfield, 1995).

### **Customer Visits**

Visits to a customer's place of business provide another way to gather information. An organization can proactively monitor its product's performance while it is in use and thereby identify any specific or recurring problems. Senior managers should be involved in these visits and not delegate them to someone else. However, it is a good idea to take along operating personnel so they can see firsthand how the product is performing (Besterfield, 1995).

The organization should also continually keep informed about new developments in the customer's industry by reading their journals and attending their conferences. Brainstorming sessions with the customers about future products and services should be held at least annually (Besterfield, 1995).

# FINDINGS

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## Internal Factors

- **Management Techniques:** The management of ‘Grow n Excel’ follows a philosophy which does not allow fear to drive the employees to do their jobs. The employees are empowered and are given flexibility so that fear is developed into trust. Our CEO M. Zulfiquar Hossain develops the long term plans, the midterm and short term plans are executed by the mid-level managers.

During a headhunting process, the company with its talented workforce has managed to become one of the leading firms in the market. Throughout my internship program, I have seen my supervisors and seniors urging everyone to change and take responsibility rather than blaming each other when there is a mishap. This is a key internal factor which continuously improves the process and reminds the employees to take measures beforehand. That is how ‘Grow n Excel’ is continuously striving to achieve its targets and remain firm in the market.

- **Leadership:** ‘Grow n Excel’ gives its employees freedom and independence to work creating a sustainable workplace. The leadership factor emphasizes the main priorities set by the leaders, so that the employees are focused only on the clients, which need the most attention. By focusing on those clients who will bring the greatest amount of profit, our leaders came up with good estimations of time, money and available resources to provide them with their requirements. ‘Smart Check’ was by far the greatest contributor to the bottom line, followed by ‘Dynamic Resources’ and ‘Apparel Talent’, the other sister concerns. Our CEO has mentioned that the company will emphasize on ‘Smart Check’, the reference and background screening solutions provider. Therefore, effective leadership leads to long lasting success.
- **Employee involvement:** Despite having a dynamic and talented management, the senior executives did not ask questions about the employees’ wellbeing and did not manage

time to listen to what they had to say. Some of the employees were found to be outside the business context, not knowing what is happening as being only a part of the entire process, the main priority was to meet the demands and involving the junior inexperienced employees to take key decisions would have been risky. Therefore the management could not make the most out of their employees' strengths which effected the service quality in one way or the other. However, positive attitudes from the management's front were consistent. The goals were addressed and shared but the communication was sometimes ineffective and due to this ambiguity, opinions were not taken into account creating poor employee involvement. Concerning these issues if preventive actions were taken by allowing open communication then the workforce would be more motivated.

- **Teamwork:** “Grow n Excel’ occasionally uses teamwork. For instance, when a huge number of phone calls had to be made to the selected candidates who after initial screening were to sit for a written examination. A team of three including me was formed and we were responsible for hiring in bulk for Apollo hospital. Throughout this project, the team designed the plan, shortlisted the selected eligible candidates and made around 1000 phone calls to inform them about the details of the examination, in less than a week. The crunch time led to immense workload and eventually by teaming up and working as a whole in a conference room within individual computers and cellphones, we managed to meet the project deadline and achieved a response of 300 candidates who were willing to take the examination. Without teamwork the project would have been impossible to complete and teaming up with peers formed a harmonious rapport which created effective communication and the tasks were done in a better and well-defined way. Furthermore, this internal factor provides evidence and strengthens the former one that without employee involvement important goals will be difficult to achieve and valuable customers will be lost.
- **Training and Workshops:** Firstly, new employees receive initial training upon arrival to the company which includes the overall idea of the HR recruitment firm. What is it that we are doing? What are we selling? Although, initially the rules and regulations which

were to be addressed in an orientation were not conducted but a brief introduction to the company and a tour to all the departments was a warm welcome for the new interns and fresh graduates. On the other hand, training in the form of motivation or counseling was conducted but academic training in classrooms to explain our job and details about the process were not held. Counseling Sessions were held occasionally to address some errors in sourcing resumes which did not match the respective job positions our clients wanted. This significantly improved performance because after acknowledging the mistakes that were made, preventive measures helped sourcing the right people for the right positions. Underperforming employees is only a loss for the employer because the clients' requirement was not up to the mark.

Thirdly, workshops addressing company goals were frequently held. "Off-site meeting 2018" held at Sarah resort in Rajbari, Gazipur was a workshop focusing on the vision and mission of 'Grow n Excel' for 2020, all the employees were taken to this tour. The workshop was about the company's SWOT analysis and what it needs to accomplish survive in the 4<sup>th</sup> industrial revolution in 2024. Some other notable seminars were "International Women's Day 2018 || Press for Progress" where a workshop was conducted to disseminate the theme of this year, Press for Progress where participants have come-up with individual actions for implementation. The reason for this workshop was empowering the female employees in the workplace for career growth and the opportunities that lie ahead for them.

Lastly, 'Grow n Excel' is yet to start its learning and development programs on an academic level, which comprises of personal and managerial effectiveness, team building, effective presentation and communication skills, problem solving and decision making. These programs are designed for people who are looking to develop their skills for future careers, however providing them to its own employees alongside other people would help develop careers within 'Grow n Excel' itself.

- **Under processing:** A key internal factor of talent acquisition for big corporations is to make sure that the candidates they want for a specific position is in coherence and compliance with all the requirements according to the job description. The reason why the companies have provided us with the job description is because they have an urgent

vacancy which needs to be occupied, if we deliver them the wrong candidates by just not reading and proofing the requirements properly then it is under processed outsourcing. A few occasions of this negligence led to complaints which created a wrong impression in front of clients.

- **Rewards, Recognition and Performance appraisals:** The sister concern 'Smart Check' made significant contributions to the growth of 'Grow n Excel' by bringing in a lot of clients particularly from the banking industry to support them with the verification and screening of hiring legitimate candidates. Our CEO publicly acknowledged their hard work and rewarded them with awards and other tangible benefits. This was a boost to their confidence and motivated them to bring in even more clients.

Recognizing the good works of the senior associates and executives were done occasionally by our CEO. On the other hand, appraisals regarding the performance of the executives were conducted in the form of counseling sessions mentioned earlier but they were more about the mistakes and not how the employees were doing. Therefore no serious platform was created so that the employees and the appraisers could have a two-way communication expressing their expectations from each other. Nevertheless, that did not stop people from working hard to achieve the day-to-day goals and objectives.

## External Factors

- **Market share and Customer visits:** HR recruitment firms is becoming a very popular profitable business in Bangladesh. One of the reasons why a company outsource an important business function like the selection and recruitment of employees is because it is cost effective and the company can focus on the main business process rather than the supporting ones. Moreover headhunting firms have strong network and knowledge of human resources, their expertise is something that companies do not have and to build this particular skillset it requires time and money. Firms like ‘Grow n Excel’ and ‘Monowar Associates’ have such supporting skillset to support other businesses. ‘Monowar Associates’ is one of the oldest headhunting firm in Bangladesh and is the main competitor of our company however we have the gained most of the market share by cutting down on prices. That is where they are losing market share as they have a responsive strategy because being the oldest firm they have a reputation, experience and powerful network which allows them to charge higher prices. In other words high quality, high costs so higher price.

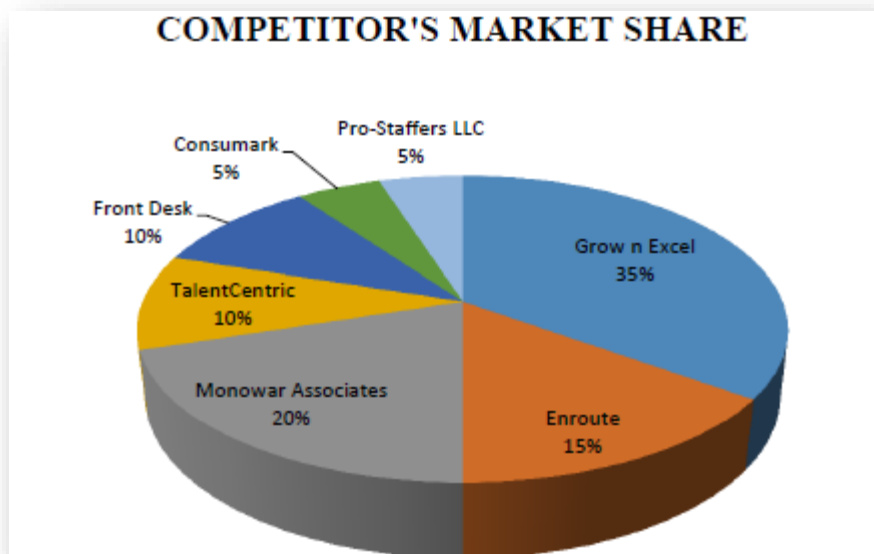


Figure 6: Competitors and their Market share (Source: Grow n Excel Office)



On the contrary, 'Grow n Excel' emphasizes on efficiency which is a strategic fit as they lower their costs as much as possible but maintain quality in the end charging a fair bargain. Other companies include Talent Centric, Front desk, Consumark, iNFInTi HR Company Limited, Pro-Staffers LLC, Ward etc. The market share is expected to shift towards 'Grow n Excel' as more customer visits have been made by our CEO and senior employees to gather information about them. The company has recently visited Chittagong to attend the "2<sup>nd</sup>BSHRM Chittagong HR summit" and was involved in various HR initiatives in unleashing human capital to take in as much clients as possible. This was a very successful promotional campaign and hopefully it will improve the company's cash flow even more and that is how the service will be even better.

- **Lead time and Client Satisfaction:** Lead time is the time between the initiation and completion of a headhunting process to deliver the potential candidates. There is a positive correlation between lead time and client satisfaction. For a particular job vacancy, a key point which should always be considered is that the company announcing the job vacancy proceeds to several headhunting firms and sometimes may undertake the headhunting process internally. Therefore maintaining effective lead time is essential to meet the demands and take a firm hold over the candidates before other HR firms do. In addition to that, the access to the CV banks of BD jobs.com is open for all the firms who have subscription, thereby making it easy for them to acquire the same candidates. It takes around 1-2 weeks to source, screen and deliver the candidates but it is sometimes difficult to get the exact candidate perfectly fit for the job. Alongside this the internal factors discussed earlier is also a contributor in maintaining effective lead time.
- **Suppliers and Database management:** The direct supplier of 'Grow n Excel' is BD jobs.com. The lead time is usually delayed because thousands of resumes are readily available; people are looking for better jobs and opportunities as the country has experienced increased economic activities. Service quality is deteriorated as a manual database management system is used. It is done through traditional download and then categorizing in computers by mapping the details if a CV in a spreadsheet. This slows the

process, an upgrade to a sophisticated human resource information system may sound expensive but the return to that investment is service quality and client retention.

- **Performance of candidates:** Despite, the hassle with database management and the assurance of lead time, 'Grow n Excel' is steadfast in providing the right candidate for the right job. Candidates come in all shapes and sizes; they are sorted and filtered to best match the job description. Remaining the largest shareholder in the industry, lies solely on the performance of the candidates because that is the reason the clients keep on coming back to us.
- **Indirect Factors:** Making the candidates and the people from the clients 'office who frequently visit our workplace, feel welcomed is a very important part of maintaining good relationships with them. Keeping the office neat and clean, having a good waiting area and always addressing clients with greetings and respect strengthen the relationship. For instance, while persuading a candidate for a job offer on the phone, the employee must be soft spoken, articulate, gentle and patient because these types of attitude influences them to take a decision as they realize that we are credible and not fraudulent. Similarly responding to complaints, acknowledging them and not reacting to their claim and apologizing for any mistakes improves service quality.

## ACTIVITIES UNDERTAKEN

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The internship began in January. In the beginning I worked for ‘Apparel Talent’, a sister concern of the company and the first task I was assigned with was to get familiar with the process by studying the company activities and what we are actually selling. Then I was asked to gain knowledge about the RMG companies, its company organogram and the whole supply chain to better understand the industry. The first major task was to filter around 400 CVs from a pool provided by British Council; the task was to find them a Senior Accountant with Chartered Accountancy background and make sure that their skills match exactly with the job description and specifications. The best fifteen CVs were shortlisted and mapped in a spreadsheet. This task was for the mother company. Later on, I was shifted to ‘Dynamic Resources’ to support the team for volume hiring of staff nurses for ‘Apollo Hospitals’; the task was to make around 1000 phone calls collectively with the team and to shortlist the interested candidates. Afterwards, written examinations were conducted in Tejgaon College to filter the best candidates. I was in the management team in the day of the examination and was also an invigilator conducting the exams as per rules and regulations. Throughout the internship I have successfully sourced, screened and mapped CVs in spreadsheet of various positions for big corporations like Epyllion group, Dekko Group, Augere wireless, Himalaya Drug Company and many more. Apart from that, I have done a lot of Internal Mapping of Assistant managers, General Managers and Industrial engineers to keep strong company database just in case an offer comes up. Towards the end of the internship I was involved in the branding of the resumes to be outsourced to the companies.

Position: Senior Accountant									
Date: 25/01/2018									
Name	Education				Professional Qualification	Last Job Experience/ Current Job	2nd Last Job Experience	3rd Last Job Experience	At least three year experience in a similar role
	Name of Institution	Graduation	Masters	CGPA/ Result					
Md. Moshur Rahman	N/A	B.Com	M.Com	N/A	CA-CC	Assistant Manager, Finance and Accounts, Hagochem (Bangladesh) Limited, (1.1.16 - Continuing)	Officer – Internal Audit, BRAC, (03.03.13 - 31.12.2015)	Accounts Officer, ASSOCIATION FOR REALISATION OF BASIC NEEDS - ARBAN, (1.07.2012 - 28.02.2013)	Yes
MD. MOSHIUR RAHMAN	N/A	BBA	MBA	N/A	CA-CC	Internal Auditor, Marie Stopes International, Bangladesh, (17.07.2016 - Continuing)	Internal Auditor, PROME Group (PROME Agro Foods Limited), (10.05.2015 - 10.07.2016)	Manager (Accounts & Audit), Baree Pear Shafiq Khan, (06.01.2012 - 30.04.2015)	Yes
Md.Harun-or Rashid	N/A	B.Com	M.Com	N/A	CA-CC	Assistant Manager- Finance & Accounts, Oxford Shirts Ltd. A concern of Pretty Group, (20th Dec. 2016 - Continuing)	Assistant Manager - Audit, Opees & Sinha Group, (1st January, 2014 - 19th Dec. 2016)	Senior Officer - Finance & Accounts, Aman Feed Ltd. A Concern of Aman Group, (1st July, 2012 - 30th Dec, 2014)	Yes

Figure 7: CV Mapping (Source: Grow n Excel Office)

## CONSTRAINTS

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The challenges that I faced throughout the internship, seemed to be difficult towards the beginning but gradually it became easier. An inexperienced intern was exposed to an environment with different people and this sudden transition from the classroom to the real world led to a cultural and corporate shock. This was something I never experienced and it took some time to adjust into the environment and most importantly to be completely aligned with what is actually happening in the workplace! Maintaining diplomatic ties with colleagues seemed difficult but gradually I blended in with the corporate politics.

Being a major in Operations and supply chain management, my interest was in capacity planning, break-even analysis, profit maximization or cost minimization by using various decision models. However, working for a HR consulting firm I never expected me to be involved in such activities during the internship. Nevertheless, the knowledge from theoretical operations management helped me a lot which being a student of business administration, only a few of the management or business courses could have helped. For instance the three decision levels of a business, service quality and the total quality management was explained in a more practical way in my major which prepared me for the real experience.

## LESSONS

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The three months that I have spent in this firm helped me acquire valuable knowledge about all the sectors of employment in Bangladesh. I was exposed to a number of companies and it helped me to gather vast knowledge about the various positions in management and the hierarchy. I learnt that companies want the right person who fit well in their system, not looking to change their job frequently and that it can only be achieved by proper recruitment which unfortunately many companies do not follow.

During this Internship I had an overall bird's eye view of the HR policies and practices of various companies including 'Grow n Excel'. On the other hand, I developed a lot of

interpersonal skills and got to know how to communicate with clients and colleagues in a professional way. However, time management was by far the most important lesson learnt; learning how to effectively manage time to meet the deadlines and delivering the candidates as per client requirement changed the way I lived day to day life. Apart from that to remain consistent and emotionally strong when things are not going your way by working on the mistakes that were made and making sure it never happen again, helped me to become more productive.

## LIMITATIONS

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It was not very simple to finish this report as there have been several barriers to beat. The report claimed that there is a correlation between lead time and client satisfaction, however as the data is confidential the company has restricted its access to interns. If this data was available a regression analysis could have proved the claim. On the clients' end, since there have been only few feedbacks after the delivery of the candidates so the data is really hard to find. In addition to that, the employees were really busy to give data about the company's improvement plans for the future. Moreover, the office working hours were from 10 am to 6pm and sometimes the interns had to stay up and till 7pm. Therefore it was really difficult to manage time and make a more precise and comprehensive report.

## RECOMMENDATIONS

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After working with 'Grow n Excel' for three months, I have found out some factors which affects its service quality. By taking all these factors into consideration and implementing 'POKA YOKE', errors which are recurring can be prevented.

Here are some recommendations which are based upon personal feelings and opinions:

- Under processed CVs leads the whole process of headhunting in a wrong direction. From sourcing, pooling to screening and finally calling for interviews has to be repeated. The

management must make sure this never happens. Wrong candidates mean dissatisfied clients.

- Poor and outdated database. There is no HRIS or software which combines a system to better ensure the business process, recruitment of human resources and the data ( i.e. the resumes). Bdjobs.com is sometimes inefficient as there are many resumes which are not updated. ‘Grow n Excel’ must develop versatile database management software.
- There should be more employee involvement between the lower and the top level management. This would bring about various opinions of the diverse workforce and help improve the process; suppose the contents of this report are discussed amongst the employees in a meeting and their ideas and thoughts are also taken into account, imagine the output it would generate for the team.
- More teamwork to meet the deadlines; working in teams in a round table, discussing views and possible ways to get over a challenge would allow the employees to be more involved.
- Poor accountability is when someone is not responsible enough to justify decisions or activities. The performance of candidates is vital for our success, but sometimes candidates don’t appear for interviews even after prompts and insisting them to inform us if there is a sudden change of decision. Regardless, from our end constant follows up are sometimes neglected and when the candidate is ignorant, no one takes the responsible leading to chaos and anger. The company should focus on a more proactive approach for this.

These issues are being recommended because it will help the run a smooth and uninterrupted Headhunting process.

## CONCLUSION

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‘Grow n Excel’ is the leading HR consulting firm in Bangladesh. It has an unprecedented network and management team, who have helped the company climb the ladder and reach the heights of this industry over a period of just ten years. Despite all the altercations the organization is facing, both internally and externally the performance is still up to the mark and is engaging its business activities in a number of FMCG, IT, RMG and Telecommunication companies that define the job market of Bangladesh. ‘Grow n Excel’ is proud to provide these companies with the best candidates; not only ensure but also to contribute to the economic growth of the world’s most rapidly growing country. The national market is just another milestone; the company is making plans and efforts to penetrate the international market.



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