

**Internship Report On**  
**Recruitment Process of Integrated Marketing Services Limited**  
**(IMS)**

**By**

Mahjabeen islam

ID: 17164006

An internship report submitted

In partial fulfillment of the requirements for the degree of  
Masters of Business Administration

Masters of Business Administration

BRAC University

April 2020

## Declaration

It is hereby declared that

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



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**Mahjabeen islam**

**Student ID: 17164006**

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**Dr. Salehuddin Ahmed**

Professor

Department of Economics

BRAC University

## Letter of Transmittal

Dr. Salehuddin Ahmed  
Department of Economics  
School of Business Studies  
BRAC University

Dear Sir,

Subject: **Submission of internship report on “Recruitment process of (IMS)”**

With great pleasure I hereby submit my internship report on “Recruitment process of Integrated marketing Services Limited (IMS). The report has been completed by the knowledge that I completed all the major courses on Human Resource Management during my MBA as well as from my internship period in IMS from 01.01.2020 to 30.04.2020.

I am thankful to all those persons who provided important information and gave valuable advice regarding completion of this report. I would be greatly obliged if you read the report carefully and I will be trying to answer all the questions that you have about the report.

I have tried my level best to complete this report meaningfully and correctly, as much as possible. However, if you need any assistance in interpreting this report please contact me without any kind of hesitation. Thanking you.

Sincerely yours,

Mahjabeen Islam

17164006

Masters of Business Administration

BRAC University

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between IMS and the undersigned student at BRAC University.

I certify that I will keep information confidential and do not disclose any information which may affect and breach of any confidential policy of Integrated marketing Services Limited (IMS).

Mahjabeen Islam

ID: 17164006

Masters of Business Administration

BRAC University

Date: 08/04/2020

## **Acknowledgement**

I would like to thank BRAC University for giving me this opportunity to do this internship. I would like to thank IMS for letting me do the internship at their HR Division Head office. I would like to thank Nazmul Amin Mojumder Sir & Parveen Huda Mam who has been my mentor for enriching me about Human Resource Management practices in our country and provide me with theoretical knowledge in the field. I'd like to thank Dr. Salehuddin Ahmed, my internship supervisor for guiding me with the completion of this report. I'd also like to thank Iftekhar Sir, General Manager from IMS for keeping me under his supervision and provide me with all the necessary information which has helped me in the completion of this report. I would also like to thank all the officials of IMS for allowing me to be an internee at their organization and help with necessary information. This internship has enriched me both at personal, academic and professional level.

## **Executive Summary**

Doing the internship at IMS, HR division has been an enriching at both the personal and academic level. The project title for the internship report is Recruitment Process of IMS. During my internship I gained practical knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of the organization at all levels by ensuring right numbers of people are available at the right time to do the right job. Not only that I have also gained insight into the working culture of the organization and observed how IMS handles its employees with value and empowerment to ensure they are motivated to give their best to the organization.

The report starts with an organization profile of IMS giving its background, mission, vision, its products and services, the hierarchy and organogram of the organization. Following that the next section contains information about the job, which are just tasks and responsibilities during my internship period at the organization. The next section is the largest which comprises the project, overall Human Resource activities and the main topic recruitment process in IMS. The project encompasses introduction to the topic, recruitment, selection, orientation, compensation and benefit, training and development. Each chapter contains detailed discussion of the HR functions with relevant examples followed by Organization Practice at IMS which basically conveys how things are done in the HR Department of the company. The next part of the project carries out SWOT Analysis that touches upon strengths, weakness, opportunities and threats to the organization followed by results and discussion on critical factors regarding Human Resource Management of IMS. Finally there is the conclusion followed by references.

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**Chapter 1**



## Introduction

The topic I chose for the project is “Recruitment Policies and Practices of IMS”. In the project undertaken I have tried to incorporate my theoretical knowledge of HR and combine it with practical examples as observed during my internship period at IMS. I have tried to cover all the major functions of recruitment, including Screening, selection, hiring, compensation and benefits, training and development and convey my understandings of the different functions of Human Resource Management through this project. At the end of the project I have done a SWOT Analysis on the HRM Practice of IMS followed by discussing critical points. From my observational study during my internship of the Human Resource Practices in IMS I have tried to provide some recommendations based on my knowledge followed by the conclusion of my topic analysis.

## Objective of the Report

- ✓ To gain experience on the recruitment practices in the company
- ✓ To gain knowledge on competitive analysis of other advertising agencies on recruitment policies and practices
- ✓ Propose modification in the recruitment policies and practice by keeping relevance with other processes.
- ✓ Conduct a survey of recruited employees with a open ended questionnaire to further develop the policies for the betterment of the company
- ✓ Employee Personnel practice
- ✓ Developing Employees practices

## Scope of the Report

This report has been prepared through working experience on the policies and practices of recruitment and extensive discussion with company employees. At the time of preparing the report, I had a great opportunity to have an in depth knowledge of all the HR functions practiced by company.

## Methodology

The report follows some specific methods in order to conduct such a study. The report is descriptive in nature. Data were collected from both primary and secondary sources.

Primary Data: Primary data were collected from 3 months hands on experience at the company; survey Questionnaire from employees and other HR Materials.

Secondary Data: Secondary data were collected from Company profile, Annual financial report.

## Limitations of the Study

Colleagues were very co-operative and supportive yet they remained extremely busy in the working hour and even in the overtime as agency work life is too hectic. So there might be some lacking in collecting all information from every point. Moreover they have to deal with clients, suppliers, vendors, internal employees and many more so I had no other option of getting help but to prepare this report alone. Every task has some limitations. I faced some usual constraints during the course of my internship. These are as follows:

**Shortage of time:** I had to complete this report within a short period of time as there were not available data ready to prepare the report. So the limited time was a real constraint of preparing this report and that's why some major areas vast elaboration was not possible within the mentioned period.

**Busy working environment:** The senior employees had limited time to share information because of their hectic work and junior employees were not that updated to get all the desired information.

**Insufficient data:** Due to confidentiality of business Some information which were desired could not be collected and presented in this report.

## Chapter 2

# Company Profile

## About IMS

IMS is currently the fastest growing advertising agency in terms of event management and Activation established in February 1, 2009. Since its inception in 2009, IMS has been a trusted name in providing Trade marketing services with out-of-the box ideas blended with top notch execution at the marketplace. Well, first of its kind in this arena, IMS embarked its journey with some talented, young and agile marketers who have contributed enormously and make this organization a successful brand today.

Crafting client needs and then addressing the core issues of the clients through translating ideas into superior execution- has always been the USPs of this organization. Over the years, IMS has profoundly broken its own records by engaging itself with different clients and off different industries. Catering renowned MNE's at one end and providing tailor made services to the upcoming growth drivers in the industry on the other, IMS has tallied successful footprints where it operates. IMS works with all the major multinational and local conglomerate of Bangladesh across the industry. It thus holds a dream to be the change makers' for shaping the industry into more "service oriented" spearheaded by innovative disruptions.

## Nature of Business

An ad agency or advertising agency, often referred to as a creative agency , is a form of business dedicated to creating, planning, and handling advertisement and sometimes other forms of promotion and marketing for its clients. An ad agency is an individual entity and independent from the client; it may be an internal department or agency that provides a creative strategy different from the usual form of advertising rather an outside point of view to the effort of selling the client's products or services, or an outside firm. An agency can handle overall marketing and branding strategies promotions for its clients as well, which may include sales.

## Mission

Generate ideas and develop innovative solutions to shape consumer perceptions at all points of contact in order to increase sales volume for client.

## Vision

Create new business strategies while seeking out profitable opportunities in multiple continents in order to maximize investment value.

## Company values

- ✓ Commit to improve, innovate and deliver exceptional results in a continuous manner
- ✓ To understand the needs of clients, stakeholders and employees we listen carefully and ask questions in order to provide the quality service.
- ✓ Innovation and creativity is our main driving force to move further
- ✓ We assure clients sales and overall business by providing innovative sales promotion
- ✓ We focus on employees who are passionate because we believe that they can go extra miles to provide our customers the best service experience
- ✓ We believe only teamwork can succeed rather than individual performance
- ✓ Freedom to employees so that they can provide their best
- ✓ Learning opportunity from great mentors lead to something creative
- ✓ Above all, to add positive contribution to the national economy

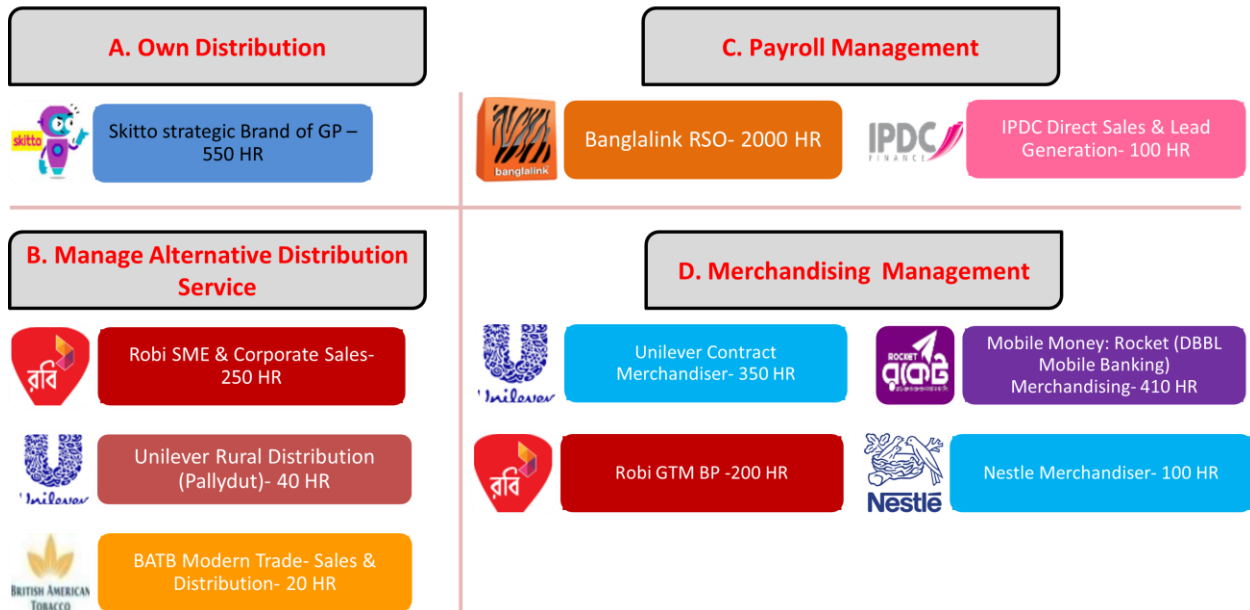
## Corporate Culture

Agency culture is a bit different from traditional corporate culture where creative professionals can bring their dogs at work place. When creative people are asked what they enjoy most about their work it is the culture most talk about. It is the culture where professionals are encouraged to generate ideas no matter if they are at office or a coffee shop. They want to establish a culture where professionals can think freely. And IMS is no exceptional. IMS prefers a culture where their human resources are encouraged to work in a casual manner like they can do their office wearing t-shirt and jeans, can discuss their ideas in a coffee shop rather staying at office. And the workspace also reflects the agency culture — from furniture arrangement to meeting spaces to snacks in the kitchen. So Agency culture is a tricky concept to define. It's a combination of a process backed by company's vision (its purpose or reason for being), values (the way people behave in support of the vision) and actions (the way it treats employees and clients and conducts its business). Of course human resource is important here too but they don't apply traditional hierarchy system rather they choose to prioritize individual creativity with the freedom to think and implement their ideas into reality though they are guided by senior managers time to time. Agency culture emphasizes respect for each and everyone no matter if the employee is a newly graduate or a senior manager working for 10 years.

## Services

Total 19 types Services are offered to its clients-

## Our Type of projects in the industry- 4,000 HR working with IMS outsourcing



**Own distribution:** IMS distributes client product to user end of own responsibility. BAT modern trade distribution lies under this business strategy. IMS distributes cigarette to restaurants, cafes, Agora and Meena bazar.

**Manage Alternative Distribution Service:** In alternative distribution service IMS directly sell to customers where there is no middleman or distributor involved. In this service they don't offer the conventional distribution channel rather does the sole distribution from business to customer. Example: Skitto Sim. IMS on behalf of customers sell skitto sim to users with a given commission.



**Payroll management:** Among many services they manage payroll process for their client which refers to the process of administration of a company's employee's financial records. This would include details of the employee's salaries, incentives, bonuses, deductions, and net pay. An employer must maintain and keep these records as dictated by the law. There are an increasing number of companies who

outsource their HR and want to keep the payroll maintained by third party companies like companies with biggest sales force or call centre. These companies include IPDC and Banglalink.

➤ IPDC Operation 

- Currently IMS manages 93 Sales Executives and 7 Data Entry Officers for IPDC
- Covering 12 branches across the country
- 1 Central Coordinator looks after the operation.

➤ Banglalink Operation 

- Currently IMS manages payroll for 2000 RSO for Banglalink
- Covering 6 Regions
- 1 Central Coordinator and 6 Regional Supervisors manage the operation
- All the field forces are under both Medical and Life insurance coverage

**HR Outsourcing:** Every sustainable company wants to minimize cost while maximizing profit. So to gain cost and time efficiencies they want third parties to look after their HR functions and help to make strategies to improve services for their employees. One of the main parts of HR outsourcing is service management where IMS manages clients' services starting from equipment, logistics support, HR hiring, training, placement, promoting, running activation to increase sales and generate revenue and finally provide an overall update to the client. IMS, on behalf of the client, runs and operates the whole service and takes commission on account of managing the service.

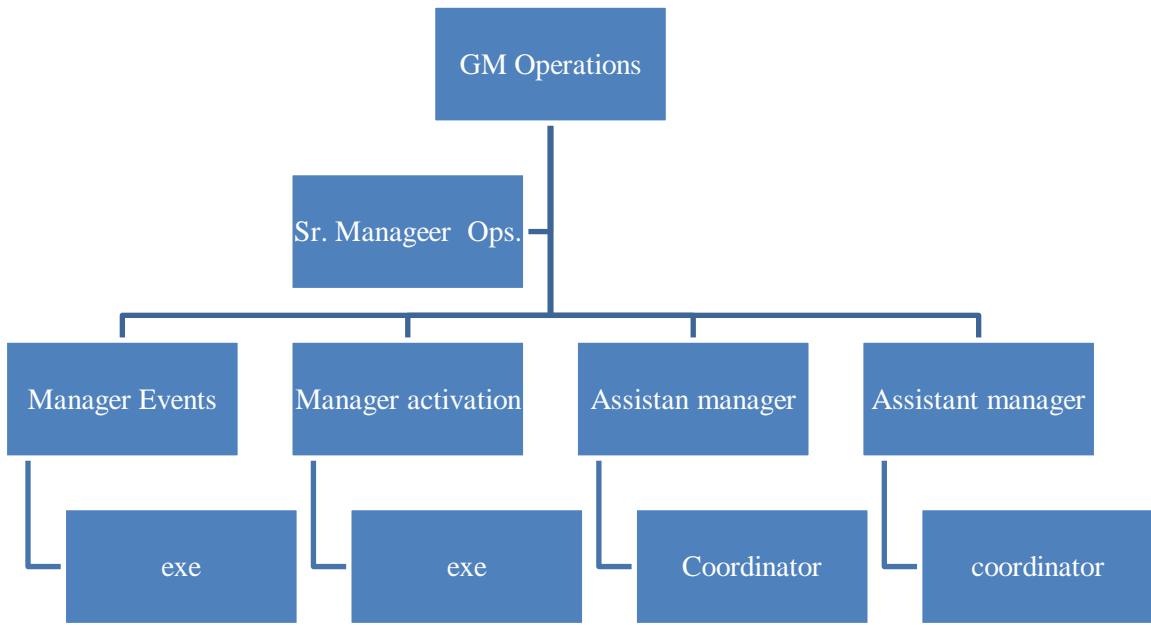
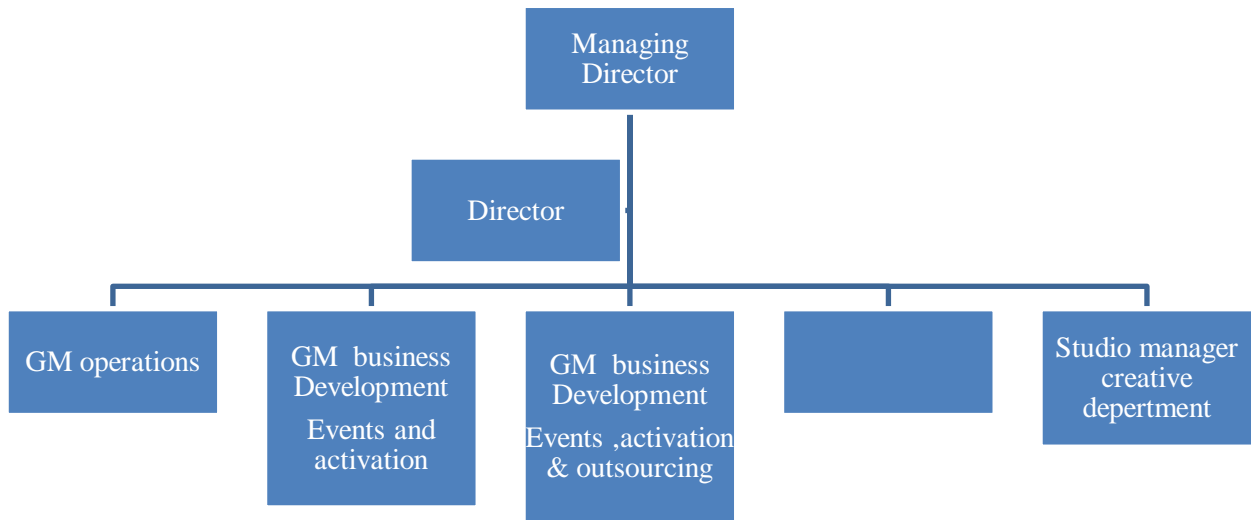


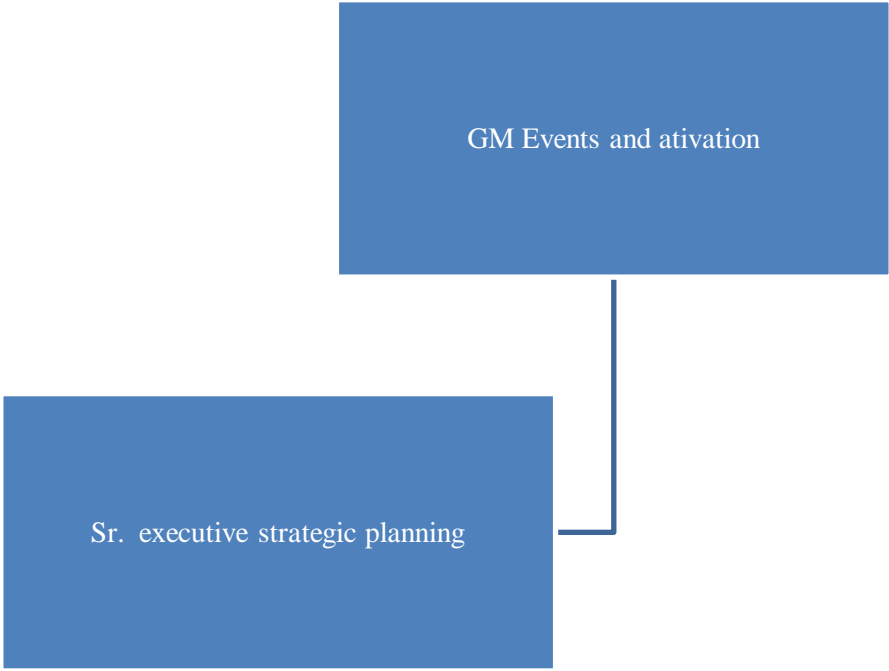
**Merchandising management:** IMS on behalf of client (Unilever) helps to build brand, position their product, and attract customers in a manner so that customers think of buying Unilever product first before thinking to buy other brands. They connect with retail outlets; run promotional activities in different areas, providing free samples to people so that they buy in future, arrange shows and other promotional activities to attract people to buy their product.

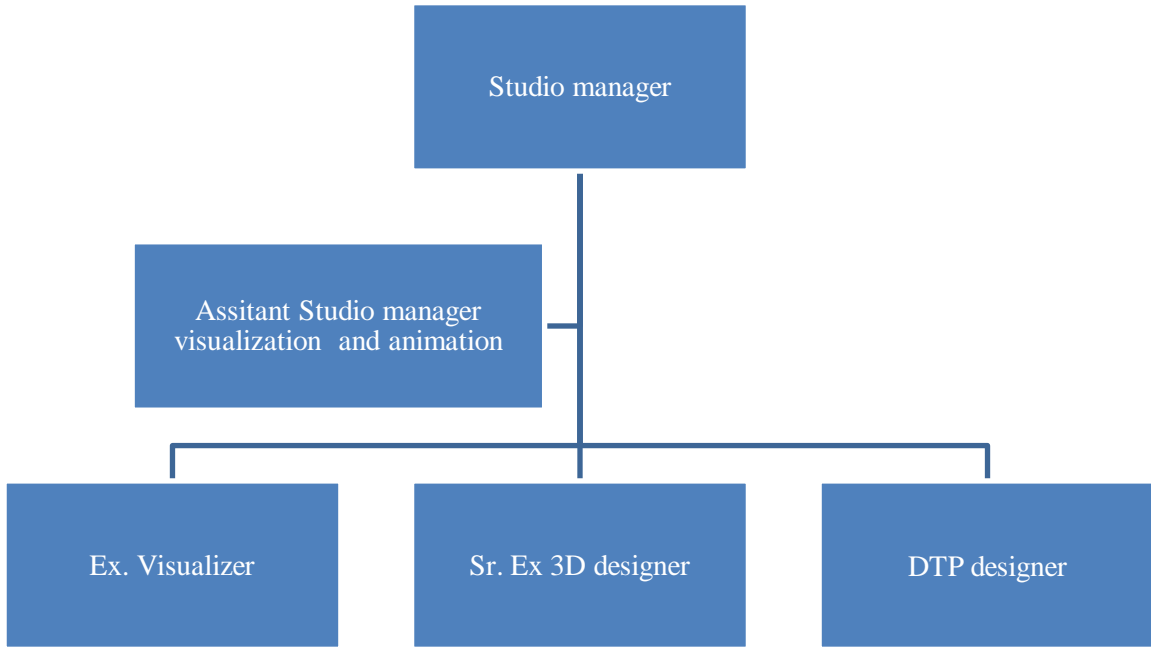


### Organogram of IMS



















IMS Clients

<b>FMCG</b>	<b>TELECOMMUNICATION</b>	<b>DAIRY, FOOD AND BEVERAGE</b>	<b>SUPPLY CHAIN</b>
			
<b>PACKAGING</b>	<b>AGRICULTURE</b>	<b>BANK/FINANCIAL INSTITUTION</b>	<b>ENERGY</b>
			
<b>NEWS &amp; MEDIA</b>	<b>INDUSTRIAL</b>		
			

10 offices in all Major Cities

<b>Offices</b>
Dhaka – Banani (Head Office)
Dhaka – Banani (Field Office)
Dhaka – Mohakhali
Kaliakoir
Chittagong
Sylhet
Khulna
Rajshahi
Cumilla
Mymensingh

**We have Hubs in all 64 districts nationally**

## Chapter 3

### The Role of HR

#### The Job

I started my internship program in this advertising agency in the department of Human Resource Department for the completion of my MBA program. I tried to implement my theoretical knowledge that I gained from the courses available in the university in the practical field during my internship period. I have covered all the major job functions of HRM department including recruiting, selection, HR policies and day to day activities. I have further tried to do a comparison on recruitment process of other leading advertising agencies to make us updated and competitive in the industry. Finally I tried to make recommendations on the subject I worked based on my research and company policies and practices and working experience.

#### Which department I work

I am conducting my internship program in the Department of Human Resource under the supervision of general Manager.

#### Job Responsibilities

There are few job responsibilities I perform on a day to day basis while working in the HR department

- Maintains the work structure by updating job requirements and job descriptions for all positions.
- Maintains organization staff by establishing a recruiting, testing, and interviewing program; conducting and analyzing exit interviews; recommending changes.

- Prepares employees for assignments by establishing and conducting orientation.
- Ensures planning, monitoring, and appraisal of employee work, scheduling management conferences with employees; hearing and resolving employee grievances; counseling employees and supervisors.
- Maintain schedule for management, fix meetings accordingly and maintain day to day mail phone and in person correspondence.
- Maintains employee benefits programs and informs employees of benefits by studying and assessing benefit needs and trends; recommending benefit programs to management.
- Maintains management guidelines by preparing, updating, and recommending human resource policies and procedures.

## **Chapter 4**

### **Topic Analysis**

#### **Recruitment Policies and Practices of IMS**

##### **Recruitment**

Integrated Marketing Service Limited (IMS) is one of the Top listed advertising agency in Bangladesh. As advertising, media and communication is a creative sector in recent times so they face severe competition within the oligopoly and as a result organizations are highly performance driven. The overall approach of the report is a descriptive review of the recruitment and Selection Process of Integrated Marketing Service Limited (IMS). They maintain a very strict and systematic approach in the Recruitment and Selection Process. So the Human Resource Division IMS continuously develops ideas to manage them and also take initiatives to formulate those. To get the better outcome from their quality employees they do time to time performance evaluation and perform necessary tasks to motivate their employees in case of poor performance.

When an organization has overflow of work and its existing employees are not sufficient to handle the work load and as a result they might need to sacrifice their service quality. At that point an organization feels the urge of hiring or taking new people in the company.

In human resource management Recruitment is synonymous with "hiring" the best and most qualified candidate for a job opening and the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization, either permanent or temporary, unpaid positions, such as voluntary roles or training programmes. Recruitment” is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization”.

In human resource management, “recruitment” is the process of finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner. It can also be defined as the “process of searching for

prospective employees and stimulating and encouraging them to apply for jobs in an organization”.

### Recruitment Plan

IMS is a growing company and to keep up, they need to have enough qualified employees to handle the work load. Through the use of a recruitment plan it makes sure that enough of these qualified employees are always on hand which, as its name suggests, a plan is for hiring employees. This plan also acts as a timeline so to know if the company is on track or not.

Both large and small companies are benefited from recruitment plans. Even though these plans are mostly for big business, but growing medium size adopt this plan because having one makes the whole process of searching and hiring qualified individuals makes the hiring much smoother.

A recruitment plan not only makes the hiring process smoother, but also acts as a qualifying guideline for the organization to judge applicants so that they have the confidence over the person who are hired has the qualifications and skills needed to do the job.

The biggest reason a recruitment plan is needed to keep the company running smoothly without any hiccups. With a good recruitment plan, a company is able to find qualified employees in a timely manner so the company can keep working. It prevents shortcoming in employment where the organization have positions that needs to be filled and no one able to do the work in the meantime. With a good recruitment plan, all of this can be prevented. Positions will be filled with a qualified candidate and the company will grow.

HR Strategy (Human Resource Strategy) is a designation for a long-term plan created to achieve objectives in the field of human resource and human capital management and development in the organization. Human Resource strategy is one of the outputs of strategic management in the field of human resources management. Human Resource Strategy helps to unify and direct the behavior and actions of all people and their overall development in accordance with the needs of the organization. It allows a meaningful planning and management of all work with human resources including all employees irrespective of position and seniority.



- It sets out the overall system of recruitment - Defines processes, responsibilities and requirements on recruitment and resource selection
- Defines staff training requirements and development of qualification
- Establishes an overall HR development (processes, rules, responsibilities) system
- Defines the way of management of work performance, motivating and rewarding people, social programs and employee benefits
- HR strategy defines working conditions, labor relations and influences the way of organizing Human resources strategy which usually follows a global strategy and includes specific goals in human resources and a schedule for implementation - through projects or other actions and tasks. Personnel audit sometimes can be part of developing a personnel strategy. It is also used a number of analytical techniques and methods such as SWOT Analysis, VRIO Analysis, PESTLE Analysis and more when creating HR strategy.

### The Recruitment Process

Organizations, depending on their structure and specific needs, may have special procedures that they integrate into their recruitment process. For purposes of discussion, however, we will take a look at the general approach of a recruitment process, one that is used by most organizations or companies across various industries.

Recruitment begins when the job description is already in place and the HR managers begin the process of actually looking for candidates. However, if we are looking at it more holistically, the process begins way earlier than that.

Prior to the recruitment process, when the organization must first identify the vacancy and evaluate the need for that position. Before making a hiring decision the top managers of IMS must analyze two questions- Will the organization IMS suffer if that vacancy is not filled up? Is there really a need for that open position to be occupied by someone? And when the answer is yes the HR manager of IMS proceeds with the recruitment.

### **Step 1- Conduct the job analysis**

Basically, this step will allow the human resources manager, hiring manager, and other members of management on what the new employee will be required to do in the position that is currently open for filling up. This has to be done in a systematic manner, which is what the job analysis is for.

According to human resource managers, the position or job description is the “core of a successful recruitment process”. After all, it is the main tool used in developing assessment tests and interview questions for the applicants.

## **Step 2- Build a job description**

Before making decision to hire, the organization first must exactly know what it needs or who it needs. It could be that the organization needs a new employee for a job that is not included in the current roster of jobs.

Job analysis is the identification of the activities of the job, and the attributes that are needed to perform the specific job. These are the main parts that will make up the job description. This part has to be done perfectly, as it will be used later in the job advertisement when sourcing out talents.

The job description generally includes the following:

- Title and other general information about the position
- Purpose of the position in the unit, department, and organization as a whole
- Essential functions of the job or position
- Minimum basic qualifications or requirements

### **a) Review the job description**

Once the HR manager with the help supervisor created it is wise to review it for accuracy, and to assess whether it is current or not. When the job description is already outdated a review will reveal the need to update the job description, for current applicability.

There are three positive outcomes from conducting a review of the job description:

- **To ensure continuous improvement of the organizational structure-**To conduct organizational audit this can be an efficient way of, to determine which jobs are redundant and thus no longer needed, and which ones are needed. In IMS HR manager does it periodically to ensure the productivity.

- **To evaluate competencies for each position-** As the world is competitive and continuously changing so Jobs evolves along with the requirements for the job. It is possible that a job may require a new competency from the worker that it did not need before. For example- When the outsourcing head quitted from the position in IMS the management handed over the tasks on the general manager client service and activation. By evaluating the competencies, the impact of the job within the organizational structure is ensured.
- **To evaluate the wages or compensation benefit for each position-**IMS makes sure the employee gets the competitive compensation benefits as per the skills and competencies by reviewing the job description. Finally, you should then have an effective job description ready for attracting talent

**b) Set minimum qualifications for the employee who will do the job-**

In order to be considered for the vacant position there are few basic requirements that applicants are required to fulfill. These are required for the employee to be able to perform the essential functions of the job. Therefore, these requirement be relevant and directly relate to the identified duties and responsibilities of the position.

The organization may also opt to include other preferred qualifications that they are looking for, on top of the minimum or basic qualifications.

For Example- For the position of a client service executive the basic requirement may include-

- ✓ Minimum bachelor degree from any reputed institute
- ✓ Must be well in spoken and written
- ✓ Well mannered and presentable
- ✓ Good presentation skill with making is a must
- ✓ Must be innovative and passionate about work

- c) **Define a salary range-** The job must belong to a salary range that seems commensurate to the duties and responsibilities that come with the position. Aside from complying with legislation (such as laws on minimum wages and other compensation required by law), the organization should also base this on prevailing industry rates.

For example, for the position of a client service executive IMS will offer to around 25-30 thousand by giving the competitive salary as per the industry leaders like Asiatic, Grey and Market access etc.

### **Step 3- Sourcing of Talent**

This is the stage where the organization will let everyone know that there is an open position, and that they are looking for someone to fill it up.

However before advertising, the organization must first know where to look for potential candidates. They should search out the sources where the persons that can potentially fill the job are going to be available for recruitment. That way, they will know where to direct their advertising efforts.

In order to advertise the open position various methods are adopted by organizations.

- **Networking-** Word-of-mouth is considered to be the best form of advertising, and it becomes more effective when it takes the form of networking. In recruitment, this is often done through representatives of the company attending University and career fairs, letting them know about the opening in their organization. This tactic is used when employer from large software and tech companies wants to hire fresh, young and brilliant minds into their organization. They personally visit Universities, targeting the top students. They also use their connections within the industry to attract the attention of talents with the highest potential.

IMS often goes to North South Campos for the enthusiastic students to letting them know about the opening and frequently they choose brand promoters for promoting well established brands for the clients. And among them few students do really well and they permanently tagged with IMS for working in the upcoming projects. This practice motivates students to earn money while doing studies and make them interested to join IMS after they graduate.

- **Posting-** Recruitment starts when interested applicants applying for the vacant position both from within and outside the company. Thus, in order to attract the best possible talents, it is recommended that the posting of the open positions be made internally and externally. Internal posting usually being displayed in bulletin boards and other areas within the business premises where the employees and visitors to the company are likely to see it. External Posting may be displaying vacancy notices in areas outside of the business premises. Companies often post vacancy jobs in their websites on their company site, while others use paid job portals.
- **Print and media advertising-** Companies looking for people to fill up open positions make the announcement in the online job portals, providing the qualifications and the contact details where prospective applicants may submit their application documents. When trying to attract the attention of suitable candidates, the organization makes use of online media. If it wants to get the best candidates, then it should not be haphazard about things.



**Integrated Marketing Services Ltd (IMS)** is one of the fastest growing Marketing Communication agencies in Bangladesh and is here to provide our clients the finest Marketing Communication Solution and ensuring highest standards of quality and efficiency where service, creativity, reliability, and integrity are the hallmarks of every aspect of our work.

**Position: Client Service Executive/ Sr Executive**

**No. of Vacancies:** N/A

**Job Description/Responsibility:**

- Establish and cultivate relationships with a company's clients.
- Maintain Status Quo with the planning team and have a strong understanding of a client's portfolio
- Coordination between different department of the agency for the smooth planning and execution
- Respond to Client inquires and find solutions to client issues
- Add value by maintaining a strong relationship with the account managers of the company to create a consistent client message
- Able to work under pressure and be a team player.
- Ability to meet deadlines and achieve specified results.
- Cash Flow Management

**Additional Job Requirements:**

- Visualization and decision making
- Strong customer service and interpersonal communication skills
- Additionally must have solid verbal and written communication skills in English and Bangla
- Should be able to cope with flexible working hours
- Strong Management and Decision Making Skills and be able to work in a Team
- Be able to Multi Task
- High Proficiency in preparing Power point Presentation, also strong knowledge on MS Excel and Social Media
- Age 24 to 28

**Job Nature:** Full Time

**Educational Qualification:** BBA/MBA (concentration in Marketing will be preferable)

**Work Experience:** 1 to 2 years in the events and activation/advertising industry

**Job Location:** Dhaka

**Salary Range:** Negotiable

**Other Benefits:** As per Company Policy

If you've got what it takes,

[Apply Online](#)

**Applicant must enclose his/her Photograph with résumé/CV**

**Application Deadline: January 30th 2015**

- **Developing and using proper techniques-** In order to attract best candidates the company may include various offerings like attractive salaries, bonus and incentive packages, additional perks and opportunities that come with the job, proper facilities and freedom at work, and various programs for employee development.
- **Using the reputation of the company-**IMS aids its employees' personal and professional growth and development so this is considered to be the best publicity that the company can use to attract candidates is its own reputation in the market.

**Step 4- Screening of Applicants-**This is probably the most important part of the recruitment process that requires the most amount of work and attention. This is where the applicant's skills and personalities are going to be tested and evaluated, to ascertain whether they are a good match for the job and its description.

- **Preliminary screening-** In large organizations it is often the usual case, where the employer receives hundreds to thousands of applications from candidates for one open position. It would be great for the hiring managers to be able to interview each and every single candidate applied for the job. But if we think logically however is also impractical, and very tedious to interview everyone. Especially if the organization is in need of manpower in the soonest possible time. Therefore it is advisable to shorten the list of candidates which is done through a preliminary screening. Usually, this is conducted by going through the submitted resumes and choosing only those that are able to meet the minimum requirement and qualifications. It is possible that this would shorten the list of applicants, leaving a more manageable number of candidates to interview.

IMS for the position of client service executive receives 100 applications and the HR manager only sorted out those cv who actually meet the basic requirement. They might sort a candidate who is a fresh graduate from Dhaka University, previously did some voluntary work in this advertising sector, outspoken, presentable, have good knowledge in English as he got a score of 7.5 in IELTS.

- **Initial interview-** After sorting out the most eligible candidates cv and preliminary screening now it's time to undergo the initial interview. In most cases, the initial interview is done through phone. There are those who also conduct interviews through videos using their internet connection. Often a basic interview, this may involve the candidates being asked questions to evaluate or assess their basic skills, work experience if mentioned in the job opening and various personal characteristics that are relevant to the open position.

- **First Round Interview-** Initially after the phone conversation with the candidates the first round interview is called with the HR manager. Here the HR manager wants to dig more about the candidate's qualification and wants to hear more to find out the best fit for the said position.
- **Conduct of various tests for recruitment-** The hiring managers may conduct tests on the skills of the candidates and how they use these skills and talents. Other tests that are often employed are behavioral tests and personality assessment tests.

IMS conducts the 2<sup>nd</sup> round interview with the department supervisor suppose candidate for the client service executive will sit for the interview with the General Manager Client service and candidate has been asked to prepare a presentation and pitch it in front of the manager.

- **Final interview-** The list of candidates is narrowing down after conducting a series of interviews depending on the number of candidates for the job and the preference of the hiring managers and senior management. This may go on until the company has finally come up with a shortlist of candidates that will undergo a final interview. Often, the final interview requires a face-to-face meeting between the candidate and the hiring managers, as well as other members of the organization. Top management may even be involved during the final interview, depending on the job or position that will be filled up.

In IMS the final round interview will be conducted by the Managing director based on initial interview with the hiring manager and second round interview with the General Manager.

- **Selection.** In this stage, human resources representatives, the hiring managers and other members of the organization who participated in the interview process meet together to finally make a selection choice among the candidates who underwent the final interview. During the discussion, few matters are considered:
  - Suitable Qualifications of the candidates who were able to reach the last stage of the screening process
  - Results of the assessments and interviews that the final pool of candidates were subjected to

There may be differences in opinions on the candidate that the job will be offered to. In case of varying opinions, the majority will prevail.



If they do not arrive at a decision, there may be a need to restart the recruiting process, until such time that they are able to reach a decision that everyone will be satisfied with.

### **Step 5- Finalization of the job offer**

The last step of the selection phase involves the selection of the best candidate out of the pool of applicants. It is now time for the organization to offer the job to the selected applicant.

- **Making the offer:** To make things more formal, the human resources department will contact the candidate and inform him that he has been selected for the job. In this stage, complete details of the compensation package will also be made known to the applicant.

IMS prepares an appointment letter and calls the candidate to come at office and accept the offer while discussing broadly about the compensation package, benefits offered from the company.

- **Acceptance of the offer by the applicant:** The applicant should also communicate his acceptance of the offer for it to be final. Take note that, if the selected applicant does not accept the job offer and declines it, the recruitment process will have to start all over again.

### Introduction and Induction of new employee

The moment that the applicant accepted the job offer, he has officially becomes an employee from an applicant and a part of the organization. From here the process of induction will begin.

Usually, the induction process begins when the new employee is given a welcome package along with signing of the employment contract. The first day that the employee will have to report for work and start working in the company will be determined and communicated to the newly hired employee.

However, the process doesn't end there. Then the stage of pre-employment screening begins, which often includes background and reference checks. When all these pre-employment information have been verified, the employee will be introduced to the organization.

## Best practices in recruitment

A well-planned recruitment means a process and series of activities and actions to be well followed and implemented in the organization. A recruitment policy will only be successful if it is actually followed. No matter how well-planned and well-documented a plan might seem but if it's not well followed it's worthless and waste of time. After all, it is just like any other business process. In fact, the Recruitment Process Outsourcing Association (RPOA) compared the recruitment function to a "sales function", saying that the two are similar, except for the fact that what is being sold is not a product or a service, but the idea of a position or a job.

- **Invest in highly-skilled recruiters and keep training them:** Having own human resources team put in charge of the recruitment process, it is possible that the best people are chosen to carry out the tasks and functions. Make sure that the recruiters team possess and have the same skills and talents required what they want their candidates have. The organization should also ensure the continuous development of these recruiters by training them and providing opportunities to grow their skills.

IMS has the best recruiters who possess the required skills and knowledge and for that they are able to select the best employees among interviewing a handful of qualified candidates.

- **Establish a strong relationship with hiring managers and recruitment specialists:** To build and maintain a solid and positive relationship with hiring managers, recruitment specialists and consultants motivate to carry out your recruitment process effectively and efficiently, ensuring the quality of hire.  
Enhancement of company brand and reputation

## Use smart sourcing tools and technologies

Large companies spend a lot of money on talent acquisition, particularly on sourcing and attracting top candidates. By using smart sourcing technologies and other tools small businesses can be competitive in its recruitment process as it ensures the cut down of costs. Amid the threat of larger companies looming over them.

The general perception is that the larger companies have greater chances of attracting the best talents, because of the brand value, have more resources at their

disposal and have access to more (and better) tools. However, the introduction of smart sourcing technologies leveled the playing field a bit, so that small businesses may also have the same opportunities.

Examples of smart sourcing is the automation of job board and recruitment processes, building of a talent pool instead of relying on the databases of candidates who were previously interviewed but didn't proceed for choosing the best candidate, specialists, and using social media and social networks in the recruitment process. The third one is of particular note, considering how many people now look for jobs using social media platforms such as Facebook, Twitter and LinkedIn.

IMS using social platform always gets a pool of suitable candidates for interview though they post on job vacancy portals but positions like brand promoter may announce via social platform.

### Implement good candidate relationship management

Once the organization makes an announcement to hire employees and applicants express their interest in the position, a relationship has been started to build between the candidate and hiring organization. As all relationships in business go, it must be managed properly.

The short-term objective of this process is to ensure that the candidates will have a good experience with the companies hiring process, even if, , they are not selected for the job in the end. The long-term goal, on the other hand, is to sustain enduring relationships with the candidates so that, in the future, they will still be interested in applying for open positions in the company. This will also put the organization in a favorable light for other, future, applicants.

- Establish a communications process where the candidates, the employees and the organization may interact freely and directly with each other.
- Allow the candidates to create and manage their own profiles in company database or manpower pool.
- Provide status updates regularly to the candidates about the hiring process.

## Practice compliance management

In order to document and archive properly the company has to automate and streamline its recruitment process. The reason why the organization will still be required to comply with certain rules and regulations is set forth by different government and regulatory agencies regarding recruitment and human resource management.

- **Automation of reporting procedures.** To easily comply with reporting requirements about the activities involved in the recruitment processes, it would be a good idea to automate how the information is recorded, maintained, and distributed.
- **Practice increased transparency.** Organizations may be required to properly notify about and advertise its open positions.
- **Ensure proper certifications and qualifications.** There are positions where the basic qualifications involve the possession of specific certifications, accreditations or licenses. By conducting thorough background checks, compliance with these requirements will be facilitated.

In creative department the candidate must have a certificate from the graphics institute to prove the work and authenticity of the designs and creativity of his own.

## Chapter 5 Analysis Part

### Questionnaire for Employee

#### **How many steps for recruitment?**

IMS has four steps of recruitment- Phone calls to know basic information, second an interview with the hiring manager or HR to discuss about salary and a more deep conversation about basic information, third a interview with the department head or supervisor along with making a presentation on a given topic and presenting it in front of the supervisor. And finally a last interview with the Managing Director.

#### **How long the recruitment process continues?**

It usually takes 10 to 15 days to finalize the candidate. But if the recruitment is urgent and position is in big volume then may be 7 days.

#### **What do you do to motivate employees?**

Agency culture is a bit different from traditional office culture so they encourage creativity and innovation in their ideas so they prefer their employees to work as they feel at home and work freely without the fear of judgment. They are very flexible toward their employees like they can listen to music and watching movies at the time while working.

#### **What do you do to retain employees?**

To retain valuable resources of switching IMS always try to find the actual reason why they are leaving and if the reason is something that they can handle they counsel the employees including MD and directors add with the hiring manager to talk and ensure that they will have a better career path in future if they stay.

#### **How do you circulate your job vacancy?**

Over the social networking platform, over the notice board, over the job portal, through career fair at university and word of mouth.

#### **What selection criteria are judged?**

Working experience or enough clever to handle prestigious clients, patience to work dedicatedly and for long hours, always have the to do attitude etc.

### **What steps are taken for training and development?**

When a fresher joins he is mostly designated under a skilled supervisor and department head so that he can learn things first such as how to approach in front of clients, how to talk, where to dress what, whom to give much priority etc. Newly joined employees are taken to client meeting along with supervisor and introduce them with clients so that client knows IMS has a new member who is responsible for a particular task and at the same time this practice makes the employee super motivated to work hard. After the successful completion of a project employees are given to lunch, movie or dinner treats to celebrate their success. And of course employees get good yearly increment on a percentage basis, promotion, provide them responsibilities to perform their own which gives them a sense of accountability.

### **Is the salary competitive? Yes or no**

Yes. In case of hiring a fresh or senior executive level they maintain a structure but in case of middle and senior manager they offer a salary which is market standard and sometimes higher than standard.

### **Does the salary follow a structure? Yes or no**

Yes it follows.

### **How do you measure performance?**

IMS usually follows 360 degree appraisal.

**First-** there is self evaluation form to complete. Self evaluation is to provide to employees to see what they think about their own performance, their strength, weakness, opportunities and threat which they must confront and learn to overcome.

**Second-** After the self evolution the performance is evaluated by the supervisor.

**Third-** Managing director carefully watches all the evaluation and discuss with supervisor about how to train employees on what.

And **finally** supervisor writes down notes on employee's improvement areas and proposes salary to management.

### **How to handle non performer?**

They are given feedback about their improvement area and observed under a supervisor to make his learn and improve performance. They don't usually sack employees unless doing anything to defame the company.

### **Is appraisal performance based or seniority based? Yes or No**

Appraisal is fully based on performance. IMS maintains a policy that if you perform well you will earn well at the year end.

### **Do you think it has a good working environment with learning opportunity?**

Yes among very renowned agencies IMS offers the best learning opportunity as it promotes creativity from employees without the fear of organizational politics and fear of supervisors taking credits of junior employee's hard work.

### **What makes you decide to work for IMS?**

When a employee gets freedom to implement their ideas and get appreciated they look forward to further grow and this is the best inspiring thing in IMS to work for.

## Questionnaire for Customer

### **How long you are working with IMS?**

A client from Nestle-  
IMS is always our first choice whenever we go for any sample collection, market survey or any prestigious events like Nestle family night out. They never disregard our expectation rather are always handy and gives us suggestions to make things successful. We are very happy to work with them and look forward to work in future.

**How do you evaluate their service?**

Their service quality is at top notch maximum time. And if anything that we dont like about them we freely express it to them and they are very positive to receive feedback about their work which most of the big agencies may defend.

**What other agencies do you work with?**

We work with Asiatic, Interspeed, creato and so on.

**Do you get on time service when required?**

Yes every time, Even at the holidays they are reachable to mails, calls, what's up and other tools.

**Do you think their employees are well known about their deliverables?**

Yes they are very particular what they deliver and there is no chance to talk about.

**Do you think they offer quality service in minimum cost?**

See any service industry will provide you service by looking at their profit margin. They provide budgets as per our expectations. Sometimes they earn less profit from one project and compensate it from another big budget project.

**How do you rate the agency out of 10?**

I would give them 7 to 7.5 out of 10.

**What improvement can be done or steps to be taken to make it a number 1 agency in Bangladesh?**

Sometimes they feels pressure to take government permissions on different restricted places if they could minimize and get well acquainted with ministry level it would ease hassle in most of the time.



## Research Questions

- **Is IMS maintains a fair recruitment policy or there is nepotism encompasses the process?**

IMS tries to maintain a fair recruitment policy but there are times when there is a pressure from big investment clients then the hiring manager might make the vacancy close.

- **Is the company maintains competitive recruitment process for example first written, 2nd pitch with presentation then 2 interview with seniors for salary negotiation?**

Yes the company IMS always maintains proper recruitment process.

- **Do they have a new hire orientation/induction plan? What is the training plan for the first few weeks for your new hire? Are there specifics and timelines associated with the training?**

Yes they have induction plan and are provided a company handbook on the very first day at office, after that the hiring manager introduces the newly joined to the office. After that supervisor shares company documents and talks about must do rules and compliance at the office.

The training plan is defined as a 3 months probationary period though subject to extension of time depending on the performance.

- **Is the company providing enough scope to learn and implement those learning at work?**

Yes they provide enough scope of learning to finally implement them at work.

Based on adult learning principles, here is a checklist for a successful employee learning experience:

- ✓ The goals of the employee training or development program are clear
- ✓ The employees are involved in determining the knowledge, skills and abilities to be learned
- ✓ The employees are participating in activities during the learning process

- ✓ The work experiences and knowledge that employees bring to each learning situation are used as a resource
  - ✓ A practical and problem-centered approach based on real examples is used
  - ✓ New material is connected to the employee's past learning and work experience
  - ✓ The employees are given an opportunity to reinforce what they learn by practicing
  - ✓ The learning environment is informal, safe and supportive
  - ✓ The individual employee is shown respect
  - ✓ The learning opportunity promotes positive self-esteem
- **Does IMS provide enough scope for employee development?**

They for the senior managers provide out of country training, attending business conference, participating workshops, managing events out of country etc.

Advantages of employee training and development include:

- ✓ Employees are better prepared to help the organization achieve its goals
- ✓ Staff are more productive
- ✓ Employees are more motivated
- ✓ Well trained staff require less supervision
- ✓ A pool of employees are ready to replace others who leave the organization
- ✓ Staff that engage in continuous learning are better able to meet the challenges of changes in the organization
- ✓ Staff are able to manage/work on new programs
- ✓ Organization will be more successful at attracting and retaining

employees

Management should take into consideration few steps to make training and development successful and effective for the employee-

- ✓ Provide a well-crafted job description - it is the foundation upon which employee training and development activities are built.
- ✓ Provide training required by employees to meet the basic competencies for the job. This is usually the supervisor's responsibility for employees who are fresh graduate.
- ✓ Develop a good understanding of the knowledge, skills and abilities that the organization will need in the future and communicate the long term goals of the organization and their importance to the organization.
- ✓ Look for learning opportunities in every-day activity. Was there an incident with a client that everyone could learn from? Is there a new government report with implications for the organization?
- ✓ Explain the development process to employee and encourage them to develop individual development plans
- ✓ Support staff when they identify learning activities that make them an asset to the organization

For employee development to be a success, the individual employee should:

- Identify goals and activities for development and prepare an individual development plan
- **Does IMS provide competitive remuneration package with other benefits to attract candidates?**

As it's not an old organization and the timeframe of operating business is 8 years so they try their best to provide competitive package along with benefits like free lunch, afternoon snacks, dinner, insurance, medical

facilities fir family and car only for senior managers.

- **How the organizations help to create future leaders for the country in this growing industry? Do they prefer fresher's with little experience or seniors with years of experience?**

Most of the time they prefer fresher's with little experience because they want to nurture their skills and in case of senior positions they prefer industry leaders or clients holding big position or having 10 years working experience for the similar work.

- **Do they prefer to hire competitor's employee for the senior position? How they approach the process?**

They sometimes prefer to hire from competitors for senior positions to track down the best strategies for the big investment projects. They approach through partnership and sharing of profit to the senior managers if hired from competitors.

## **Chaptar 6**

### **SWOT Analysis**

In this part of my project I am going to discuss the SWOT- Strength, Weakness, Opportunities and Threats of IMS that I have noticed during my internship period.

#### **Strength**

- ✓ **Recruitment-** Their recruitment and selection policy is very strong. IMS recruits talented candidates from the market through proper testing- written and interview. The written part contains making presentation and pitch that are of high standard to meet client's requirements in future.
- ✓ **Work environment-** During my stay I found the work environment very friendly and satisfactory. Everyone is amiable and helpful and cooperative. There is no internal conflict or politics at play which is essential for conducting a productive working environment.
- ✓ **Transparency:** For clear communication to the employees of the HR Practice in IMS, they have a hand book/service rule book which they give to every employee. The guide articulates important and covers all HR Practice followed by the organization. This is very helpful both for the employees and the employer as it removes chances of misinterpretation, bias etc.
- ✓ **Training-** IMS emphasizes much on training and development of employees to continuously upgrade their knowledge, skill and leadership quality. This is good for both the organization as well as the employee since organization gets more skilled employees and employees can develop and better themselves.

#### **Weakness**

- ✓ **Small workforce-** The HR division is a very small sector of the organization. Considering the large number of employees the organization has Human Resource Planning- There is not much Human Resource

Planning at the Organization except for an annual need assessment for required workforces.

- ✓ **Lack of Job Analysis** - These are important parts of HR practice in an organization but not implanted in IMS which means they are less knowledgeable about current market trends and that could lead to loss of potential talents from their pool.

### **Opportunities**

- ✓ **Working hour**- If they could manage to bring the normal working hour down from 12-12 hours to 10 hours and extend the weekly holiday to Saturday it could be great to have best resources from the market.
- ✓ **Salary Survey**- Salary surveys can be done externally to ensure that the remuneration they are providing is in per with their competitors.

### **Threats**

- ✓ **Competition**- The agency sector is highly competitive in this modern time with so many local and foreign agencies operating within the country. And to beat the competition IMS needs to review their HR plan and policies periodically so that they can recruit best talent. And at the same time focus on retaining employees.
- ✓ **Political Instability**- As the political situation in country is not stable since many years which in some way affect any business organization including HR department, so they need to keep that in mind and plan ahead accordingly.

## Result Discussion

After analyzing the survey questionnaire and discussion on IMS recruitment process and the HR policies partially I have come across few observations- like overall IMS has a fair recruitment policy along with maintaining the standard recruitment process of attracting qualified candidates. They prefer open vacant positions for the entry and senior executive positions but prefer close positions mostly from reputed multinationals for the position of manager level who have working conditions of similar field. Yet sometimes reference plays a major role while recruiting.

They have competitive compensation policy though they can't match every time with old reputed local and multinationals. But as a medium size company they try their best to facilitate their employees.

They for the new hires give scope to learn from a skilled supervisor and there is opportunity for the managers to get training workshop attending conference in out of country.

IMS understands the importance of people and values their employee. They prefer creativity with innovation from employees. IMS has also been able to improve organizational performance via improving the performance of individual contributors and also recognizes existing talents to fill up the higher vacancies within the organization or place them in the right position, wherein the best use of their abilities can be ensured. And employees remain loyal and motivated.

Due to employees positive attitude toward work has won clients heart as well. Clients are very satisfied with their deliverables and want to work more which is a milestone for a new agency competing with the bigger brand agencies.

## Suggestions

**Expansion of HR Department-** the Human Resource Department is pretty small with only 3 employees, considering the total number of employees which is comparatively more, they can expand the human resource division to manage things more smoothly.

**Strategic HR Planning-** EXIM Bank has lot of provision for improvement in this regard. They can carry out demand forecasting, to prevent shortage of employee or overstaffing.

**Salary Survey-** This can be done per year or at least every two year two ensure their compensation offering match current market trends. This is important in recruiting the right kind of people for the right job.

**Employee Climate Survey-** These surveys help in understanding employee's perceptions and perspectives of the organization. Employee climate survey helps in improving working conditions of the organization by identifying existing issues and also gives solutions for known problems. It takes into account employee's satisfaction and dissatisfaction and areas that require improvement. This increases employee morale as they feel their opinions matter. IMS can do this once a year to improve working culture and employee motivation.

**Increase Diversity-**The Human Resource Division has only one female currently. They can recruit more workers to ensure diversity in the organization.

**Equal Employment Opportunity-** IMS hires only Bangladeshi nationalities they prefer to hire males as they believe females have restrictions in family life. So they can recruit people from other nationalities to make the organization multicultural, and create opportunities for female employees to increase diversity and add to untapped talent.



## Chapter 7

### Recommendation

- ✓ The HR Department should look into the matter of consuming more time in the process of calling the applicants after their responses very seriously. The organization could control the size of applicants' pool by using more clear and specific statements in the ad in terms of the minimum educational degree, preferred institutions and other necessary criteria based on which the initial screening of the applications was conducted. In the job advertisement especially for bottom line employees, The HR department should mention the pay structure.
- ✓ Large organizations including multinationals facilitate online CV-posting and make the whole recruitment system online which ensures fairness in the recruitment. But IMS is yet to implement this online facility. They must think of it in near future.
- ✓ No written test is included yet in the recruitment process which is a must now a day to check candidate's written ability thus it will help to write standard emails, communicate with clients, writing proposals etc. If a candidate has poor writing skill he may suffer in the future if recruited.
- ✓ Sometimes IMS prioritize candidates who come from strong reference from clients thus there left no option but for rejecting good qualifies employees.
- ✓ They must know how to manage their work and distribute work load evenly. There are times few employees are so relaxed while others are working day and night to make a project successful. Management must look into this matter. Otherwise in future it will be difficult to keep good hardworking dedicated employees. Moreover those who work hard for a project must get some remuneration from management just to motivate them to continue the hard work while others see and feel that they should too provide more effort.

- ✓ IMS has less publicity compare to other agencies because management is not that concern to make a buzz and provide their work update every time on social media and social networking platform. So people know less about the company which is sometimes a negative point for IMS. Because now the world is dominated by social platforms and to make people know about their good work in big projects they must work to enrich their social platform interest.
- ✓ IMS did very less work in Government project as most of the work is done by other political influential organizations. IMS is created by an entrepreneur so IMS has less holding in political sides. But they must find way out how to approach government work and build and maintain good liaison with government officials.
- ✓ Last but not least IMS must invest a amount on CSR activities which will help to bring them good reputation to clients and nation as a whole.
- ✓ In the case of non management recruitment like Sales Representative, interview board should follow the same selection criteria. I observed that some boards were not with the same selection criteria. One board was really tough to get through on the other hand another board was easy to get passed.

## Conclusion

Advertising agencies has grown at a considerable rate in Bangladesh in the last decades. The sector consistently creates job opportunities for highly qualified young generation. From the aforementioned subject matter and my point of origin to work in Integrated Marketing Services Limited, I can say that I really enjoyed my internship period at Integrated Marketing Services Limited (IMS) from the very first day. I am confident that this 3 (three) months internship program at Integrated Marketing Services Limited (IMS) of Bangladesh will definitely help me to realize my further career in the job market. I also understand: in this company “People don’t leave their jobs, they leave their managers.” And working conditions. Although there are committed and loyal employees who is serving their best from the inception of the company and are the most influential factor to becoming an employer of choice. Though medium sized it companies and organizations like IMS face momentous challenges in developing energized and engaged workforces. However, numerous research demonstrate that there is abundance of increased employee commitment and trust in leadership can positively impact the company’s bottom line.

Example may include as a medium size agency IMS never delay their employees salary even amid financial crisis of investment in the early days. And after the company started to raise the managing director and chairman and director never withdraws the profit from the bank rather they save the money for crisis period for the company expenditure. And this dedication from the management level gained employees heart. Which lead many qualified old employees to stay in the company instead of switching.

To be successful, organizations relentless contribution and dedication on the human resource management is very much needed. In today’s ever changing business environment the HR managers work has become much more difficult to compete in the international as well as in local markets in adverse situation. Developing plans in a dynamic situation demands critical analysis of the situation and strictly adhering to the core principal of the organization.

In this report, I have tried my level best to identify Recruitment & Selection process the organization follows complying the company and labor law rule in

terms of compensation benefits as well. But to retain more employees they must adhere to working conditions like less working hour and more competitive remuneration compare to industry leaders.

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## Appendix

### Questionnaire for Employee

1. How many steps for recruitment?
2. How long the recruitment process continues?
3. What do you do to motivate employees?
4. What do you do to retain employees?
5. How do you circulate your job vacancy?
6. What selection criteria are judged?
7. What steps are taken for training and development?
8. Is the salary competitive? Yes or no
9. Does the salary follow a structure? Yes or no
10. How do you measure performance?
11. How to handle non performer?
12. Is appraisal performance based or seniority based? Yes or No
13. Do you think it has a good working environment with learning opportunity?
14. What makes you decide to work for IMS?

### Questionnaire for Customer

15. How long you are working with IMS?
16. How do you evaluate their service?
17. What other agencies do you work with?
18. Do you get on time service when required?
19. Do you think their employees are well known about their deliverables?
20. Do you think they offer quality service in minimum cost?
21. How do you rate the agency out of 10?
22. What improvement can be done or steps to be taken to make it a number 1 agency in Bangladesh?

### Research Questions

- Is IMS maintains a fair recruitment policy or there is nepotism encompasses the process?
- Is the company maintains competitive recruitment process for example first written, 2nd pitch with presentation then 2 interview with seniors for salary negotiation?
- Do they have a new hire orientation/induction plan? What is the training plan for the first few weeks for your new hire? Are there specifics and timelines associated with the training?
- Is the company providing enough scope to learn and implement those learning at work?
- Does IMS provide enough scope for employee development?
- Does IMS provide competitive remuneration package with other benefits to attract candidates?
- How the organizations help to create future leaders for the country in this growing industry? Do they prefer fresher's with little experience or seniors with years of experience?
- Do they prefer to hire competitors employee for the senior position? How they approach the process?