

Report On
Challenges and Prospects of Assessment Development Center

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration

BRAC Business School
Brac University
August 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at 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/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Supervisor's Full Name & Signature:

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Supervisor Full Name
Designation, Department
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Letter of Transmittal

Md. Shamim Ahmed
Deputy Registrar,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on “Challenges and Prospects of Assessment Development Center”

Dear Sir / Madam,

This is my pleasure to display my internship report provide details regarding ‘Challenges and Prospects of Assessment Development center of RANGS Motors Ltd', which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Tahshin Jahan
18304028
BRAC Business School
BRAC University
Date: August, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between RANGS Motors Ltd. and the undersigned student at BRAC University, Tahshin Jahan (ID: 18304028).

Acknowledgement

First of all, I am grateful to the Almighty Allah to give me the opportunity to finish this internship program. Then, I would like to show gratitude towards my parents for supporting me this much and motivating me till the last stage of my undergraduate life. After that, I would like to sincerely express my thankfulness towards my advisor Mr. Shamim Ahmed and my co-advisor Mrs. Tania Akter. They really helped me in terms of selecting my topic. They gave me proper guidance on how to write the report. Moreover, I would like to thank my on site supervisor Mr. Shakawat Ahmed who was really supportive towards me. I learned a lot from him. He helped me a lot in terms of gathering required information for this report. Lastly, I am very thankful towards all my colleagues from RML(inside and outside the department) for helping me to collect information about the organization and its products.

Executive Summary

RANGS Group is one of leading automotive industries in Bangladesh. It has many enterprises. RANGS Motors ltd. is one of the main concerns of RANGS Group. I have completed my internship there for 5 months. During this time, I have learned a lot about the organization and their products. As I was in the HR department, it was easier for me to know the job responsibilities of different departments, their goals and targets etc. During my internship, I was introduced to a program called Assessment Development Center. I worked with my seniors to conduct the program and made a good observation. From that, I have decided to work on the topic which is “Challenges and Prospects of Assessment Development Center”. I did proper research both theoretically and practically to find out the challenges and prospects of ADC. RML arranged this program for the first time and I want to showcase its competitiveness compared to the standard of MNCs.

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List of Acronyms

ADC	Assessment Development Center
TNA	Training Need Analysis
RML	RANGS Motors Ltd.
HR	Human Resources
HRM	Human Resource Management

Chapter 1

Overview of the Internship

1.1 Student Information

Name: Tahshin Jahan

ID: 18304028

Program: Bachelor of Business Administration

Major: Human Resource Management (HRM)

Minor: Computer Information System (CIM)

1.2 Internship Information

1.2.1 Organizational Information:

Company Name: RANGS Motors Ltd.

Department: Human Resources (Corporate HR)

Location: 177/A old airport bijoysharani, Tejgaon, Rangs Bhaban, Level- 04

1.2.2 Supervisor's Information:

Name: Shakawat Mahmud

Designation: Manager

Mobile: 01963626660

Email: shakawat.mahmud@rangsgroup.com

1.3 My recruitment Process:

I have seen their job advertisement in social media (Facebook). They asked to mail the candidate's CV to their official mail address career@rangsgroup.com . Then, I have sent my updated resume to the following email address. After around 1 month, I got a call from RANGS Group and they invited me to their interview session. My first interview session was with Mr. Nazmul Karim sir, Assistant Manager in the HR department. After completing the first interview, they asked me to wait in the waiting room. After some time, they told me that I am selected from the first interview session and there will be a second interview with the manager of HR department, Mr. Shakawat Mahmud. Then, another interview happened with Mr. Foysal Islam, Audit Head. He asked me lots of academic questions as well as evaluated my communication skills and my confidence. After finishing the interview, they asked to go and told me that they will communicate with me later on. On that day, I got a confirmation text from RML about my internship. I have started my internship journey from 6th of March, 2022 and ended it on 4th of August, 2022.

1.4 Job Description:

My office started from 9:00 AM and ended at 6:00 PM. I had to work 5 days in a week which was Sunday to Thursday. Friday and Saturday are holidays. But at the end of every month, Saturday stays open because of closing pressure. During my job period, I had to deal with and meet varieties of people everyday. So strong communication skills for this job is a must. Also, I had to work in excel a lot, so excel skill is also very important. HR interns must have a strong ethic and fair attitude. He/She should motivate people and carry confidence all the time. Again, strong knowledge about HR policies are also important. HR interns should talk logically.

1.5 Internship Outcomes

1.5.1 Contribution to the Company:

HRM has many important parts. Recruitment and Selection, Payroll, Leave and Attendance, Training, Relationship, Employee Engagement- these are the main parts of HRM. My supervisor Mr. Shakawat Mahmud (Manager of HR dept) allowed me to work with every function and learn from it. I have worked in all the functions and observed properly. During my internship period, ADC was one of the most important projects. I put my contribution collaboratively. However, I handled a project on my own which was “BRACU Career Fair”. I was the lead of this project and successfully completed it.

Key Responsibilities:

- a. Managed recruitment of staff including screening, evaluation, scheduling interviews and hiring under the guidance of line Manager
- b. Responsible for the joining process
- c. Responsible for data collection and entry by checking and updating new employee files
- d. Assisted in developing employee training sessions, managing matters including preparing presentations and creating worksheets.
- e. Collected information and prepared monthly Recruitment reports
- f. Content writing on training related soft skills
- g. Collaborated effectively with department team to ensure data entry in ERP software

- h. Offered assistance for maintain leave record at the Attendance

Application System

1.5.2 Benefits to the Student:

Internship program definitely helps a lot. It introduces a student to the corporate world. I got to know a lot about office culture by doing my internship. Most importantly, my communication skills improved a lot. As I had to meet new people everyday from different concerns, my communication skills got better day by day. I have become a more people oriented and confident person than my student life. Office is a great place to make connections. Internship programs give that opportunity to connect with many people. Also, my time management skill improved a lot. I become more punctual. I practiced multitasking as I was involved with several HR functions. Most importantly, this internship helped me to use my theoretical knowledge in the practical world. I got to learn about the practical use of the theories that I have learned from my HRM courses.

1.5.3 Challenges:

Overall, my internship period was quite good and meaningful. However, I have faced some challenges. As I was new to the corporate sector, I have made some mistakes at the very beginning of my internship. We all know, HR is a very confidential department. All information is confidential and cannot be discussed with the other departments. So, in that situation I have made some mistakes but after getting proper guidance, I have corrected my mistakes. Then, I was shy at the very beginning as I was new there. For that, it was a little hard for me to communicate with the people effortlessly. Moreover, I have faced some technical challenges while using ERP software. That application was totally new to me and it took me a while to learn about the software. Therefore, I had to do a lot of multi tasks. While doing it, I

have made small mistakes. I forgot the instructions. But by maintaining a diary, I was able to overcome the challenge.

1.5.4 Recommendation:

My internship experience was really good. Especially because getting the freedom of working in every part of HRM really helped me to learn a lot about HR functions. Still, I would like to add some points. I got my offer letter after a month of joining the company. They should give the offer letter at the joining time. It will be much more professional and it will motivate the employee and feel her as a part of the company. Another thing is, they should not cut any lunch fees from the intern's allowances. Because, their salary is already low and most of their salary goes on transportation. So, it will be better if they provide free lunch for the interns. Moreover, when interns join the company, they should take them to every department and introduce them. In that way, interns will be able to adapt to the workplace easily and they will be able to make connections.

Chapter 2

Organizational Profile

2.1 Overview of the Company:

RANGS Group is one of the renowned group of companies in our country. Mr. Abdur Rouf Chowdhury is the founder and Chairperson of this Group. It started its journey from 1979 as the automotive sector with the motto of “The Power of One” and now it has become a multi-business enterprise. Now, it has diversified concerns like,

- Rangs Motors Ltd
- Rangs Real Estate Ltd.
- Rangs Pharmaceutical Ltd.
- Ranks Construction Ltd.
- Ranks Autos Ltd.
- Ranks Motors Workshop Ltd.
- Ranks Interior Ltd.
- Dolonchapa (Transportation System for Women)

Starting a new business is such an excitement, but it is very difficult to make it sustainable and establish it with a long-term vision. Also, the business market is very competitive. So, it takes so much hard work and strategies to make it establish in such a vast way. RANGS Group has experience of more than 30 years and it creates around 50 companies all over the country. So, with the same spirit, RANGS Group forecast to take their company from local business to a well successful global business.

RANGS Group launches their businesses to bring some real changes. Their enterprises like Dolonchapa is an example of women empowerment. Their automotive industry is also set for bringing some real changes in the society and the ground. However, in this modern era, any company without technological development and talented manpower, cannot achieve their long-term goals in the competitive market. So, RANGS is developing their technological port

and hiring manpower with proper strategies to ensure a successful future in the long run. With the thinking of “Shaping For Excellence”, RANGS Group built a company culture which is more customer oriented and more promising towards the company. And, they are hoping to transform the company from a historical group of companies to a global tech savvy organization.

2.2 Rangs Motors Ltd. (RML):

From 1998, Rangs Motors Ltd. established their brands in the commercial vehicle market. Eicher, Mahindra and Mahindra (M&M) are their popular products. These products are distributed all over the country by their authorized dealers, sales person, showroom etc.

Brands Name

2.2.1 Eicher (VECV):

RANGS Automotive Division has developed the broadest selection of commercial vehicles to meet the demands of cargo transportation. Mahindra cars can navigate difficult rural terrain just as effortlessly as they can navigate slick city streets with the most modern engine technology and strong aggregates. In addition to providing automotive solutions in Bangladesh, Mahindra is about to enter the country's ICT and financial sectors. The flagship company of the Eicher Group, Volvo-Eicher Commercial Vehicles Ltd (VECV), played a key role in India's green revolution by producing the country's first agricultural tractor in 1959. VECV is currently a dominant force in the Indian automobile industry. Through the extensive national coverage that the RANGS GROUP has built over the years, VECV entered the Bangladesh market in order to reach a wide spectrum of clients. The brand has around 60% of market share in Bangladesh's commercial vehicle industry thanks to its provision of quality aftermarket services.

2.2.2 MAHINDRA AND MAHINDRA

The need for heavy machinery is growing in Bangladesh, a nation that is constantly developing. The continuous GDP growth year over year of around 6.5% best captures Bangladesh's hunger for growth. The same earth-moving products have been available in India's neighbor for many years, despite the fact that technology has been developing quickly worldwide. The economy of users has been suffering due to increased fuel prices. Mahindra is pleased to introduce the new Mahindra EarthMaster SX 4WD Backhoe Loader, a groundbreaking new machine that will shatter all records in the 4WD Backhoe Loader category, following more than 4 years of research and more than 20,000 hours of machine testing in the most extreme situations. Mahindra EarthMaster is a vastly superior machine with better operational kinematics and dynamics, more dependability, significantly less maintenance, and astounding fuel efficiency that saves at least a liter per hour compared to competing products.

2.2.3 Mahindra Generators

These Diesel Engines use the most recent technology and provide a number of benefits, including quick loading and unloading responses, reduced vibration and noise levels, low maintenance requirements, control of voltage fluctuations, and trouble-free operation for more than 10,000 hours.

Mahindra Powerol is a major player in the world's power generation market today and has established itself in nations in South Asia, the Middle East, and Africa. Mahindra Powerol has been able to serve a variety of businesses because of its focus on international markets.

- Mahindra Powerol tests each item that is made there, to the fullest extent possible.

- High-quality sound enclosures with better aesthetics and low environmental impact that offer the best cooling for the engine and alternator.
- Diesel engine and diesel generator control systems.

To comply with the most recent environmental standards

2.2.4 Ajax Fiori

Self-loading concrete mixer manufacturer Ajax Fiori was founded in 1992 with the goal of dominating the global market. Its product line has significantly increased over time to include the production of batching plants, transit mixers, concrete pumps, and boom pumps. Products from Ajax Fiori are supported by a pan-India dealer network with over 80 touch points that is designed to offer unrivaled in-time and high-quality product support. Currently, more than 12,000 pieces of equipment are successfully employed around the nation in a variety of applications, including highways, Overpasses, Agricultural Infrastructure, Railroads, Power Projects, Housing, Industries, Institutions etc. In 2002, Mahindra & Mahindra Ltd. began operating in the power industry. Currently, diesel generators with a 2000 Kva rating or less are powered worldwide by Mahindra engines under the Mahindra Powerol brand.

2.3 Ranks Power Tech Limited (RPTL)

The sole distributor of EICHER Diesel Gensets is Ranks Power tech Limited, a sister company of RANGS Group. The generators made by Eicher have a few distinctive qualities. Low operating costs, longer service intervals, remarkable fuel economy, and extremely affordable part prices. Again, genset will be your dependable partner in planning, technical consultation,

execution for power requirements, and providing the most cost-effective power solution for institutional and retail customers with a vision of power for progress. Moreover, our Nationwide presence through solid relationships, well-equipped with a dedicated Service Team and genuine Spare Parts stock gives the best after sales support at all times. We assist our clients with the initial sizing of the power producing system and the design of the implementation.

2.4 Ranks Commercial vehicle Limited

The Sonargaon vehicle assembly plant of the Rangs Group serves the rapidly expanding regional market. The facility, which covers roughly 40 acres of land, assembles pick-Up trucks and people movers that are purchased from Mahindra and Mahindra (M&M) Limited, a giant Indian automaker, as completely knocked-down (CKD) kits. The large assembly facility and separate body manufacturing area will prevent the need for outside assistance, providing complete quality control. The construction of the assembly facility demonstrates the company's dedication to "Built in Bangladesh" goods. This new facility's cutting-edge technological procedures, large-scale assembly setup, and eco-friendly focus will not only contribute to the country's industrial progress but also provide a considerable number of job possibilities.

2.5 Ranks Real Estate Ltd. (RREL)

By delivering livable and aesthetically pleasing living and working spaces that can only be compared to the world's most successful developers, Ranks Real Estate Limited has become the real estate developer with the quickest rate of growth. Our area of expertise is customisation, and together with Ranks Interiors Ltd., we have a special offering that fuses engineering prowess with visual innovation.

2.5.1 Ranks Interior Ltd. (RIL)

A full-service interior design company is Ranks Interior Limited. Ranks Interior Ltd., a company dedicated to providing the greatest quality and service together with excellent design, guarantees honesty and dependability throughout the entire process, from design to completion. Our smooth execution of luxurious interiors that are tailored to each client's specific requirements is made possible by our strong partnerships with architects, contractors, craftsmen, and artisans. The company completes artistic residential and commercial projects that show a peaceful balance of the past and present by combining clean lines and traditional furnishings. With each customer, we establish a partnership of trust and openness, ensuring that projects are finished on time and under budget.

2.6 ZRC Engineering

The company's engineers and technicians have decades of expertise performing projects under the RANGS GROUP effectively. Everyone seeking knowledge on this front has access to that experience. ZRC Engineering & Automobiles is made up of competent workers, technicians, and highly qualified and experienced engineers from several disciplines. The corporation also possesses the essential light and heavy machinery for building, motor showroom upkeep, service bay maintenance, batching plant maintenance, inspection vehicles, testing equipment, and fuel maintenance, among other things.

2.7 Zest Polymer

For its clarity, resistance to internal pressure, consistent wall thickness, toughness, economic effectiveness, and a variety of other qualities, PET bottles are still frequently used today. Zest Polymer started operating in 2009 with the goal of meeting the diverse needs and requirements of the pharmaceutical business. They concentrated on offering pharmaceutical pet bottles and HDPE caps of the highest caliber possible at the most competitive prices. Ibn Sina Pharma Ind. Ltd., SK+F Bangladesh Ltd., Incepta Pharma Ltd., Rangs Pharma Ltd., Beximco Ltd., ACI limited, ACME Pharma Ltd., Bio Pharma Ltd., Popular Pharma Ltd., EDCL, etc. are only a few of the most renowned pharmaceutical companies that Zest Polymer is delighted to have earned their trust.

2.8 Rangs Pharmaceuticals

Rangs Pharmaceuticals' mission is to improve society's quality of life by offering cutting-edge goods and services. With a staff of 42 highly committed professionals at the head office, more than 1500 employees around the nation, and a dedicated production facility, it pledges to provide excellent medicine at a reasonable price for the average person. Rangs owns a vast distribution network that stretches over the entire nation. They distribute the goods to all of the nation's pharmacies from depots located in the majority of Bangladesh's divisions and cities.

2.8.1 Metro Foils

Packaging that can safeguard medicines from environmental impacts, oxygen, and moisture is necessary for high-quality medications. Metro Foils Limited, which was founded in 2003, is now one of Bangladesh's most well-known manufacturers of pharmaceutical packaging. Metro Foils' manufacturing facilities are situated at Charbagh, Ashulia Savar, and Dhaka. At the

moment, Metro Foils collaborates with a number of well-known pharmaceutical companies, including Ibn Sina Pharma Ind. Ltd., SK+F Bangladesh Ltd., Incepta Pharma Ltd., Rangs Pharma Ltd., Beximco Ltd., ACI limited, ACME Pharma Ltd., Bio Pharma Ltd., Popular Pharma Ltd., EDCL, etc.

2.9 Ranks Food and Beverage limited:

In order to serve its clients with safe and wholesome food items and to develop healthier eating options, RANKS Food and Beverage Limited set out on its adventure in 2016. Nabanna Chinigura Aromatic Rice was the first product that RFBL presented under the "NABANNA" brand, with the intention of promoting healthy living and providing the highest quality food. Rice packs with a stand-up pouch and Zip-Lock facilities were introduced by RFBL for the first time in our nation, assuring the best milling and sourcing. This chinigura rice quickly gained popularity among retail marketplaces and some of the most well-known contemporary trades, like Shawpno, Unimart, Prince Bazar, Lavender, Hua Bang Supershop, Dhali, etc.

2.9.1 Zhen Natural Limited

One of the most prosperous groups of businesses in Bangladesh, Ranks Food and Beverage Ltd., has Zhen Natural Limited as a sister organization. They distribute premium food, wellness, and health goods from manufacturers who uphold the values of health, sustainability, and premium quality. Over 40 years ago, Tilda was the first company to introduce "Basmati" to the western world; today, it is a global food brand that is sold in more than 50 nations. It's time to make it accessible to Bangladesh's consumers. The company may establish a presence

in remote areas thanks to its nationwide operational offices, support services, and access to Rangs Agro's distribution network. enrolled in 94% of Bangladesh's MT retailers.

2.10 Bank Asia

Third-generation publicly traded commercial bank is Bank Asia. By the end of 1999, it had gotten the Certificate of Incorporation and was operating. It has established an enviable position for itself among the top banks in the nation after 15 years of faithful service. It is the only bank in Bangladesh to have acquired two international banks' businesses. The bank has also received recognition from the ICAB for best published accounts and reports in 2010 and for information disclosure openness.

2.10.1 Reliance Insurance Limited

Reliance Insurance Limited (RIL) was established in the first quarter of 1988, and ever since, its exceptional performance has been praised. In Bangladesh, the company conducts business in all categories of non-life insurance. As one of the top private insurers, the business has consistently upheld a strong corporate culture, corporate governance, moral standards, and social responsibility.

2.11 SWOT Analysis of Rangs Motors Limited

The most crucial management tool for achieving corporate goals is the SWOT analysis. Strength, Weakness, Opportunities, and Threat is abbreviated as SWOT. Opportunities and threats are external factors, while an organization's internal factors are its strength and weakness. The internal factors of an organization can be changed or improved, but the external factors cannot be altered because they are influenced by the market and other constraints.

Strengths

Strength is the most crucial factor in a SWOT analysis. With strength, an organization can prepare for the future and manage the business properly. Brand value and market recognition are an organization's strengths. Below is a description of Rangs Motors Limited's key strength.

Brand value

Rangs Group is a 40-year-old business. The name of the Rangs ensemble is well-known throughout our nation. Leading the automobile sector is Rangs Motors Limited. Rangs Group's motto is: People will recognize us by our actions. The brand has a 60% market share in Bangladesh's commercial vehicle market thanks to its provision of quality aftermarket services. In addition to their other commercial endeavors, Rangs Group has emerged as a market leader. For instance, Sea Resources Company is the industry leader in sea food. Service from Bank Asia is unparalleled in the banking industry.

Customer Centricity

Customer service is Rangs Motors Limited's primary goal. Customer centricity was recently introduced by Rangs Motors. It implies that you must do all it takes to support and serve the consumer.

Strongholds on Stakeholder

Rangs Motors' most important strength is its stronghold on stakeholders. Rangs Motors grasps the rope firmly. They provide assistance and support to the stakeholder in order to keep them content and in charge.

Product Quality

Eicher and Mahindra and Mahindra's sole distributor in Bangladesh is Rangs Motos Limited. The best automobile product line in India is Eicher and Mahindra and Mahindra. They provide the highest caliber goods. Rangs Motors provides the greatest quality product in Bangladesh and works with the No. 1 Product.

Assembling plant

Sonargaon is home to Rangs Motors Limited's assembly facility. The facility, which covers roughly 40 acres of land, assembles pick-Up trucks and people movers that are purchased from Mahindra and Mahindra (M&M) Limited, a giant Indian automaker, as completely knocked-down (CKD) kits.

Internationally known

In addition to working with two well-known international brands, Eicher and Mahindra & Mahindra, Rangs Motors Limited is also well-known abroad for providing reliable service.

Weakness

Weaknesses are characteristics that can harm the organization or have a negative effect on it. Some flaws that could have a negative effect have been identified; if these flaws are fixed, it will be essential to the success of the business. Below is a description of those.

Media Coverage

As stated in the company's motto, "People will know Rangs products by their service and quality and it actually works," every product must now be promoted through the media because we are living in the twenty-first century. If they don't publish them, people won't be aware of Rangs Motor Limited.

Lower product line

Lower product line is another area of vulnerability for Rangs Motors Limited. Niloy Nitol Motors, a competitor of Rangs Motors Limited, offered a broad range of goods. They are able to sell a product for less money, but Rangs Motors Limited lacks the product range to accomplish.

Opportunities

Possibilities are extraneous factors that demonstrate the reasons why a firm is likely to experience more success. An opportunity can significantly impact how quickly a business develops. Discovering Rangs Motors Limited's opportunities is crucial because they may contribute to the company's future success. The possibilities are explained below.

Untouched Market

Bangladesh is a tiny nation with a wide range of options. The vehicle sector is not accessible throughout Bangladesh in this little county. In Bangladesh, there are several untapped markets. Therefore, there are many more opportunities in this sector to take advantage of untapped markets.

E-Bus

We live in a time when innovation is made daily. New energy buses are an innovation in the automotive sector. Within the next 5 to 10 years, electric buses will replace fuel-powered ones. No company has developed or operated an E-Bus dealership in Bangladesh. Rangs Motors Limited has the chance to take advantage of this situation and make the most of it.

Threat

External elements that pose a threat to the organization are called threats. Each and every organization needs to be aware of any potential dangers. Threats will become fantastic opportunities if they can be neutralized. The risks posed by RML are discussed below.

Transportation system change in Bangladesh

The mass transit system in Bangladesh will alter. The government has already begun construction, and utara to agaragaon will be available for public usage in 2019. The entire vehicle industry will be at risk. The car sector won't last in the long run.

Employee retention

The technical , commercial , recovery , and the marketing and sales department all have a large number of highly skilled workers. The talented workers at RML are receiving numerous intriguing offers from new businesses to leave and join them. So, it could be a perilous situation for the business.

2.12 Porter Five Forces

The five forces model makes it easier to pinpoint the sources of rivalry within a certain sector or industry. The Porter's Five Forces Model is one of the most well-known marketing tools, and it includes the market's attractiveness and emphasis. Michael Porter has identified five forces that affect the market's attractiveness in light of this approach. The Porter's Five Forces model is utilized to provide a brief overview of the automobile industry in Bangladesh based on operations and observations at Rangs Motors Limited.

Threat of new entrants High

The export market is accessible and growing daily in Bangladesh. Approximately 17000 bus trucks are sold annually in Bangladesh. Since 2012, the growth rate has been enormous, averaging 8% annually. There is a risk of newcomers as a result. In the past year, PHP Automobile has introduced porton buses, trucks, and vehicles to the market. Therefore, a large corporation may join this market with Scania or Volvo buses, trucks, and automobiles. These businesses have the resources and standing to compete in the auto sector. They are able to take over the market share now held by the corporation.

Threat of substitute Medium

Every industry has a product that can replace it. Railway and river transportation systems are used to replace the vehicle sector in Bangladesh. Recently, the Bangladeshi government has made significant investments to boost these two industries.

Bargaining power of supplier High

There are no bus and truck manufacturing companies in the automotive industry. For such brands, each company has a single distributor. Thus, the supplier has significant negotiating power. Suppliers have significant negotiating leverage with Rangs Motors Limited. Eicher and Mahindra and Mahindra are distributed by Rangs Motors Limited. Every month, they decide the price and the unit that will be sold. As a result, the supplier Rangs Motors Limited has a negative effect.

Bargaining power of Customer High

Everywhere in the world, customers and consumers are continuously looking to purchase high-quality goods at reasonable prices. In the auto industry, whether a person purchases a vehicle, bus, or truck, they do it for the long haul. So they will do their study before purchasing anything. In Bangladesh's automobile business, customers have a wide selection of buses, lorries, and cars from which to choose, giving them significant bargaining power.

Industry rivalry High

Every sector has a competing business that they must contend with. Every company in the automotive sector strives to sell more goods in order to dominate the market. Rivalry is very fierce in this sector. The main competition of Rangs Motors Limited is Tata's only distributor Nitol Niloy Motor. Rangs Motors cannot offer discounts on their products since Nitol Niloy Motors has a much larger product portfolio. Therefore, industry competition is fierce for Rangs Motors Limited.

Chapter 3

Project Part

3.1 Introduction

3.1.1 Background:

The term “Assessment Development Center” of RANGS Motors Ltd. is the main focus of this report. During my internship, I have learned a lot about ADC and tried to apply my knowledge that I have earned from my HRM courses. I have found some similarities and dissimilarities while combining my educational and practical knowledge and practices. This part of this report contains various information about the challenges and prospects of the Assessment Development Center. I have tried to highlight the core points that can be helpful to describe the whole process properly. According to global practices, ADC is one of the most important recruitment processes of the Human Resource department. This process allows HR personnel to find out the right candidate effectively. Besides, it showcases the strength and weakness of an employee which helps to understand their training and benefits requirements. However, it has some limitations. The HR team of RANGS Motors Ltd. has come up with the creative and effective recruitment process to hire some talented Management Trainees for several fields. And, ADC fulfills all the criteria that assist to evaluate the candidates and find out the suitable ones.

3.1.2 Definition of ADC:

The full form of ADC is Assessment Development Center. It mainly structures in such a way that can help to select the talent and develop the talents. It is a series of multiple tasks and fun games consisting of different evaluation processes for selecting candidates, performance appraisal, TNA and so on. It consists of different types of group works, games, and

communication sessions. Hence, at the end of the session, both interviewers and candidates or employees learn from each-other and their different perspectives. Basically, the Assessment Development Center introduces the most effective and fair way of selecting the right candidates and cherishing their talents. It is like a classroom where every candidate gets to participate and gets the chance to showcase his or her capabilities and put their thoughts. It is much more effective and efficient than the panel interview because interviewers get more time in ADC and they get to know about their candidates or employees much more precisely. Moreover, it carries several episodes. For example, ice breaking session, Group discussion and presentation session, gamification round etc.

3.1.3 Objective:

To know the prospects and significance of ADC in the recruitment sector and the actions that are more challenging than the regular panel interview session.

3.1.4 Significance of the Report:

This report will explain the challenges and prospects of the Assessment Development Center and its competitiveness than the regular interview process. Also, this report will show that ADC is not only for recruitment but also a great way to evaluate the existing employees. As it happened in RML for the first time, we will be able to compare it with the ADC of many multinational and global companies. This report will help me to understand the importance and guide me to arrange the sequential steps to conduct ADC in future. When I will get the chance to work as a full-time employee in the HR department, I will be capable of conducting this ADC as I have vividly observed the process and every step of it. Moreover, this report will help

me to guide distinctively about the outcome and possibilities that I can expect from this process. ADC is a series of different episodes and from this report, I can gain vast knowledge about every episode. This report will also allow me to know the challenges. Especially as the HR team arranged it for the first time in RML, they had to deal with many difficulties and some points were not up to the mark. So, by analyzing this report I can assume which part should be improved and which part I should keep as it is. Therefore, I can gather so much information from this report. Whereas, it is totally impossible to gather this much knowledge by just reading books or doing courses. I have learned from my practical practices which will help me in the future when I will be able to work as a recruiter in a company. This report will be a complete guideline for me while conducting Assessment Development Center or any kind of creative assessment session which will include varieties of group works, gamification and discussion rounds. Thereby, this report will help me to overcome the challenges which I have experienced throughout the whole process. This internship report is going to help me to polish my ideas and capabilities. I will be able to learn the process and apply it in my real professional life. Basically, by reading and analyzing this report, one can be aware of the possible benefits of this development center and be able to conduct it with much excellence.

3.2 Methodology:

I have made this report by combining both primary and secondary data. These two kinds of data have helped to create my report properly. During my internship, I have practically learned a lot about the ADC program and given my contribution. So, the knowledge that I have earned from my internship, that I have used as primary data. And for secondary data, I have taken help from my academic books, courses, articles related to my topic and google searches. These

are mainly the sources of my secondary data. And by blending both of them, I am able to create a meaningful report.

3.3 Findings & Analysis

3.3.1 Findings:

3.3.1.1 Assessment Development Center in RML:

RML has arranged an ADC program to hire Management Trainees for several fields. As it was happening for the first time in RML, the HR team needed to run the show perfectly. Nevertheless, mistakes can be there, but the target should be to make it as accurate as possible. Our Assistant Manager (AM) prepared a slide with around 20 pages consisting of assessment details. Moreover, he prepared some questionnaires and topics for group discussion and collected props for the gamification round. He made a list and asked me to arrange all of these and keep it in one place from where we can take our materials on the day of the program. Moreover, he thought of some particular topic that he was going to discuss with the candidates. Again, we arranged snacks for the candidates and judges with the forecasting number of people. We have planned to give a break after two rounds in that program so that candidates do not feel lethargic or tired during the session. Therefore, I made the top sheet for the candidate. It contains boxes of information of candidates like, their name, recent designation, recent workplace, degree, university, arrival time and lastly a blank box for their signature. We chose a big conference room. There were proper seating arrangements for both the judges and the candidates. Also, there was a proper microphone system so that all the candidates from each

row could hear the speaker properly. Besides that, a multimedia system was also present to show the slides.

Ice Breaking Session (1st round of ADC):

This was the first round of ADC. It was basically an introduction session where every candidate talked about their background, hobby or anything interesting about them. This was their chance to stand out from the crowd by adding valuable information in their introduction speech and showcase their capabilities. Judges were encouraging them to speak up about themselves in an impressive way. This was a stage where candidates were starting to open up.

Group Discussion Session (2nd round of ADC):

This was the second round of ADC. In this round, all the candidates were divided into groups. The HR team asked them to sit in a group and gave them a topic to discuss. Every group had a different topic. After 15mins por discussion, they were asked to give the presentation on that topic. Here, it was their choice of how many people wanted to come in front to give a presentation. This session was exciting and at the same time, it was challenging. Because maintaining groups at a time is a difficult thing. It is very easy to create chaos while managing a vast number of people. But on the other hand, we can hope to find some real talents, whose will stand out from the chaos.

Gamification Session (3rd and final round of ADC):

That was the last round of ADC. The HR team arranged some props and asked the candidate to make something tall which also has a strong base. Every group put their own creativity and

created several things. For example, trees, towers, buildings etc. After completing that, they had to give a presentation about what they have made and the reason behind it.

3.3.1.2 Challenges

Pitching Challenge:

This is the first challenge that the HR department has to face. As ADC is not that famous in our country compared to foreign countries, it is tough to convince a candidate or existing employees to join the session. So, the pitch from the HR department should be loud and clear enough to convince them. According to Assessment Center HQ, around 68% to 72% of recruitment processes are done through ADC. Whereas, in our country the percentage is below 40%. For that reason, candidates don't feel encouraged enough to attend physical assessment. In their psychology, they feel more comfortable in attending panel interviews. So, convincing a candidate or employee is one of the biggest challenges. And, the solution is to give them the proper explanation about the benefits and learnings of ADC via phone calls, emails, meetings, videos etc.

Design and Budget Challenges:

Every company wants to conduct ADC in a cost effective way. Definitely, it consumes more budget and time than the regular panel interview. But there is a standard. Conducting ADC on a very low budget may not be that efficient for the company in the longer run. Whether it is for selecting candidates or testing existing employees, it is always very important to keep a standard budget. Otherwise, the whole long term mission of ADC will never be successful.

Moreover, the HR department has to design it in such a way that can be effective in terms of evaluating candidates. Poor design can cause wrong selection of candidates or TNA. Every content must be predetermined. So, designing the program with a standard budget is a huge challenge for the HR team.

Time Management Challenge:

This is another challenge while conducting an ADC program. In this assessment session, the judge panel is mostly from the higher authority of the organization. And as they are from higher authority, they already have so many commitments to fulfill. So it is very difficult to get a particular time from each and everyone. One manager can be busy while the other one is free. So the HR department has to deal with that challenge to fix a time when every manager and product head will be able to present in the judge panel.

Another important point, there is a bad practice going on in our country which is that assessments are not starting on time. Whereas, if we look at the foreign countries and some MNCs in our country, they are most likely to start their interview on time. It makes a good impression. But most of the local companies, including MNCs in our country still cannot follow this practice. So this is another time management challenge HR needs to face in ADC.

Moreover, ADC contains a lot of episodes and it is challenging to complete every episode on time. The instructor or host can make a time chart before the ADC program and by following that, one is able to complete the session under given time.

Implementation challenge:

We can say, this is the ultimate challenge in ADC. Because, if the HR manager cannot implement all the plans properly, there is no value in conducting ADC. Hence, it will be a loss project. The host must be enthusiastic enough to run the long show. Judges have to be cooperative and attentive to the participants. Moreover, the host has to be smart enough to control the vast number of participants and maintain discipline. Participants also should be enthusiastic and cooperative enough to run a successful ADC. Implementation of plans can help the company to run an effective ADC program which will benefit them to fulfill their long term goals.

3.3.1.3 Prospects

360 Assessment:

360 assessment helps the recruiter and judge panel to evaluate the candidates or analysis the employee in every way possible. ADC is a great example of 360 assessment. Companies can expect to find real talents from it. There are higher possibilities in ADC than regular panel interviews. The purpose of ADC will definitely serve if the initial screening is fine. Therefore, ADC showcases strengths and weaknesses of the candidates or employees. There are several rounds of group works, psychological tests, gamification etc. and it evaluates the candidate excellently and the best ones stand out. Same as, by analyzing employees, HR managers get to know about them which will lead to the selection of training and future actions. Basically, it is a multiple criteria judgment at a time.

Transparent Judgment:

For the judge panel, several members will be present. Mostly from the product head and manager. Because of presenting various judges, there will be less chance of any kind of unfair decision. Whereas, a normal interview consists of 1 or 2 people. In the ADC program, every judge will get a paper of evaluation where they need to give marks in terms of participants' capabilities and at the end of that, there will be a mutual discussion. So, here there is no possibility of biasness.

Grow Positive Impression:

ADC is a good practice. Many multinational and global companies arrange ADC for their recruitment, TNA, performance appraisal of employees etc. Nowadays, many local companies and strat-ups come up with the ADC program for better insights. By arranging ADC, RML is taking their company one step ahead and towards their goal to achieve global standards. It really puts a positive impression. Moreover, it increases the brand image of the company because of following the global practices.

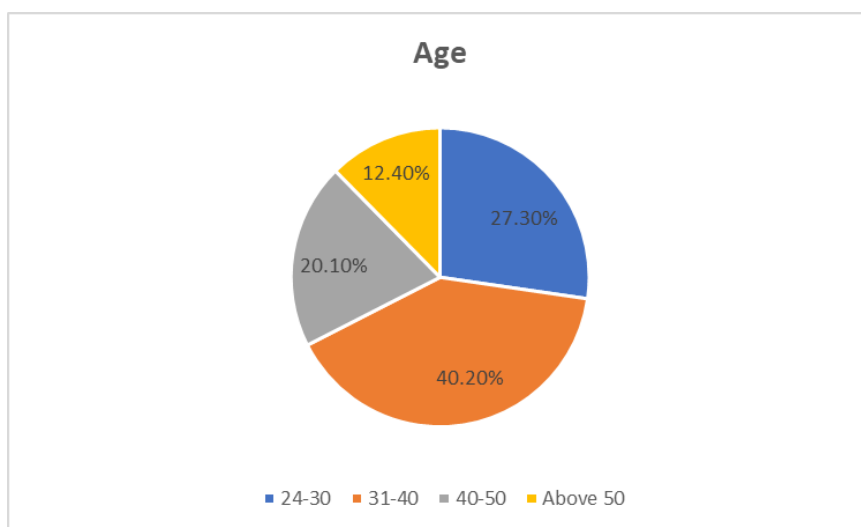
Employee Retention:

One of the greatest ways to satisfy the existing employees is providing training, healthy communications, finding out their strengths and working on it, evaluating their performance and giving feedback for improvement etc. ADC creates the chance to evaluate the employees thoroughly. It has different criteria for judging the participants. Moreover, while conducting ADC for candidates, they will get to know the company and the chances of their joining and staying in the company become higher.

3.3.2 Analysis

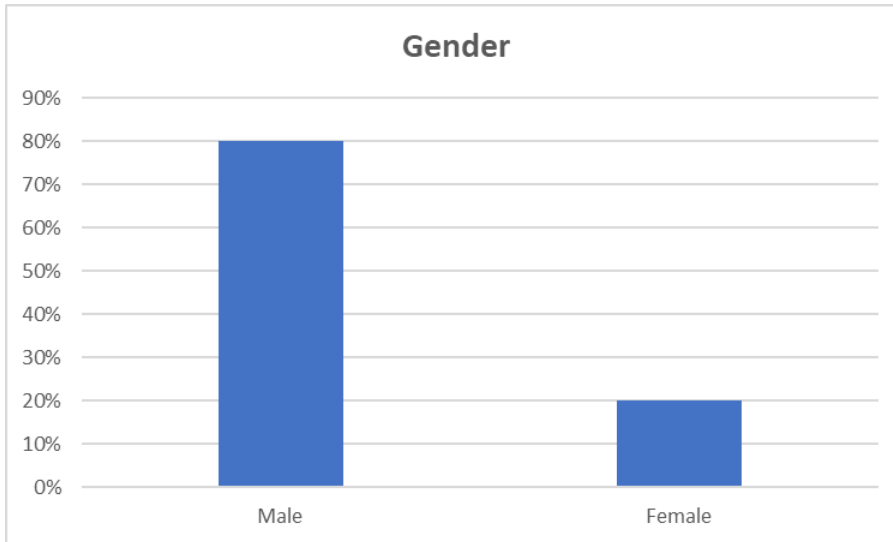
I have done a survey with 30 people from RML. There were 10 people from the HR department and others were randomly chosen from different departments. Both male and females participated in that survey. I have made a list of questionnaires and they were asked to give their feedback on that. So, the analysis of my report will be based on the responses that I got from the people. Those are,

Age of the Respondents:



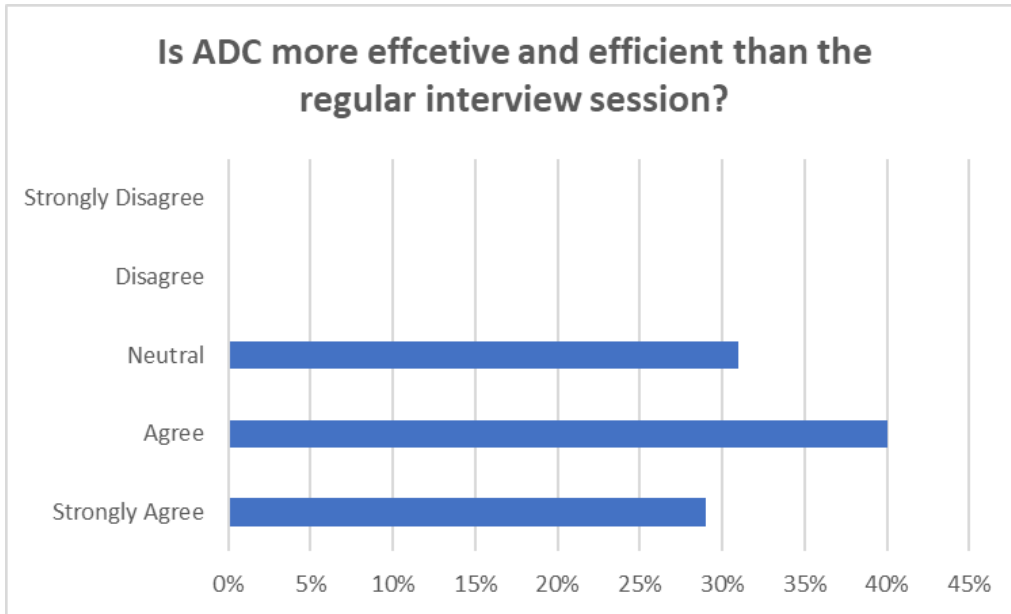
Interpretation: This pie chart shows the age of the respondents. We can see that the highest number (40.2%) of respondents are from 31-40 years old. Then 27.3% are from 24-30 years old and 20.1% are from 40-50 years old. Lastly, the lowest number of respondents are above 50 years old with 12.4% responses.

Gender of the Respondents:



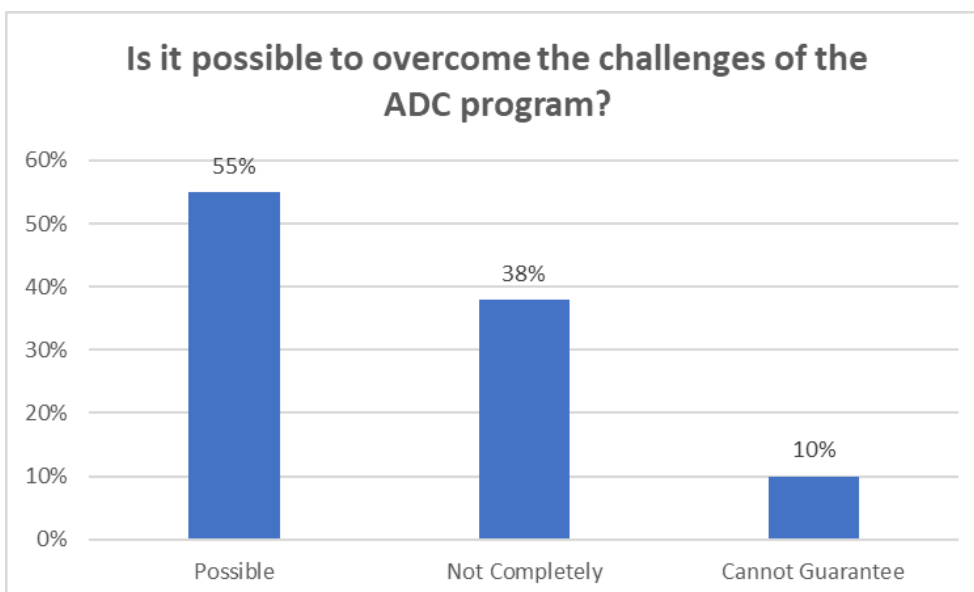
Interpretation: Here, the chart illustrates the gender percentage of the respondents. In our company, the number of female colleagues is very low. So I couldn't manage a huge number of responses from women. I could collect 80% responses from men and 20% responses from women.

Is ADC more efficient and effective than the regular interview session?



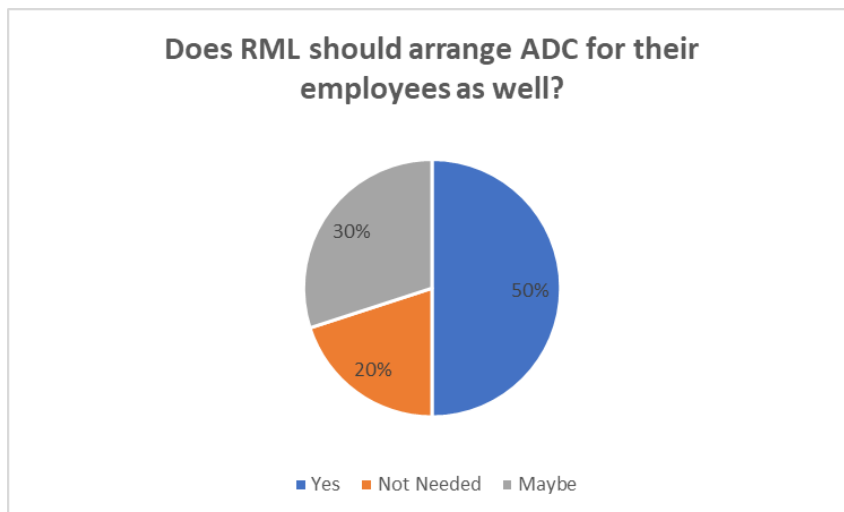
Interpretation: This chart demonstrates the agreement or disagreement of the employees about the ADC that it is more efficient and effective than the regular panel interview. We can analyze that, 28% of people strongly agree and 40% of people agree with this statement. Whereas, 32% of people stay neutral on this topic. I got 0% of disagreement from the people. That means, people in RML are really expecting a lot from the ADC program. There are possibilities of higher prospects.

Is it possible for HR department to overcome the challenges of the ADC program?



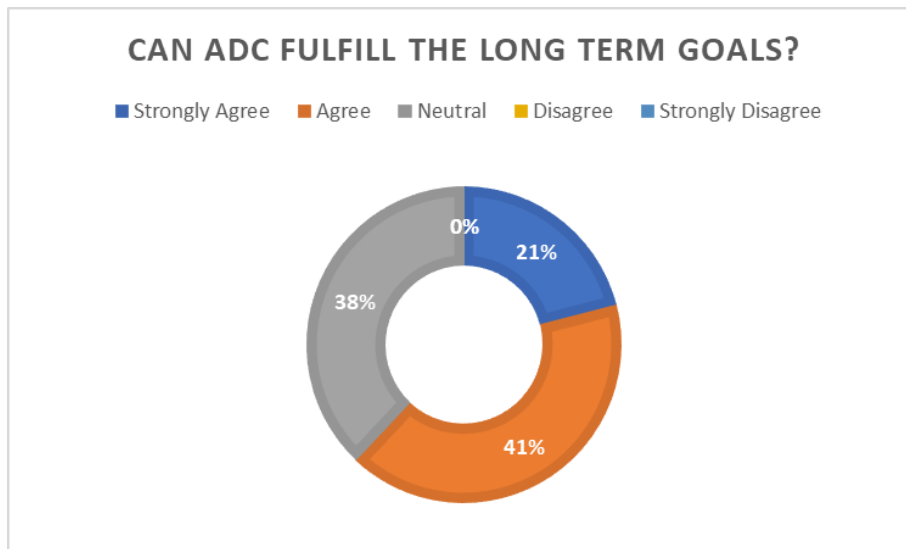
Interpretation: This chart reveals the percentage of people who think that the HR department can overcome the challenges of ADC or not. I got many positive responses. The highest percentage of people (55%) think that the HR department can overcome the challenges. 38% of people agree and half disagree with this statement. Moreover, 10% of people are not sure about it, which is the lowest number of people. So definitely, we can see, the employees of RML are keeping high hopes from the HR department and ADC program.

Does RML should arrange ADC for their employees as well?



Interpretation: I wanted opinions from employees on whether they want to join the ADC program or not. And, this chart helped me with that. It shows the maximum number of employees who want to join ADC (almost 50%). Then, 30% of people are not sure about this idea. Therefore, only 20% of people think that it is not needed.

Can ADC fulfill the long term goals of the company?



Interpretation: Last but not the least, this pie chart displays the percentage of agreement and disagreement of people about the long term output of the ADC program. Most of the employees are positive about it. They think this program can fulfill the long term goals of RML. From that chart, 21% of people strongly agree and 41% of people agree about that which is a great motivation for the HR department to forecast the upcoming ADC program. Then, 38% of people decide to stay neutral. And, I got 0% disagreement from the crowd.

3.4 Summary and Conclusion: Summary and Conclusion:

RANGS Group is one of the leading groups of companies in our country. From 1979, RANGS started its journey and now in 2022, it has gained diversified business and much more brand image. It has started its journey as an automotive business and now it has owned so many enterprises. Also, they are planning to take their company from local to global business. Their past successes are proof of their dedication and hard work. Again, constant market analysis and development give them a competitive edge in the marketplace. They are highly motivated by their motto “The Power of One”.

The HR department of RML is very hard working. They maintain a strong work ethic. They are all people oriented and company driven employees. They are constantly working hard to bring development in the company and improve their manpower. They always try to find out their employee’s strengths and utilize it in such a way that can benefit both the company and the employee as well. Their contribution towards the company allows them to bring a lot of positive changes to the RML. Programs like Assessment Development Center are now happening in RML which is a great achievement for the company. ADC is a global practice and now it is used by RML as well. This is a big sign that RANGS is going one step ahead to accomplish their global vision. As I have worked there for 5 months, I have observed them carefully and their daily actions. Throughout the Assessment Development Center, I have collaboratively worked with them and it was really fascinating how they conducted the program. It was the first time and still they did a decent job. Their predetermined planning and vast knowledge helped a lot. I have also helped them by collecting information by different websites, my HRM courses, articles etc. However, the challenges we have faced cannot be ignored. We have to improve our weak points otherwise, all our long term goals and global dreams won't be successful. Hence, I have learned that it is very important to gather proper

knowledge and follow up the current trends of ADC so that we can walk in the same path with the competitive market.

3.5 Recommendation:

After observing the challenges and prospects of the Assessment Development center, I would like to add some points that can be beneficial for the company.

- a. The purpose of ADC will serve for sure if the screening is fine. So they can be more careful while screening the candidates. For that, they can take a short 10 mins online assessment consisting of some basic questions that are not present in their resume. It will help them to identify the interested candidate and those who will benefit the company in the long run.
- b. Moreover, they have only arranged ADC for hiring purposes. I would like to recommend them to do it for their existing employees as well. It will help them to find out what kind of training their employee needs to do. Also, they can evaluate their employees' performance, give them feedback and create room for improvements.
- c. Therefore, they can shorten the time of their assessment session. Candidates should have given a standard time, not more than that. Extra time will not reveal the best candidates. They need to find candidates who have good time management skills. So, they should be strict about their time for every discussion or rounds.

- d. As I have mentioned before, like most of the companies, RML also started their session late. It is very important to be punctual as lots of candidates were waiting for the assessment. So, they need to be more aware of it.
- e. Therefore, judges should be present on time. The HR team can give reminders to the judges at least 1 hour ago so that they can be prepared for the session and attend it on time. As they are always busy with meetings, giving them a reminder can be helpful in that situation.
- f. Last but not the least, they can make a feedback form and at the end of the program, they can give it to the candidates or employees. They will give them stars and feedback which will be helpful while conducting the next ADC program. Their feedback will help them to improve in future.

3.6 References:

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