

Report On

Sales Associate Recruitment and Selection Process of Aarong

By

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

BRAC Business School
BRAC University
June, 2023

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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.

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Letter of Transmittal

Dr. M. Nazmul Islam
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report.

Dear Sir,

I would like to begin by expressing my utmost gratitude to the almighty Allah for granting me the opportunity to complete the internship report and enabling me to submit it to you. My internship report is on the topic of "Sales Associate Recruitment and Selection Process of Aarong". In my three-month-long internship journey, I experienced and learned a lot. Furthermore, while writing the report, I tried my best to stick to the provided instructions. This was an excellent opportunity to learn and gain practical experience in a professional setting and putting that knowledge into my report to showcase my learning.

Lastly, I would like to finish by thanking you once again for all the help and support throughout the journey and your invaluable advice which made it easier.

Sincerely yours,

Mst. Nabila Haque Omi

ID:19304020

BRAC Business School

BRAC University

Date: 06.15.2023

Non-Disclosure Agreement

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

.....

Mst. Nabila Haque Omi

ID:19304020

Acknowledgment

The completion of this report was made possible by the efforts of a large number of people who were willing to contribute their time and thoughts in order to advance the quality of the document being worked on. First and foremost, I want to thank Allah for providing me with the patience and energy I needed to finish the report on time. I would like to express my gratitude to Dr. M. Nazmul Islam, Assistant Professor at BRAC Business School, for providing me with the direction and encouragement I needed to finish this report under his supervision. In addition, I'd like to express my gratitude to Aarong's Retail HR division for their assistance in compiling this report. This study could not have been finished without the help of the retail HR team.

Executive Summary

This report is based on the three-month internship program I completed at The Aarong under Retail HR Department from 19th January to 18th April 2023 as a requirement for my bachelor's degree in business administration at BRAC University. The social enterprise Aarong was founded in 1978. The purpose of the report was to determine how the various ideas and concepts that were covered during the BBA program are applied at Aarong during the process of hiring and selecting new employees. The report was prepared using primary and secondary data. I used my daily observations and internship responsibilities as primary data. The company's website and journals provided secondary data. The top lifestyle retailer in Bangladesh is Aarong. Their HR strategies helped them succeed. The aim of this report was to find out how the Retail HR department hires sales associates. The report included recommendations to improve the process.

Table of Contents

Declaration	ii
Letter of Transmittal	iii
Non-Disclosure Agreement	iv
Acknowledgment.....	v
Executive Summary	vi
Table of Contents	vii
List of Tables.....	x
List of Figures.....	xi
List of Acronyms	xiii
Chapter 1 Overview of Internship.....	1
1.1 Student Information	1
1.2.1 Internship Information	1
1.2.2 Responsibilities as an Intern	1
1.3.1 My Contribution to the Company.....	5
1.3.2 Benefits from the Internship Program	5
1.3.3 Problems Faced During the Internship	6
1.3.4 Recommendations.....	8
Chapter 2 Organization Part.....	9
2.1 Introduction	9
2.2 Overview of the Company	9

2.2.1 About Aarong	9
2.2.2 BRAC Aarong Logo	10
2.2.3 Company Vision, Mission, and Core Value.....	11
2.2.4 Products of the company	12
2.2.5 Outlets of Aarong	17
2.2.6 Company Profile:.....	18
2.2.7 Awards	19
2.2.8 Organogram of Aarong	20
2.2.9 Relationship between BRAC, Aarong, and AAF (Ayesha Abed Foundation)...	21
2.2.10 Key Peoples of Aarong	21
2.3 Management Practices	21
2.3.1 Leadership Style	21
2.3.2 Human Resource Planning Process	22
2.4 Marketing Practices of Aarong.....	28
2.5 Financial Performance	29
2.6 Operations Management and Information System Practices	37
2.7 Industry and Competitive Analysis	37
2.7.1 Porter’s Five Forces	37
2.7.2 SWOT Analysis of Aarong	40
2.8 Conclusion	42
2.9 Recommendations:	42

Chapter 3 Project Part	43
3.1 Introduction	43
3.1.1 Theoretical Background	43
3.1.2 Objective	44
3.1.3 Significance	44
3.2 Methodology	44
3.3 Limitations	45
3.4 Overview of the Human Resource and Administration Department	45
3.5 Analysis of Recruitment and Selection Process for Sales Associate.....	47
3.6 Findings & Analysis	52
3.7 Conclusion.....	54
3.8 Recommendations.....	55
References.....	57
Appendix A.....	58
Appendix B.....	58
Appendix C.....	58
Appendix D.....	58
Appendix E.....	60
Appendix F.....	61

List of Tables

Table 1: Aarong Outlet.....	19
Table 2: Aarong Profile	20
Table 3: Aarong Award.....	20
Table 4: Liquidity Ratio	30
Table 5: Debt Ratio	33
Table 6: Profitability Ratio.....	33
Table 7: Total Asset Turnover Ratio	35
Table 8: Equity Multiplier	36
Table 9: Return on Equity (DuPont).....	37

List of Figures

Figure 1: Logo of Aarong	10
Figure 2: Key Values of BRAC Aarong	12
Figure 3: Exclusive Shirts	14
Figure 4: Traditional Saree.....	14
Figure 5: Toys	14
Figure 6: Home Accessories.....	15
Figure 7: Pearl Jewelry	15
Figure 8: Leather Bag.....	15
Figure 9: Terracotta Dining Products	15
Figure 10: Bamboo/Leaf Products.....	16
Figure 11: Metal Lamp.....	16
Figure 12: Candle	16
Figure 13: Jute Product	16
Figure 14: Wood Product.....	16
Figure 15: Nakshi Kantha	17
Figure 16: Gift Basket	17
Figure 17: Tops.....	17
Figure 18: Silk Tunic and Saree	17
Figure 19: Organogram of Aarong	21
Figure 20: Current Ratio	31
Figure 21: Quick Ratio.....	32
Figure 22: Debt Ratio.....	33
Figure 23: Return on Equity(ROE).....	34
Figure 24: Net Profit Margin	35

Figure 25: Total Asset Turnover Ratio	36
Figure 26: Equity Multiplier	36
Figure 27: Return on Equity(DuPont).....	37
Figure 28: Organogram of HR Department	47
Figure 29: Organogram of Outlet	48
Figure 30: Sales Associate Recruitment and Selection Process	49

List of Acronyms

PMS	Performance Management System
EDMS	Electronic Document Management System
ERP	Enterprise Resource Planning
HRD	Human Resource Development
L&D	Learning and Development
AGM	Assistant General Manager
PIN	Personal Identification Number

Chapter 1: Overview of Internship

1.1 Student Information

This internship report has been done by I, Mst. Nabila Haque Omi with the student ID 19304020 majoring in Finance and Human Resource Management as part of the BBA program Aarong.

1.2.1 Internship Information

For the past three months, from 19 January 2023 to 18 April 2023, I had the opportunity to work as an intern at Aarong which is the largest lifestyle retail chain in Bangladesh. The company's head office is located at 346 Tejgaon I/A, Dhaka-1208, where I was hired as an intern in the Retail HR department. At the company, the manager of the Retail HR, Shuly Akter was my organizational supervisor who guided me and helped me during this three-month internship program.

1.2.2 Responsibilities as an Intern:

I joined Aarong as an intern in their retail HR department as a requirement to complete the BBA program. There was an orientation for the interns on our first day at work, during which we all got to know Aarong better. Our HR team was then introduced to us all after that. The senior officer of my organization was introduced to me and gave me the details of my work because my organizational supervisor was out of town on that particular day. I regularly performed the following tasks while I was employed here:

- **Collecting and Sorting CVs:** At first, I was in charge of collecting a variety of CVs and filling them with a tracking number according to the candidates' birth year and educational background. The sorting step of the CV process begins after gathering the CV and resume from various sources. For any vacancy, resumes are gathered internally,

by email, from bd.jobs.com, or even from a CV drop box at the Aarong store. During this stage of sorting, a few factors are considered while choosing the candidates. The candidate should have enrolled in HONOURS level coursework and should have completed SSC and HSC. Moreover, Candidates must have been born in 1997 or after; if they were born before, they will not be chosen. For selection, the applicant must be smart. I printed and filed a few resumes that I received via email. Then, some are left at the reception by the applicants. All sorting is then resumed and tracking numbers are added.

- **Screening Resumes:** When there are open positions at a company, all received resumes must be carefully reviewed and put through a series of tests before being shortlisted or rejected. Such as experience, age, and educational background.
- **Sending messages and creating call lists:** In the third step, I created an outline for the applicants who are selected, and then I send a bulk number of messages letting them know they would be having an interview. Then I created call lists that contained data such as the candidate's name, contact information, applicant tracking number, and a remarks column. Then, in order to make sure that everyone received the message, I had to phone each candidate. I told them about their interview if they did not receive the message due to a technical problem. I noted as NR (not received) anyone who did not get their phone. After the interview session was done, I was in charge of sending the message regarding the candidates' training session, in which I told them to bring their SSC, HSC, University ID, NID photocopies, and one copy of passport-size photos.
- **Training:** In the training sessions, sometimes I go there to give them the history form to fill up and then collect their documents which I mention them to bring with them

After that, I attach all the documents with the history form. Then I attach the cv. This was hectic and took lots of time to complete.

- **Photocopy and print out Important Papers:** I also photocopied documents like history forms, print out call lists, attendance sheets, etc.
- **Keeping the Processed Document:** A separate file is kept for all the important documents in addition to keeping the rejected resumes.
- **Maintain the PMS database:** Sales Associates who joined after the initial six months of their employment received confirmation from the company if they maintained the proper rules and regulations following the completion of their probationary period. So, once their performance has been evaluated, if their score is 3 or higher and their value is 12 or higher, they will be confirmed; otherwise, they will be placed on probation. because they did not fulfill the expectations of the organization's criteria. After obtaining the PMS from the outlets, I entered the data to create a track in a Google Sheet and sent it to the retail for AGM signature. I gave those files to the operations team after receiving them from retail. It happens sometimes that information from the ERP does not match data from the employee, such as name or joining date. Because of this, the operations team returned those files to us. I then had to contact those outlets and request that they submit the correct PMS form. Although, it can be troublesome at times, I had to make sure that the operations team received the right file on time.
- **Updating the resignation database:** When an employee resigns, the appropriate outlets give the resignation letter to retail HR. After getting the necessary paperwork, I must include the candidate's last day of employment, joining date, reason for resignation, and receiving date. I then give those files to the retail team for AGM signatures. I gave those files to the operations team after the signature was completed.

- **Issuing Joining Card:** After the training sessions, the candidates who were selected for the position of sales associate I call them, congratulate them for being selected and ask them to collect their joining card from the head office and they must bring their stamp-size photo with them. After checking all the documents, I give them the joining card, where the name, tracking no, joining date, the signature of the manager of the HR department, and candidate's stamp size photo exist. After that, I give the Aarong stamp on this joining card. After getting the joining card they report to their outlet manager on the joining date.
- **Preparing Appointment letter:** When I was hired, that time Aarong hired some temporary staff for their eid recruitment purpose. For those candidates, I do not need to create any appointment letter. Before I joined the organization they hire some sales associates for permanent Positions. So I had to create appointment letters for those candidates and had to create Google sheet where I input data of the candidate from the history form. Then, I input data like, sales associates' names, pin no, supervisor pin, fathers name, address, joining date, etc. After that, my supervisor gave access to the outlet manager then they update the candidate's pin to the sheet. After that, I help my supervisor to create an appointment letter. As this is a contract between Aarong and the SA that specifically states the terms of the agreement and includes the SA's name, father's name, address, pin number and joining date. Additionally, it outlines the hours the sales associates will work, the shifts they will work, how much they will be paid, etc.

1.3 Internship Outcomes

1.3.1 My contribution to the company

As an intern, I think my contribution to the company was quite important. Considering that every document I created was essential to the recruitment and selection process. The hiring and selection process would not have been possible, in my opinion, without those materials. The part I performed also had extremely little margin for error. Because the document's information has to be accurately entered. I did everything I could to make sure that the paperwork was ready on time. I did everything in my power to ensure that the recruitment and selection process went smoothly. It was crucial to finish the resume of a newly hired individual by including the necessary file. Therefore, I believe that my efforts simplified the recruitment and selection process.

1.3.2 Benefits from the Internship Program

My internship at Aarong may have benefited me in the following ways:

- I was given the chance to take part in walk-in interview sessions in Tangail throughout my time at Aarong. I gained useful insight into the operation of walk-in interviews. I also learned a lot about other HR processes, like hiring and selecting employees.
- Additionally, Aarong organized a number of training programs to advance knowledge of MS Excel, creating a CV, business communication and interviewing techniques. My skills and understanding in these areas have improved.
- I had the chance to observe Aarong's mass production process in action when visiting the Aysha Abed Foundation. I noticed a variety of crafts, including block print, erri embroidery, brush paint, wax batik, wood carving and screen print and so on. In addition, I went to the Manikganj production facility where I was able to fully

comprehend the entire production process. It was a life-changing experience for me. I gained useful knowledge and hands-on experience in numerous HR responsibilities during my internship at Aarong. I also got a chance to learn about the retail sector, which helped me comprehend how HR procedures are used there. Additionally, I was able to acquire important skills like time management, teamwork, and communication. Time management was the most significant lesson I learned. Because I have to submit my work on time. Since everything was scheduled, I must finish my task on time and then report my progress to the senior officer. I always made notes during my internship so that I would not forget anything that my supervisor asked me to do.

- Additionally, hiring a lot of new employees was a stressful moment when I first joined the company. I discovered how to handle the challenging issue at that moment. In addition, working here has given me valuable experience working in a team and I also understood that productive teamwork is required to do a task. Last but not least, my internship helped me develop my problem-solving and critical-thinking abilities. I am thankful for the priceless insights, real-world experience, and transferable skills I acquired during my internship at Aarong, which was an amazing learning opportunity overall.

1.3.3 Problems Faced During the Internship

I faced lots of challenges during my internship. Even while my internship had a lot of benefits, there were some drawbacks that diminished my experience. In this report, I will talk about the difficulties and problems I ran through during my internship and offer potential fixes.

- Due to my unfamiliarity with the scenario and lack of understanding necessary to react appropriately in various situations, I initially found it difficult to communicate with the

senior officer. In addition, my senior officer and I were both new, and our supervisor was frequently off visiting other districts, so we did not often see her.

- Our work became difficult because of the lack of direction and assistance, especially because everything was disorganized and we frequently had to work on the same task for extended periods of time. Due to poor work management and a shortage of permanent staff, they called in sales associates to assist with their workload.
- The department requires a more structured program to address these issues so that new hires may participate more effectively without experiencing any difficulties. To ease work for everyone in the department and lessen the workload, they should also have permanent workers. The time I spent working on their backlog file may have been decreased with a better-organized program.
- Due to the intense strain, there were moments throughout my internship when I had to put in extra time to assist my colleagues in finishing their tasks. It was really difficult for me to manage my job and adhere to strict deadlines. It was challenging to execute things to the required standard under this pressure.
- The backlog file needed to be handed over to the operations team, therefore I had to put in extra effort. I struggle a lot to locate the right path because there are no clear instructions. For It was difficult to balance a variety of duties and responsibilities in a hectic work setting.

To sum up, the experiences I had throughout my internship were a combination of both good and bad. My internship was difficult because of the lack of direction and assistance, poor time management, and heavy workload. However, these problems may be resolved and interns might have a better experience in the future with a more organized program, permanent workers, and better organizational practices.

1.3.4 Recommendations

Finally, some recommendations I may want to provide to Aarong for future internships could include:

I urge that at the end of the internship, they offer us training in areas such as CV writing, business communication, and Excel. That training could have been provided at the start of the internship. If we acquire Excel training right away, our work will become much easier and more efficient.

This internship program gave us real-world experience, so job rotation would be great. So, they can gain more experience and assist the interns in the future. For example, I worked in the Human Resources department's retail team. There was also an operation HR team where both interns may discuss their work and rotate places to broaden their expertise. Furthermore, interns' computers should be as efficient as those of other employees. Lots of time was wasted due to the computer problem. Because those computers are the oldest. Additionally, since the retail HR team did not have time to sit idle, the printer, phone, and computer should all be in good working condition. They should take this matter seriously. Finally, the intern should be motivated by the supervisor so that they can feel inspired as they engage in multiple tasks.

Chapter 2: Organization Part

2.1 Introduction

People in Bangladesh are becoming a lot more aware of current fashion trends as time goes by. Bangladesh's lifestyle retail fashion business is booming. These brands sell clothes, accessories, and beauty goods for various lifestyles and fashion preferences. Bangladesh offers over 100 high-end apparel and accessories brands that rival the worldwide fashion industry. Garment exports grew in traditional and non-traditional markets. Bangladesh relies heavily on the garment sector. Bangladesh's booming clothing sector has spawned many fashion houses.

Bangladesh's lifestyle retail fashion brands include Aarong, Kay Kraft, Deshal, Yellow, and Cats Eye. These brands offer traditional and modern fashion for all ages and lifestyles. For instance, Aarong sells local craftsmen's handcrafted apparel and accessories. Kay Kraft, on the other hand, sells urban-style apparel and accessories. In recent years, major multinational lifestyle retail fashion brands have entered the Bangladeshi market alongside local names. These include Zara, H&M, Levi's, and others. Bangladeshi shoppers looking for affordable international fashion and love these firms' stylish and high-quality products. A young, fashion-conscious population with rising purchasing power and an interest in fashion and lifestyle products is driving Bangladesh's lifestyle retail fashion business.

2.2 Overview of the Company

2.2.1 About Aarong

The word "Aarong" in Bangla refers to a village fair or market. Since 1978, Aarong has operated as a nonprofit organization. Aarong's journey began with the intention of collecting and selling local handicrafts. It has developed into a large organization in recent years. Despite this, the initial supply of Aarong goods is still sourced from women living in rural areas. Aarong

was born to help impoverished women. In 1976, the BRAC organization began teaching women in Manikganj how to make sarees. On top of that, they were the ones who decided to sell the sarees made by rural women in the city. There was not even a single store in Bangladesh when Aarong began its journey. Additionally, Aarong has been maintaining quality and design with continuous monitoring since the beginning (Tamara, 2017). Because of this, Aarong has grown to be the most recognized brand. Aarong initially sold silk saree's, Nakshikantha, jute products, silver decorations, leather goods, and diverse handicrafts from Jamdani and Block Print. Aarong initially produced clothing for adults, women, and children. Since then, more than 100 product lines have been developed in line with their brand positioning. Over the past four decades, Aarong has revitalized Bangladesh's cultural heritage and impacted the lives of over 325,000 people by establishing a brand-new market for handicrafts with the support of 850 small enterprises and the Ayesha Abed Foundation. Moreover, Aarong organized fashion shows, exhibitions, and other promotions to build its brand value. As a result of these endeavors, Aarong is becoming more known across the country. In addition to this, Aarong is quite well-known among people from other countries. Aarong, which began as a single store, is now one of the most successful retail chains in Bangladesh and has expanded to include 28 outlets across the country's largest urban areas. By establishing new standards for retail excellence in terms of quality and artistry, this well-known brand is able to successfully integrate traditional and contemporary aesthetics in ways that continue to win over customers in a variety of markets throughout the world.

2.2.2 BRAC Aarong Logo



Figure 1: logo of Aarong

The Aarong logo is a picture of a peacock. It has a dazzling, multicolored iridescent pattern on its tail that makes it highly attractive. The peacock in the logo is orange, which is a symbol of energy. This logo shows customers that Aarong's products are as stunning and unique as a peacock. Additionally, they want to emphasize that their products are environment friendly by using the sign. However, the black background combines the ideas of tradition and fashion.

2.2.3 Company Vision, Mission, and Core Value

Mission: The purpose of a firm is expressed in its mission statement, which also outlines how it intends to serve its clients. The goal of Aarong is to empower individuals and communities affected by social injustice, illiteracy, poverty, and other issues.

Vision: A company's vision is an idea of where it wishes to envision itself in the future. This is based on the aims and goals of the firm. Vision provides a sharp focus and enables movement in the desired direction. Through economic and social initiatives that encourage both men and women to reach their full potential, Aarong interventions seek to bring about wide-ranging, positive shifts.

Values: We share the same values as BRAC, a group that, via its all-encompassing method of development, demonstrated to the world extraordinary advancement. These values continue to be a source of pride and motivation for us because they have benefited more than 325,000 people across the nation because of Aarong's efforts.

Aarong adheres to the same fundamental principles as BRAC. This fundamental principle is advantageous to the business as well as to those connected to Aarong around the nation. There are four pieces to the key value.

I. Innovation: Aarong values new trends that blend elements of tradition and innovation. Aarong appreciates how innovation has given people the chance to eliminate poverty. Aarong aims to demonstrate pioneering leadership with the use of "innovation".

II. Integrity: Aarong places a high priority on integrity since they feel accountability and transparency are essential components of their work ethics.

III. Inclusiveness: Aarong places a high priority on inclusiveness in order to make sure that they acknowledge and engage all members in terms of society, gender, ethnicity, and other such factors.

IV. Effectiveness: Aarong values effectiveness with a desire to accept challenges and perform better.

Aarong is aiming to strengthen the rural economy by empowering rural people, in addition to maintaining the reputation and fame of Aarong throughout the nation.

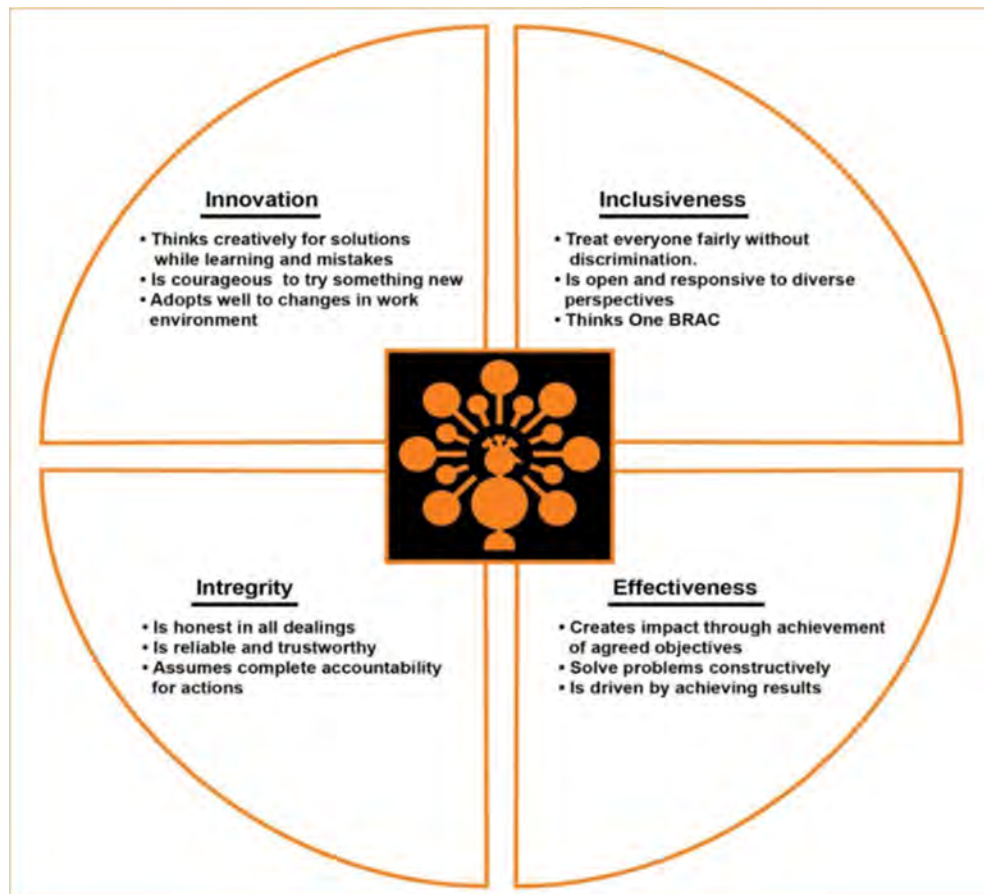


Figure 2: Key values of BRAC- Aarong

2.2.4 Products of the company: In Bangladesh, Aarong is among the most prominent names in the fashion industry. Although it was founded out of a necessity to assist the disadvantaged. Initially, it was only a single shop, but now it spans the entire country.

In addition, this organisation entered the international export market in 1984. The expansion of Aarong's business has led to an expansion of the company's product offerings. There are currently over one hundred different product lines available from Aarong. The following items can be purchased from Aarong:

Men's Products

- Traditional
- Shirts
- Fotua
- Short Kurta
- T-shirts
- Stoles/Shawls
- Sandals



Figure 3: Exclusive Shirts

Women's Products

- Traditional
- Western
- Nightwear
- Shawls/Scarves
- Shoes
- Bags
- Fabrics



Figure 4: Traditional saree

Kids Products

- Clothes
- Toys
- Books
- Shoes



Figure 5: Toys

Home Textile Products

- Bed
- Table
- Living
- Kitchen
- Kids
- rugs
- Fabrics



Figure 6: Home Accessories

Jewelry Products

- Gold
- Silver
- Pearl



Figure 7: Pearl jewelry

Leather Products

- Shoes
- Bags/wallets
- Belts
- Boxes
- Photo Frames



Figure 8: Leather bag

Terracotta Products

- Decorative
- Dining
- Lamps
- Plant Accessories



Figure 9 : Terracotta Dining Products

Bamboo/Leaf Products

- Living
- Dining

Products



Figure 10: Bamboo /leaf

Metal Products

- Decorative
- Living
- Lamps



Figure 11: Metal Lamp

Candles

- Pillar
- Floating
- Decorative
- Seasonal



Figure 12: Candle

Jute Products

- Decorative
- Personal Accessories



Figure 13: Jute product

Wood Products

- Decorative
- Living



Figure 14: Wood product

Nakshi Kantha Products

- Decorative
- Fashion
- Table
- Personal Accessories
- Decorative
- Fashion
- Bed



Figure 15: Nakshi Kantha

Beauty Products

- Gift Baskets
- Handmade soaps
- Body washes
- Body care
- Face washes
- Fae Mask
- Face packs



Figure 16 : Gift Basket

BRANDS:

TAAGA

- Tops
- Tunics
- Coats &Jackets



Figure 17:Tops

HER STORY

- Silk Saree
- Silk Jacket
- Silk Kameez
- Silk Tunic



Figure 18: Silk Tunic & Saree

2.2.5 Outlets of Aarong

Total outlet: 28

1. Aarong Dhanmondi 1 Outlet
2. Aarong Tejgaon Multi-Brand Outlet
3. Aarong Dhanmondi-2
4. Aarong Uttara Flagship Outlet
5. Aarong Moghbazar Outlet
6. Aarong Jamuna Future Park Outlet
7. Aarong Banani Multi-Brand Outlet
8. Aarong Mirpur 1 Outlet
9. Aarong Wari Outlet
10. Aarong Bashabo Outlet
11. Aarong Bashundhara City Outlet
12. Aarong Mirpur 12 Outlet
13. Aarong Bogura Outlet
14. Aarong Narayangonj Outlet
15. Aarong Khulna Outlet
16. Aarong Mymensingh Outlet

17. Aarong Sholoshahar Outlet
18. Aarong Halishahar Outlet
19. Aarong Cumilla Outlet
20. Aarong Sylhet Outlet
21. Aarong Jashore Outlet
22. Aarong Rangpur Outlet
23. Aarong Feni Outlet
24. Aarong Banasree Outlet
25. Aarong Rajshahi outlet
26. Aarong Faridpur Outlet
27. Aarong Kushtia Outlet
28. Aarong Tangail Outlet

Table 1: Outlets of Aarong

2.2.6 Company profile:

Company Title and Name:	BRAC- Aarong
Type:	Retail Fashion Brand
Industry:	Design, sales of clothing, accessories, jewelry, home goods, development, economic empowerment of women
Founded:	18 December, 1978.
Founder:	Ayesha Abed Martha Chen

Headquarters:	346, Tejgaon Industrial Area, Dhaka-1208, Bangladesh
Products:	<ul style="list-style-type: none"> • Clothing • Jewelry • Fabric • Non-textile craft • Leather goods • Footwear • Housewares
Number of outlets:	28
Customer:	All age group of people
Email:	customerservice.aarong@brac.net
Website URL:	www.aarong.com

Table 2: Aarong profile

2.2.7 Awards

Year	Awards For
2012	Excellence of Handicrafts
2015	Best Brand Award
2016	Asia Marketing Excellence Award
2017	International craft Award
2018 & 2019	Excellence in supply Chain Finance

Table 3: Aarong Award

2.2.8 Organogram of Aarong

Aarong Organogram As of October, 2008

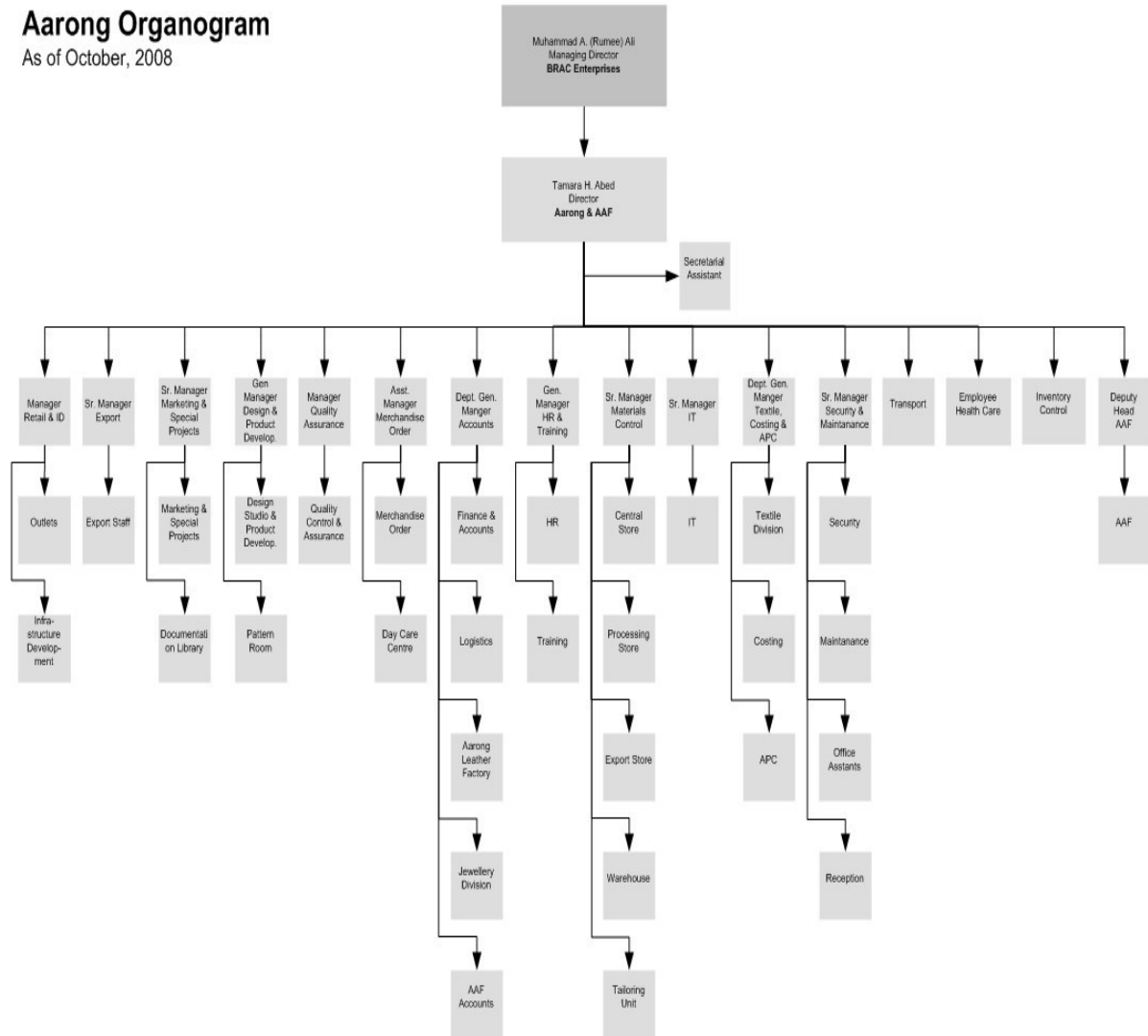


Figure 19: Organogram of Aarong

2.2.9 Relationship between BRAC, Aarong, and AAF (Ayesha Abed Foundation)

Aarong, a BRAC-affiliated support company, funds NGOs' healthcare, education, and economic and social development programs with a large amount of its income. There is a strong connection between the BRAC Development Programme and the Ayesha Abed Foundation (AAF), and Aarong in particular benefits from this connection. The AAF recruits' women from organizations in the villages that were set up by the BDP to work for the organization. These organizations employ women. Because of their position at the AAF, the women are qualified to participate in a number of BRAC activities. Aarong is responsible for the marketing and sale of every finished product produced by the AAF. In addition, Aarong supplies the AAF with designs, raw materials, and financial support. A large number of Aarong production centers are located within AAF as a direct result of the fact that AAF is an authorized provider for Aarong.

2.2.10 Key Peoples of Aarong :

- Tamara Hasan Abed Managing Director, BRAC Enterprises
- Mohammad Ashraful Alam, Chief Operating Officer, Aarong
- Rajesh Khajuria, Head of Design
- Liyaqat Husain, Head of Retail
- Tanvir Hossain, General Manager, E-Commerce, Marketing & Sustainability
- Mashiat Faria Noor Hridita , Manager ,Recruitment and Employer Branding , Human Resources
- Daniela Arambam, DGM, Design

2.3 Management Practices

2.3.1 Leadership Style

According to what I observed throughout my internship at BRAC Aarong, which lasted for a total of three months, the company used a democratic model of leadership in its operations. Top management shares decision-making with other staff. Discussions take place during meetings that include all of the heads of departments and directors of the various organizations. Everyone expresses their opinions while also listening to one another. In a similar manner, the heads of the departments hold meetings with the staff members working in their particular departments. This has a beneficial effect on the atmosphere at the place of employment. They have a greater sense of participation as a result. It encourages more teamwork at work. This, in turn, makes room for the suggestions of the staff members. They will have greater room to be creative as a result of this. The executives of the organization are able to make decisions that are well-received by all of the employees when they employ this management strategy. Aarong is no longer simply issuing directives but is also holding meetings on a regular basis to discuss various topics. From what I've seen, I can conclude that the BRAC Aarong is managed using democratic methods of leadership. This conclusion is based on my observations.

To summarize, human resource planning, performance management systems, compensation systems, and training and development programs are all developed with the intention of fostering a positive work environment and contributing to the goals and objectives of corporate social responsibility programs.

2.3.2 Human Resource Planning Process:

- **Recruitment and selection process:** For conducting the entire recruitment and selection process, Aarong has its own internal recruitment and selection team. A key component of the selection process is also played by Aarong's Training Department. In order to support, the processes the hiring and choosing of people who possess the essential knowledge, expertise, and capabilities to contribute significantly to Aarong.

Nationwide, Aarong employs a significant number of people. There are different sorts of staff at Aarong like Regular, temporary, Part-time, etc. When looking for new employees, Aarong uses two distinct methods.

1. Internal Source & 2. External Source.

Internal source

Except for the entry-level positions, in Aarong's opinion, the most important source of new recruits comes from the company's current workforce. The benefit of internal applicants is that they are familiar with the workplace environment and have in-depth knowledge of the organization's official policies and processes, which is true whether they are applying for a new position or a subsequent job transfer. The responsible department and HR decide on promotions and transfers.

External source: Aarong also values creativity and innovation, so the HR department hires talented individuals from outside the company. An essential tool for attracting external candidates is job advertisements in various media.

- **The training and development initiatives:** The human resources division of Aarong includes the training division. All of the new hires' required training sessions are organized and conducted by training employees. As they get accustomed to the new company, workplace, coworkers, and duties of their jobs. In order to familiarize new hires with their positions and the company, the training officers provide them with training and make sure that they're capable of performing well. The training session lasts for one day. The individual receives training while working in mid-level and higher roles. However, occupations like sales representatives, store assistants, and maintenance personnel receive the majority of their training in-house.
- **Performance Management System:** Staff performance reviews are given in order to improve performance. Everyone in the regular workforce who has a PIN (Personal

Identity Number) at this company receives a performance evaluation. The right to receive a performance evaluation belongs to employees who have worked continuously for a year and whose services are satisfactory. Every year, the HR department will evaluate each employee's performance in December, and then a few employees will receive performance reviews in January of the following year. Change in designation, promotion, appointment, confirmation, termination, and special allowance are all recommended actions for performance reviews. The HR department distributes the personnel list and the performance evaluation form to each department for performance review one month prior to the appraisal. Human resources will meet with managers of other departments as needed. Performance evaluation letters are issued to the chosen staff members at the process's end. The entire process is managed by the HR department.

The compensation system:

Benefits:

- **Wages:** Employees of Aarong receive timely payments. Every employee receives a salary raise based on their grade on an annual basis, and the amount of that increase is determined by the employee's grade.
- **Payment in advance:** If an employee is unable to return to work within the month as a result of going somewhere else; this ensures that the employee receives the appropriate compensation for their absence.
- **Housing leasing:** Aarong employees receive a certain amount of money each month to put towards their housing lease payments. The representatives' grades are taken into consideration before granting this request.

- **Travel Allowance:** A travel stipend is provided to regular employees on a monthly basis. However, if a person uses the transport facility that Aarong provides, then they are not eligible for the allowance.
- **Movement Allowance:** All regular employees who have been confirmed for their positions receive a movement allowance.
- **Transfer allowance:** As part of their transfer allowance, employees at Aarong receive two days off.
- **Overtime Allowance:** When employees at Aarong are expected to stay after office hours or are obliged to report to work on vacation, they are reimbursed with additional minutes of work time. The amount of additional time that must be worked each day or hour varies according to the type of employment.
- **Uniform for Transport, Logistics, and Maintenance Staff:** The Organization Provides Uniforms for Drivers, Security Guards, Maintenance Staff, and Office Assistants At the beginning of each year, the organization provides drivers, security guards, maintenance employees, and office assistants with uniforms.
- **A budget for travel and subsistence costs:** When Working After Office Hours Some employees did not take advantage of the transportation facility, but if they were required to work after office hours, they were permitted to take advantage of the transportation facility as well as the food expense for the day.
- **Transportation:** This service is only available to regular employees. This compensation excludes service staff.
- **Phone Facilities:** Aarong gives its staff access to phone facilities by providing them with office phones. Its primary purpose is to be used in official settings. However, representatives are permitted to engage in limited conversation with individuals within certain parameters. Some workers are permitted to handle work-related phone calls

from home in accordance with the responsibilities of their position. In addition, each employee is provided with a cell phone as well as a portable SIM card to ensure the utmost convenience in terms of communication.

- **Mobile Allowance:** Regular employees are eligible for the mobile allowance, the amount of which is dependent on the work responsibilities they have. For instance, the mobile allowance for officers is three hundred Bangladesh taka (BDT), whereas the mobile allowance for managers is one thousand Bangladesh taka (BDT).
- **Celebration Bonus:** Every regular employee and member of the administrative team is qualified to receive a celebration incentive twice a year. The worker will receive the same amount as their regular compensation in the form of an incentive for attending the party. In the case that it is carried out more than once during the period of a year, it will be divided into two distinct halves. The first time, one portion will be given out as payment, and the second time, the other.
- **Medical Allowance:** The Aarong staff receives a portion of the recovery funds that have been set aside as a medical allowance.
- **Week Holiday:** There are two opportunities each week for Aarong head office employees which is on Friday and Saturday. Every 15 working days, one occasion is allowed for male security guards. In other words, they get two occasions each month. Female guards can take part in one event every seven days.
- **Yearly Leave:** The preparation of the yearly leave for the representatives of BRAC and Aarong is determined in accordance with the distributed rundown of leave by the principal office. These are mostly administrative-related events. In light of recent political developments, the dispute is resolved.
- **Paid sick leave:** Each year, Aarong employees are given 14 paid sick days.

- **Paid maternity leave:** For women paid maternity leave is provided by Aarong for a period of six months.
- **Paid Paternity Leave:** Aarong provides one month of paternity leave to every single confirmed employee. This leave is not available to non-affirmed employees.
- **Mandatory leave:** Employees who work six consecutive days in a row are entitled to six days of paid leave each year at a higher rate, and those who work five consecutive days are entitled to an extra five days of paid leave at a higher rate.
- **Gratuity:** This benefit is only available to workers who have worked at Aarong for more than three years. If a person works for the Company for three or more years without being discharged, the last month's salary shall be paid for each year completed.

Non-Compensation benefits:

In addition to a significant number of pay benefits, Aarong additionally provides several non-pay benefits to their employees. The following is in accordance with these:

- **Discount:** Aarong employees receive a 10% discount on all of their purchases. In this way, Aarong's employees can purchase its goods at a reduced price.
- **Work environment:** Aarong is committed to providing its employees with a productive work environment. The environment of the general workplace in Aarong is great for advancing physical well-being, scholastic development, and passionate growth.
- **Daycare Aarong:** It provides a daycare which is "Aador" for its employees so that they can take care of their young children. This space is open to all staff members who have a baby. A sufficient number of staff members have been assigned to deal with these children. By keeping their infants close to them as they work, mothers of young children are able to exert their entire effort.

They do not have to worry about their children inside the time frame that is currently available. In the end, it contributes to the staff members' sense of fulfillment while also improving their physical welfare.

2.4 Marketing Practices of Aarong:

Aarong has always prioritized excellence in all it does, as shown by its picture shoots and the numerous marketing initiatives they have engaged in. They always pick the most well-known social media influencers and top models in the industry to promote their brands and showcase their products. Digital marketing is the main focus of the majority of Aarong's marketing strategies. Nowadays, they use the internet for a lot of their marketing instead of more conventional channels. Each month, Aarong invests tens of thousands of takas in a variety of marketing initiatives on social media platforms including Facebook, Instagram, YouTube, and Google, among others. The introduction of Aarong's mobile app and e-commerce platforms provided the company with a boost in its ability to sell its products. These two developments enable both direct customers targeting and ongoing, in-depth analysis of client requirements. Additionally, they plan a wide range of other events that align with various marketing goals. Aarong uses different marketing strategies than the majority of other businesses because it sells a wide variety of unique and distinctive products. In addition to presenting the most expensive fashion shows and events, they are renowned for being pompous, which adds to their popularity.

The Customer Relationship Management division is not only in charge of the customer experience but also acts as an innovation group for marketing efforts. Interaction with customers and general administration of customers are both under the scope of the CRM department, which is responsible for such operations and is accountable for such responsibilities. Furthermore, Aarong's Customer Relationship Management (CRM) division

is in charge of managing collaborations with other large national organizations such as Crown cement, Radisson, Amari, Berger Paints, Regent Airways, and so on. These relationships are leveraged through a number of distinct marketing methods in an effort to boost the brand's reputation. As a result of these brand associations, clients have more reasons to make purchases from Aarong, which makes them thrilled to do so. Aarong's marketing practices are generally strong, but the brand could improve its digital marketing and e-commerce capabilities to reach a wider audience. The brand could also consider expanding its product range to include more contemporary designs while still maintaining traditional techniques. The majority of the content in these chapters and the ideas that are presented throughout this book are derived from my personal experience. A large portion of that experience was gathered while I was working as an intern.

2.5 Financial Performance:

Liquidity Ratio

Liquidity ratios measure a company's ability to repay short-term debt. The company's short-term liability margin improves with a greater ratio.

Ratio	Formula	2017	2018	2019	2020	2021
Current Ratio	Total Current Assets /Total Current Liabilities	4.38	3.45	3.25	2.73	2.55
Quick Ratio	(Total Current Assets- Inventories)/Total Current Liabilities	0.46	0.49	0.60	0.34	0.50

Table 4: Liquidity Ratio

Current Ratio Interpretation:

Here we can see that in 2021 the current ratio of Aarong was 2.55 which means their current assets were 2.55 times higher than the current liabilities indicating a greater degree of liquidity. The current ratio had been downward sloping over the last 5 years. Although the ratio has been above one for the last five years, which shows a strong financial position. Moreover, the company should monitor its current assets and current liabilities to enhance its liquidity position and should implement new strategies as a result of the company's downward trend.

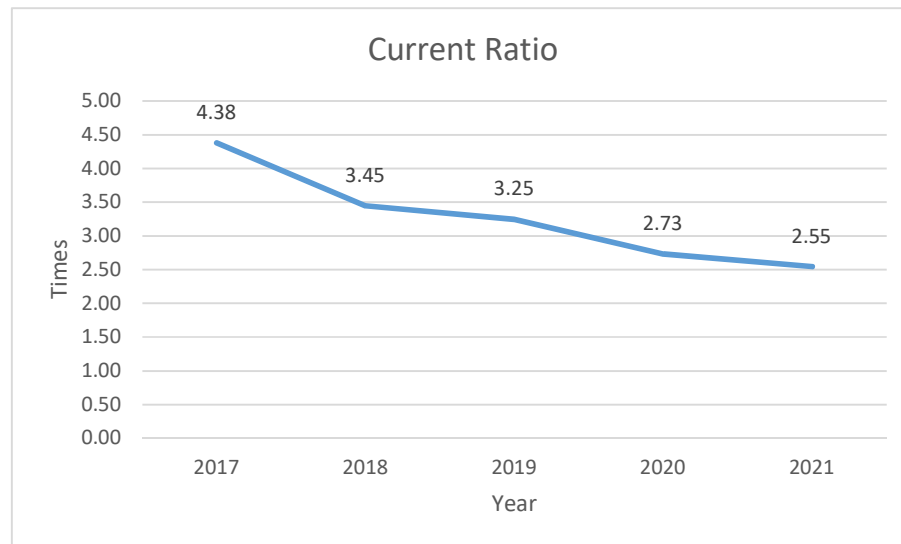


Figure 20: Current Ratio

Quick Ratio Interpretation:

It is clear from the graph that in 2021, Aarong had a quick ratio of 0.50, which suggests that their current assets, excluding inventories, were 0.50 times higher than their current liabilities, indicating a stronger degree of liquidity. From 2017 to 2019, there was a significant improvement, indicating a stronger liquidity function. In contrast, the ratio had a significant decline in 2020, which indicates capacity issues in paying urgent liabilities. The ratio slightly improved in 2021, but it was still lower than in 2019, thus there was still hope for meeting

short-term obligations. In general, Aarong must maintain careful tracking and control in order to fulfill its function regarding liquidity.

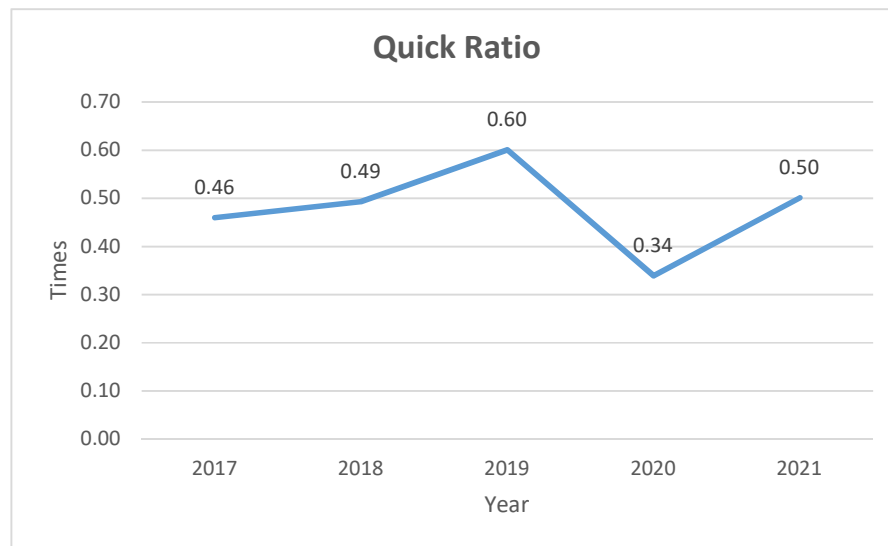


Figure 21: Quick Ratio

Debt Ratio:

This ratio measures the leverage of a firm, which in turn shows how well the company handles its debt. The ratio of a company's debt to its assets is one of the factors taken into consideration when calculating risk. If the debt ratio for the company is high, this suggests that the level of debt held by the company is also high.

Ratio	Formula	2017	2018	2019	2020	2021
Debt Ratio (%)	Total Debt / Total Assets	19%	24%	26%	29%	31%

Table 5: Debt Ratio

With a debt ratio of 31% in 2021, Aarong had a greater value in its assets compared to its debt. Aarong's debt ratio increased from 19% to 31% during a period of five years. As a result, it's clear that the company needs debt funding more and more to maintain its operations and make new expenses. Despite the fact that the debt ratio is still within a manageable level, the rising

trend suggests that debt is being used to finance a larger proportion of the company's total assets. So, Aarong should monitor its debt management in order to achieve and sustain long-term financial stability.

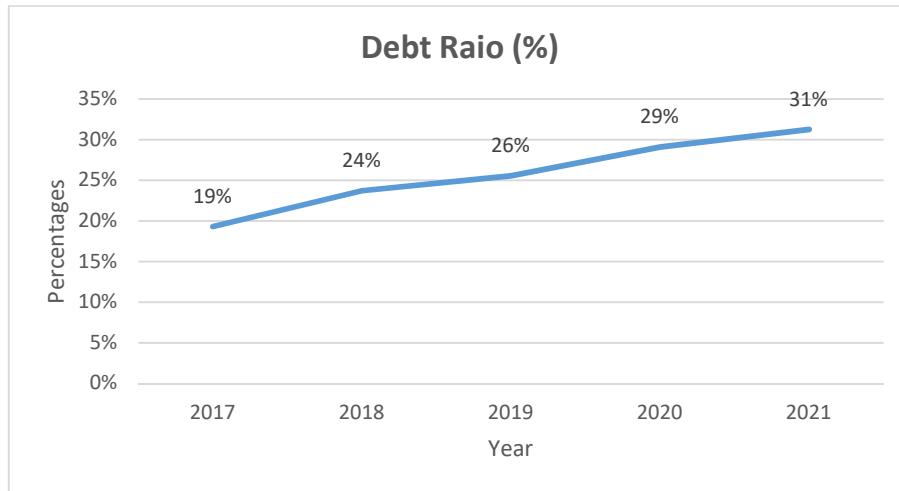


Figure 22: Debt Ratio

Profitability Ratios:

One of the most popular tools for measuring financial ratios is the profitability ratio. A company's return on investments and trading is measured by a profitability ratio.

Ratio	Formula	2017	2018	2019	2020	2021
Return on Equity (ROE)	Net Profit After Tax /Shareholders' Equity	8%	7%	8%	-5%	8%
Net Profit Margin	Net Profit After Tax /Revenue	5%	5%	5%	-6%	6%

Table 6: Profitability Ratio

Return on Equity Interpretation:

It measures how much a common stockholder has profited from their investment in the company. It is better if the ratio is higher. So, Aarong had a good return on equity over the first three years, which indicated that the company was profitable and made good use of the money contributed by shareholders. However, the ROE declined significantly to -5% in the fourth year implying a decline in profitability and possibly inefficient capital usage. In the end, the ROE rose to 8%, showing a return to profitability and good performance. The company's ROE trend was excellent overall, with a temporary fall in profitability during one period followed by a full recovery and continued favorable outcomes.

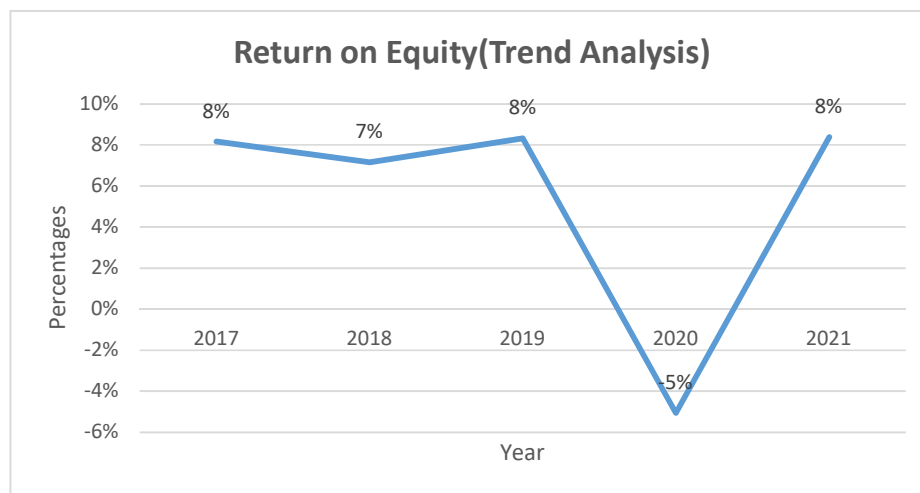


Figure 23: Return on Equity (ROE)

Net Profit Margin Interpretation:

It measures the percentage of each sales amount remaining after all costs including interest and tax expenses have been deducted. It is better if the ratio is higher. From the graph, we can see that, first three years Aarong had consistent profitability with a 5% net margin. But in the next year in 2020, there was a decline in net profit margin. But in the last year there was a positive recovery and improvement in profitability.

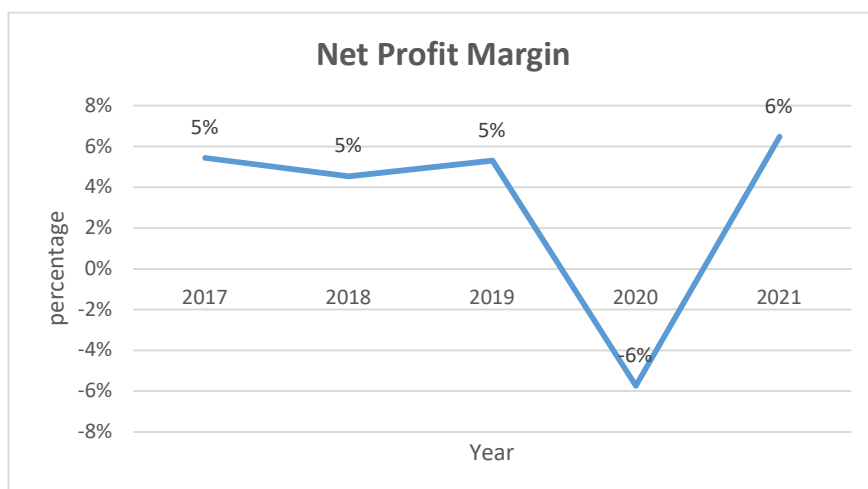


Figure 24: Net Profit Margin

Asset Management Ratio:

Total Asset Turnover Ratio Interpretation:

Ratio	Formula	2017	2018	2019	2020	2021
Total Asset Turnover Ratio	Sales / Total Assets	1.21	1.20	1.17	0.63	0.89

Table 7: Total Asset Turnover Ratio

Asset turnover is the metric used to measure the ratio of total sales or revenue to average assets. This statistic can be used by investors to assess how effectively a business is using its resources to increase sales. We can see from the graph, total asset turnover had decreased over the last five years, which shows that Aarong is less effective in producing sales from its assets. In order to increase asset turnover, the organization needs more research to implement new strategy.

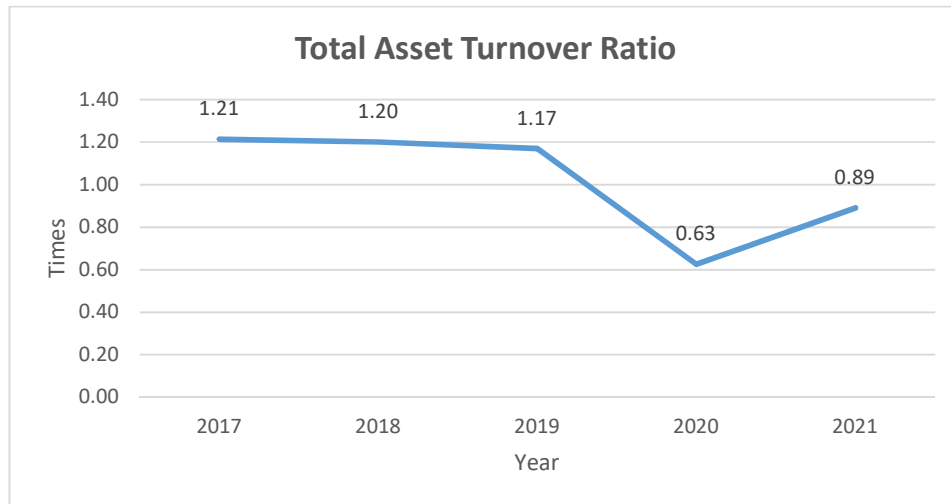


Figure 25: Total Asset Turnover Ratio

Equity Multiplier Interpretation:

Ratio	Formula	2017	2018	2019	2020	2021
Equity Multiplier	Total Assets /Shareholders Equity	1.24	1.31	1.34	1.41	1.45

Table 8: Equity Multiplier

The equity multiplier is a type of financial ratio that can be utilized to ascertain the proportion of a company's total assets that are funded by the equity of its stockholders. From the graph, we can see that there is an upward trend in the company's equity multiplier, indicating a bigger financial risk since the corporation relies more on debt financing than shareholders' equity. To maintain financial stability, the company must monitor and manage its debt.

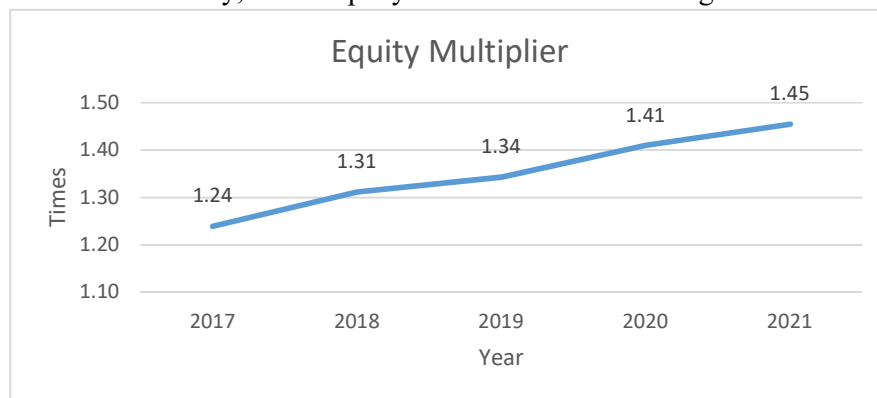


Figure 26: Equity Multiplier

Return on Equity (DuPont) Interpretation:

Ratio	Formula	2017	2018	2019	2020	2021
ROE (DuPont)	Net Profit Margin *Total Asset Turnover *Equity Multiplier	8%	7%	8%	-5%	8%

Table 9: Return on Equity (DuPont)

Over the last five years, corporations' return on equity has fluctuated. If the return on equity (ROE) of a company is high, this implies that the organization is able to make more profits in comparison to the amount of money that its shareholders have invested. This suggests that the company's financial performance is in good shape. However, by the year 2020, the return on equity had fallen to a negative 5%. The company's return on equity dropped after the pandemic hit. However, the organization was able to overcome this obstacle and return to an annual growth rate of 8% in the most recent year, which is a positive sign for the company.

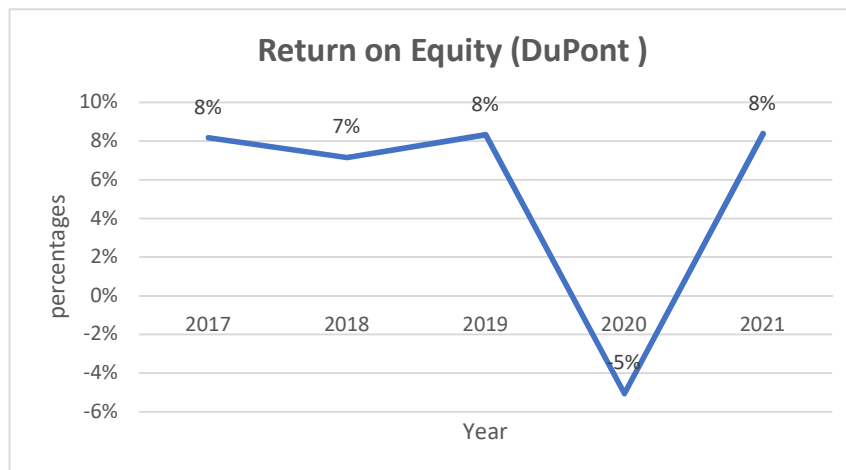


Figure 27: Return on Equity (DuPont)

2.6 Operations Management and Information System Practices

Aarong uses two different types of software for gathering, storing, and processing data as well as for disseminating information to clients and stakeholders. Aarong has an in-house ERP and EDMS system. Most HR tasks are completed with the help of their ERP (enterprise resource planning). In the ERP, staff pins are generated. The ERP is crucial to their hiring procedure. The candidates' ERPs contain all of the data on the shortlisted applicants. It contains information on both previously employed candidates as well as freshly hired ones. Employees can check their remaining vacation time, entry and exit times, remaining medical allowance, total earned leave, and other information that is valuable for recruitment and selection as well as for themselves. The Aarong ERP system both speeds up and reduces a significant amount of paperwork. When information about a candidate or current employee is needed, one needs only type the pin number for the current employee. However, data regarding staff promotions and confirmations are updated in the EDMS (Electronic Document Management System).

2.7 Industry and Competitive Analysis

2.7.1 Porter's Five Forces



An industry's strengths and weaknesses can be ascertained by analyzing all five competitive forces identified and analyzed by Porter's Five Forces model. In order to define an organization's strategy, the Five Forces analysis is widely used to evaluate the structure of an industry. Similarly, the process has been done below for Aarong.

- I. Competitive Rivalry:** In the fashion industry, there are a lot of big enterprises that compete with one another, their sizes are often comparable and the competition is high. There are many rivalries in the market. For example, Qrius, Kay Craft, Rong, Deshi Dosh, and many more. Due to the same products that these companies all produce, the market they have established is filled with fierce rivalry. Customers in several categories can purchase unique products from Aarong. As a result, competitor rivalry is relatively high.
- II. Threats of New Entrants:** There is very little chance of new competitors entering this market. Because even someone who wants to enter the industry just cannot. A large investment would need to be made. For a factory, one requires land, as well as resources like Labourers and raw materials. Not only does it demand a significant financial investment, but it also takes a lot of time. In addition, none of Aarong's items are manufactured using machinery, everything is done by hand. Therefore, it will be difficult for any new competitors to launch with a broad product line as Aarong did. It is challenging to compete with Aarong despite the fact that they are a well-known brand in the fashion sector. For the best products, Aarong's customers are willing to pay extra. So, the entry barrier is high for the competitors and thus it makes the threat of new entrants low.
- III. Bargaining Power of Suppliers:** The strength of Bangladesh's suppliers is bigger than that of the country's local clothing companies. This is the case in the country's fashion sector. The reason for this is that the organization is dependent on the producers of the

raw materials. Because there are just a few suppliers, there is no possibility of switching to a different supplier. Besides, material quality matters too. If you switch suppliers, you might notice a difference in the quality of the materials used to make the clothes. So that's the reason the bargaining power of suppliers is high.

IV. Bargaining Power of Customers: When it comes to negotiation, the clients of clothing companies hold the power. Even if there is huge competition in the market, prices are not significantly different from one another. If one company raises prices, others will do so. Because of this, the clients also have the opportunity to choose. Customer negotiating power is low in Aarong. Even though the costs have gone up, the majority of customers remain brand loyal and are pleased with the superior quality.

V. Threat of Substitutes: Customers are more likely to move to alternatives in reaction to price rises when close substitute products are there in the market. As a result, the market is less appealing and providers' power is lessened. Despite challenges, Aarong's customers are unwilling to switch to other brands because of the superior quality of its products and differentiated marketing approach. For that reason, the threats of substitutes are low.

According to Porter's 5 Forces analysis of the fashion industry, Aarong and the other clothing brands that compete in Bangladesh's fashion market are both doing pretty well. Aarong is in a secure position because there is no competition from new companies, and the customers are not exerting any pressure. It is tough to stay in the competition due to the fact that the industry is filled with very old and well-established enterprises and that they are overly dependent on suppliers for the raw materials they need. On the other hand, taking everything into consideration, it is fair to say that Aarong is in a strong position to deal with alternative options.

2.7.2 SWOT Analysis of Aarong



SWOT analysis is a useful tool for identifying an organization's strengths and weaknesses as well as potential opportunities and threats. When applied within the field of business, it enables organizations to carve out a stable place for themselves within a market. Essentially, this analysis is based on a hypothetical circumstance.

Strengths:

- Aarong Bangladesh's current customers are incredibly loyal to the company, which means that the company might further grow its market share by improving the quality of both its products and its services.
- A strong financial base.
- Handmade, traditional, and distinctive products with a strong brand identity and awareness.

Weaknesses:

- Production is decentralized.
- Insufficient automation
- Long lead times for production
- The remuneration system for sales workers is minimal.
- The company relies on conventional distribution methods, and both the cost of making hand-made products and the cost of distributing those products are relatively high. The price range of the products is also relatively high.

- The customer experience at the online shop is not satisfying.

Opportunities:

- Diversified and unique product.
- There is a growing need for hand-crafted products that are manufactured locally. Because the company is exporting to other countries, there is an opportunity for them to establish their brand in other nations with the recognition they have already received.

Threats:

- Since there is a significant amount of volatility in currency rates, it is possible for there to be an increase in the pricing of raw materials.
- Because the industry is very attractive, there is a risk of new competitors entering the market. Although it is difficult to break into this area, huge businesses operating in other sectors can do it without much difficulty if they decide to do so.

Because of Aarong's many strengths, it should not be too difficult for them to make up for any weaknesses they've discovered. Since the business is financially stable, it may use its strength to update its supply chain and lower distribution costs. They can take advantage of this to diversify their product line and expand into more nations. Concerning the difficulties, they will easily be able to overcome them because of the experience, knowledge, and financial resources at their disposal. Additionally, they may use the democratic leadership style in their Ayesha Abed Foundation. This could enable organizations to overcome their weaknesses, avoid big-scale productions, lower their manufacturing costs, and create accurate estimates of their production. This will help them obtain more ideas and reach better conclusions by incorporating more input from all levels.

2.8 Conclusion

Ayesha Abed Martha Chen founded Aarong in 1978. Currently, Tamara Hasan Abed is the managing director of BRAC Enterprises. Aarong is able to provide the highest possible degree of client satisfaction because of the fast service that it offers. Aarong's product lines are expanding quickly on both the domestic and foreign fronts, thus the business is continually involved in fresh research to uphold its image as a provider of cutting-edge solutions. They are able to grasp the requirements of their customers and the components of their firm that can meet those requirements as a result of this. A democratic leadership approach is being used to run the company. It means considering the perspectives of other people while making decisions. As a result, it indicates how much it values its staff. When they make good use of the resources that are provided to them, they are not only able to provide service that is satisfactory but also service that is effective.

2.9 Recommendations

To ensure that the individuals they hire are qualified for the position, the organization must train the officials in how to perform their duties. The human resources division of the company is understaffed. For instance, the grievance team only has three members to handle all matters involving the Aarong head office, outlets, and Ayesha Abed Foundation. Due to a lack of personnel on their team, they are struggling to resolve those situations. Because of this, I advise that they add more employees to the team as needed to ensure a productive environment. Finally, despite the fact that the HR staff members are constantly occupied due to their heavy workload, many people continue to arrive with questions regarding various topics. As a result, individuals occasionally lose track of their current tasks or forget what they were doing. For instance, they could allot those who arrive with inquiries a window of time of one or two hours. They will be ready for this situation in this way. It is advantageous to both parties.

Chapter 3: Project Part

Sales Associate Recruitment and Selection Process of Aarong

3.1 Introduction

In order to fulfill the requirements for my bachelor's degree in business administration that I am pursuing at BRAC University, I made this report. It is essential that students complete a three-month internship as part of the Bachelor of Business Administration (BBA) degree program. After that, provide a report on it. In order to fulfill this goal, on January 19, 2023, I started working as an intern for the BRAC - Aarong and remained there until April 18, 2023. My internship report topic is "Sales Associate Recruitment and Selection Process of Aarong." My supervisor, Dr. M. Nazmul Islam, is an Assistant Professor at the BRAC Business School at BRAC University. My co-supervisor, Dr. Syed Far Abid Hossain, is also an Assistant Professor at BRAC Business School. Both of them guided and supervised me while I prepared the report.

3.1.1 Theoretical Background

Attracting eligible applicants for a position is known as recruitment while finding and choosing the best candidate for that position is known as selection. The process of recruiting and selection is an essential part of human resource management in any organization. When it comes to obtaining qualified employees for a firm, recruitment, and selection play a significant role in the process. If a company has an effective selection process, it will be able to hire individuals who are qualified to do their jobs. If it is truly effective, then it may be completed in a relatively short period of time. In addition to assisting in the process of recruiting qualified employees for the organization, it also demonstrates, through the organization's recruited personnel, the kind of philosophy and culture the business believes in. One of the most important functions of human resources management is recruitment and selection. This, to

some extent, is what determines whether or not a firm will be successful. There is no question that a company's most valuable asset is its workforce. The process of recruitment and selection is a method for acquiring those individuals. It is beneficial to the company since it helps find the required characteristics inside the candidates and acquires those characteristics for the advantage of the company.

3.1.2 Objective

The primary objective of this study was to establish a connection between the theories and ideas acquired during the BBA program and the procedure used by Aarong for the recruitment and selection of new employees.

The following are the objectives of this report:

- ✓ To explain the Aarong recruitment and selection procedure.
- ✓ In order to improve Aarong's hiring and selection procedures, it is important to connect the ideas and concepts learned in the BBA program with the company's current practice.

3.1.3 Significance

This report is being compiled with the intention of explaining the recruitment and selection process that Aarong uses for its Sales Associate positions. Additionally, it is intended to point out any flaws and offer solutions. The report is crucial for this reason.

3.2 Methodology

The report has been completed with the use of primary and secondary data.

Primary Data:

- The source of primary data was my day-to-day observation, Face-to-Face Conversations with SA and the tasks I carried out during my 3 (three) months internship program.

Secondary Data: The source of the secondary data was the

- Company website.
- Different newspaper articles, journals

3.3 Limitations

The following restrictions were encountered during the creation of this report:

- ✓ More in-depth discussion was not possible due to some information being confidential, which was one of the limits encountered during the compilation of this study.
- ✓ Because many employees were preoccupied with their daily activities, there was less time available to discuss with them.

3.4 Overview of the Human Resource and Administration Department

In order to assist administrative tasks, performance management, employee interactions, and resource planning within an organization, human resource policies are developed. These are some of the critical tools that are essential to job satisfaction and employee motivation. The management and the workers need to agree for HR rules to be effective and enforceable for them to be successful. Each organization creates its own HR policies in accordance with its own priorities, aims, and objectives.

With the intention of maximizing employment happiness, improving transparency, and ensuring procedural justice for all employees, Aarong Human Resource Department (HRD) was founded. Aarong has well-developed HR rules because it is a part of BRAC, one of the biggest development organizations in the world. Aarong has a human resources department with qualified, capable, and committed staff members who are dedicated to achieving the organization's purpose and running the business efficiently. The Human Resource Division's goal is to make a lot of effort to guarantee that employees are fairly evaluated and that they

receive all rights and benefits on time. Additionally, HRD aims to create an environment at work where employees are valued and treated as irreplaceable resources. To this aim, HRD is dedicated to ensuring the placement of the appropriate individuals in the appropriate settings at the appropriate times, maximizing human potential, and fostering a positive work environment. The sales Associate Recruitment and Selection Process of Aarong is the main topic of this paper. However, it will be extremely challenging to cover every aspect of the human resource practice in the condensed scope of this report. Below there is an organogram of HR department and outlet.

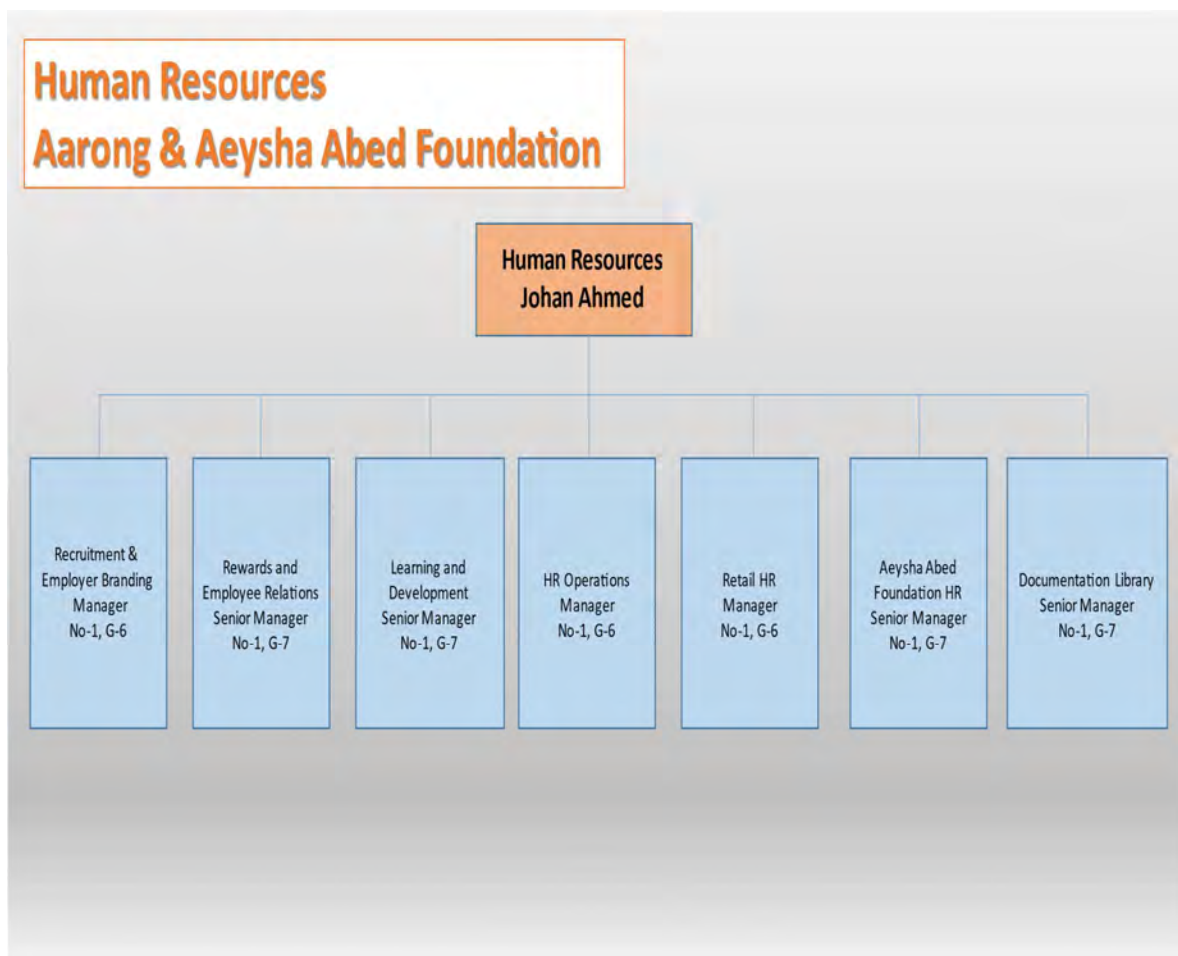


Figure 28: Organogram of HR department

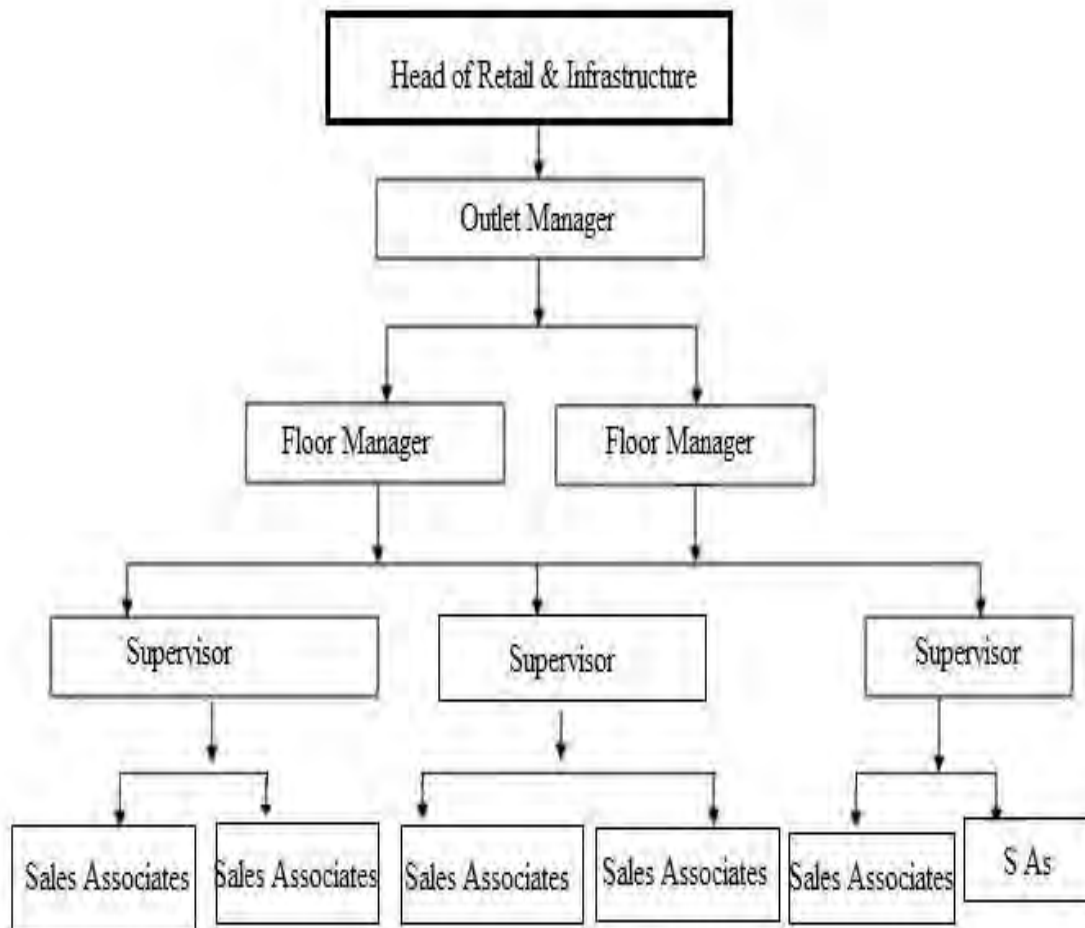


Figure 29: Organogram of Outlet

3.5 Analysis of Recruitment and Selection Process for Sales Associate

The recruitment and Selection process is one of the most important tasks of any organization. Similarly, it is a crucial part of the organization. With the help of the Retail HR team, Aarong obtains competent people for the outlet. With its help, the company is able to attract people and bring in new employees. The main goal of the Retail HR team of Aarong for recruitment and selection of sales associates is to make sure that they recruit the right person at the right time. I was lucky to see the whole recruitment and selection process on Eid time. They hired more than five thousand people during that time. When I was there they opened two new outlets

which are Kusthia and Tangail. The team works towards ensuring meeting the human resource demand of all the outlets. Below there is diagram of recruitment and selection process of Aarong , we can get a good idea from this.

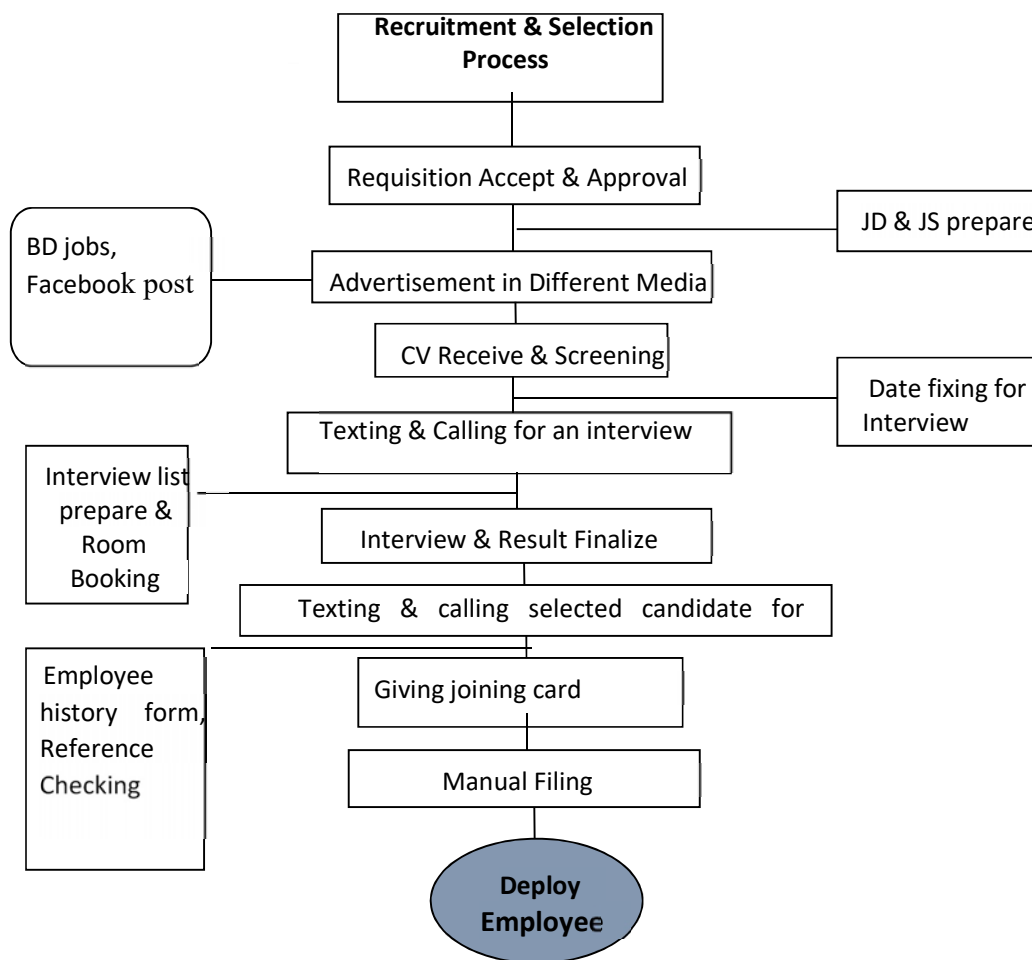


Figure 30: Sales Associate Recruitment & Selection Process

Recruitment & Selection Process

Aarong follows a number of steps in the recruitment and selection process to find a sales associate to fill the open position, as shown in Figure 29. Accepting the requisition marks the beginning of the hiring procedure, which finishes when the person is deployed to the designated department. The procedure is described below:

1. Requisition from the outlets: SA's hiring procedure begins when Outlet managers submit a sales associate requisition form to the retail HR department's senior officer. This requisition form specifies the number of sales personnel, their shifts, and their genders. The senior officer posts the job circular after receiving requisitions from all sources.

2. Advertisements: The next phase, which is publishing job circular advertisements with a deadline in various media, is reached after the preparation of job descriptions and job specifications. Aarong prefers Facebook, BD jobs, etc. for advertisement.

3. Receiving and Screening CVs: Following the advertisement deadline, we get a large volume of CVs from candidates via email, online, hard copies from various locations, and CV boxes. However, after we have collected a pool of applications, we are going to start screening through their CVs to find the most qualified applicant who is eligible for an interview. During this phase of sorting, a few factors are considered while choosing the candidates. Below are some prerequisites:

- ✓ Candidate should have been enrolled in the honors level study and should have finished SSC and HSC both.
- ✓ Selection will not be made for candidates with a diploma background.
- ✓ The applicant's age cannot exceed 26.

4. Fixing Date for Interview: In addition to reviewing the applicants' curriculum vitae, the senior officer chooses an appropriate time and day for the interview.

5. Calling and Messaging Applicants for Interview: The Retail HR team calls candidates for interview in this step and delivers a message. They validate the interviewee's location, date, and time here.

6. Preparing an Interview List and Reserving a Room: At this step, the Retail HR department creates a detailed list of candidates who may come in for an interview. With the interview detail list, that section makes an attendance list for candidates. When the interview is scheduled, the Retail HR team must make sure that a room has been reserved. Otherwise, finding a space for the interview was really difficult.

7. Result: After the results have been published, people who are shortlisted are chosen for a training session. The result has been published after the interview. Then, people who had been shortlisted were chosen for the training session.

8. Contacting the candidates for Training: Here, we congratulate the candidate for being selected. Next, we specify the documents they must bring.

- ✓ One copy of a passport-size photo
- ✓ A photocopy of NID
- ✓ Academic certificates or HSC and SSC test results
- ✓ University's student identification card or admissions receipt

They must provide three references, just like on a CV. all three references' complete contact information, including name, title, and address. Two of the three must be locals (for example, neighbors), while the third can be a relative. The text also includes the date and time. After texting the candidates, the retail HR staff phones to see if they received the message. after making sure that the day's work has been completed.

9. Training: In this phase, the L& D (Learning and Development) team trained the shortlisted candidates. A morning and an evening training session was held. Each training hour is three hours long. We must create an attendance list for this training. After that, a senior officer of the Retail HR team handed over the list of the learning and development team. Aarong follows several processes to recruit sales associates for the vacant position. The recruitment process starts with requisition acceptance and ends with deploying employees to the respective department.

10. Checking necessary Documents: After the training session, the candidate was required to complete a history form. When they are finished, it is our responsibility to collect the form along with the required documents. As we had previously mentioned by text and messages. When a person forgets to bring a certain document, we mark them as not ok and note it at the top of the form. In addition, we advised them to mail or if possible leave the documents at the office. Then we categorize all documents as okay or not okay.

11. Job offer: The qualified applicants will receive an offer of employment from the retail HR team. If the candidate accepts, the HR team specifies the candidate's joining date. The offer comprises Joining and Appointment Letter. Joining as an employee is the final stage of recruitment. Formalities must be completed before joining. Employees must fill out a form upon joining with the necessary information.

12. Appointment Letter: The new employee receives an appointment letter with an individual PIN number after joining. In addition, the outlet supervisor gives a short summary of Aarong's norms, rules, regulations, and policies.

13. Filing and Entry: This phase actually falls under the category of a post-recruitment step, but it also marks the point at which the recruiting process is completed. After receiving employee details and PIN, HR creates a manual file with all submitted documents. The

operations team then receives those documents from the retail HR team. Then the employee information is entered into the ERP and EDMS software.

14. Employee Deployment: Aarong has already hired the candidates, making them employees of the outlet. The Retail HR team then assign the employee to the specific outlet.

3.6 Findings and Analysis

Based on my observations of the Aarong's hiring and selection process, I have the following findings.

- The recruitment and selection team has been struggling with a shortage of qualified employees. Because of this, it has an impact on how they handle operations. Interns are serving in their places to make up for the shortage temporarily. Moreover, sales associates are occasionally hired to assist the retail HR department with recruitment and selection activities. As a result of the change in interns every three months and the temporary employment of sales associates in the head office, the recruitment and selection process are disrupted because every time the team needs to address new people about the recruitment process so it lacks the expected pace.
- Sometimes the recruitment process takes so long that they lose good prospects to other firms. They join other companies rather than waiting for a call from the company.
- The candidates occasionally disagreed over their chosen outlet and shift. Although they initially agreed to work at a specific outlet and on a specific shift during the interview, they lost interest when it came time to report to the outlet manager. This kind of occurrence won't happen again if the authority sets stricter guidelines for this procedure.
- Aarong Retail HR department still keeps each sales associate's information in manual paper records, despite the fact that in today's digital age, paper records are becoming increasingly obsolete. Even though the operation department are also using software

for documentation, but maintaining manual records is too time-consuming. On the other hand, extracting information from an employee's file record becomes an extremely challenging task.

- Aarong Retail HR spends much of its time sorting CVs. Time wasted reduces productivity. Aarong obtains the CVs from BDjobs.com and emails. Then manually sorting them as per the senior officer's instruction. RAK Ceramics in the UK uses a software to sort resumes and they state the criteria they want then click the sort button to sort all resumes in minutes. Because of this, a significant amount of time is saved. And it also reduced the workload. Nowadays, there are many CV sorting tools, thus Aarong Retail HR should utilize software to save time and minimize workload.
- During the training session, candidates are required to properly fill out the history form in accordance with the instructions that were provided to them by the trainer and sign the paper containing the code of conduct. After that, once they have finished, the person in charge should review all of the documents and papers as well to determine whether or not they have been fulfilled correctly. However, sometimes they do not carefully examine those things. Because of this, the retail HR team sometimes discovers that an employee photo, a code of conduct sign, or a reference is missing when they are preparing to hand over the employee files to the operations team. Because the Retail HR team assigned the responsibility of handing over documents to the intern, they faced difficulty. The interns are responsible for calling those individuals and collecting that information, which is not only time-consuming but also stressful.
- During my time as an intern in Retail HR, I observed that there were only two full-time employees and four sales associates who had come from different outlets to the headquarters to help the team during their most hectic recruiting period. Therefore, I received guidance from everyone, and since there was no single set of instructions, each

person gave me their own, which led to a lot of confusion, left the intern feeling lost, and increased the workload.

3.7 Conclusion

The analysis of Aarong's sales associate recruitment and selection processes was one of the main objectives of the report. Due to a confidential issue, I had to work around a lot of restrictions and challenges to finish this report. Aarong is committed to embracing change and accepting the difficulties it presents in order to bring about improvements for the organization. In general, Aarong has an organized system in place for the process of hiring sales associates. If a company's recruitment and selection processes are effective, the rate of employee turnover can be reduced. It also makes it simpler to locate people who share the company's mission, vision, and core values, which reduces the incidence of worker turnover. In such circumstances, integrating into the organizations will be much simpler for the new hires.

On the other hand, markets are evolving, as are consumer perceptions. The service sector is also growing. Any retail or service industry's most valuable resource is its customers. One negative comment or one unfavorable impression today might severely devastate a sector, and there are several examples all over the world. Therefore, the most important thing that the retail industry can work on is enhancing their customer service in addition to expanding their product selections. Retaining a customer's interest and earning their trust and loyalty over the long term can not be done in an easy way. Since its inception, Aarong has built a very solid reputation and brand. The reputation is still the same today, and it is getting better every day.

The key to their success is giving their sales representatives the proper training and grooming . The goal of Aarong's committed training department is to develop the best sales associates in Bangladesh, and they truly achieve this goal. Last but not least, sales associates are assets for

the retail industry, and if good grooming and training could be frequently provided, the result would always be incredible.

3.8 Recommendations

My observations and point of view from a three-month internship period served as the sole basis for the recommendation. I'll provide advice regarding the hiring and selection process. I would recommend the following changes to improve the company's hiring and selection procedure based on the analysis of the process.

- There are not enough people in the Retail HR team. So, if they hire some permanent employees then the recruitment process will be easier for the team, and work will get faster. As, the Human Resources department chooses the top candidates after conducting an in-depth evaluation. The retail HR department should therefore be given the same priority as other departments and should work to grow as well.
- Retail HR department should create a google drive link for their inside and outside Dhaka outlet for keeping track. Because, it took a lot of time to find documents from email for 28 outlets like receiving copies of appointment letters, history forms, etc. If there is a drive link with a different folder with their outlet name then a lot of time will be saved. Then outlet manager can provide the documents in the drive link under their outlet names files. Then everything will be organized. There will be no hassle for any new employees to find those documents They should look into this matter as soon as possible. As those documents only need when they want to hand over those files to the operations team. So, the task will be easier and faster than before.
- In my opinion, having a separate telephone number for candidates to contact with any questions can assist attract more applicants to the interview. Furthermore, make effective use of the Aarong brand value in recruiting employees for management

positions. The majority of individuals are not even aware of the Aarong corporate office. It can be advantageous for effective recruitment to use the brand value of Aarong.

- They need to use more modern technology to call and text candidates before interviews. In addition to saving time and money, it will improve recruitment accuracy.
- The temporary sales representatives who assist the HR team in hiring sales associates should have the required training from the Retail HR department. Before the training sessions, they should make it very clear that the essential paperwork should be checked when the paper is collected, along with pictures, a signed copy of the code of conduct, and three references. I believe that if authorities were strict on this issue, interns would have to go through less trouble to gather the information and documents, and operations would run more smoothly. Additionally, the retail HR department knows what has to be looked at before handing over the file to operations and should make this known to the intern so that the task can be completed efficiently.
- The permanent employees or supervisor of the retail department should provide direction and guidance to the new interns so that instructions should come from a superior which will reduce the confusion with the intern and the intern can effectively use the time for managing other vital works.

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Appendix A

32. Segmental financial information:

	Aarong Rural Craft Centre	
	Taka	US\$
Balance Sheet as at December 31, 2017		
Assets:		
Cash and bank balances	228,217,656	
Advance, deposits and prepayments	236,522,395	
Inventories	3,893,686,987	
Grants and accounts receivable	259,812,647	
Inter-programme current account	(267,830,371)	
Microfinance loans	-	
Motor cycle loans	553,652	
Investments in securities and others	-	
Investments in related undertakings	-	
Property, plant and equipments	2,252,107,201	
Total Assets	6,603,070,167	
Liabilities and net Assets		
Liabilities		
Liabilities for expenses and materials	503,389,020	
Bank overdrafts	117,587,928	
Term loans	-	
Members savings deposits	-	
Grants received in advance account	-	
Deferred income	-	
Other long term liabilities	281,462,351	
Provision for taxation	372,568,777	
Total Liabilities	1,275,008,076	
Net assets- Capital fund	5,328,062,091	
Total Liabilities and Net assets	6,603,070,167	

32. Segmental financial information (Cont'd)

	Aarong Rural Craft Centre	
	Taka	US\$
Statement of Income and Expenditure for the period ended December 31, 2017		
Income		
Donor grants	-	
Social Enterprises	8,019,150,343	332
Microfinance Programme	-	
Self-financing Social Development Project	-	
Investment Income	-	
Other income	-	
Community contribution	-	
House property	-	
Total income	8,019,150,343	332
Expenditure		
Social Enterprises	6,771,787,754	292
Micro Finance Programme	-	
House property	-	
Agriculture and Food Security	-	
Community Empowerment Programme	-	
Education Programme	-	
Gender, Justice and Diversity	-	
Health Programme	-	
Human Rights and Legal Aids Services	-	
Policy Advocacy	-	
Water, Sanitation and Hygiene Programme	-	
Ultra Poor Programme	-	
Forcibly-displaced Myanmar Nationals	-	
Disaster Management and Climate Change	-	
Skills Development Programme	-	
Other Development Projects	-	
Grants	-	
Total Expenses	6,771,787,754	292
Surplus/(deficit) of income over expenditure before inter-programme allocation	1,243,362,589	39
Inter-programme allocations	(435,396,905)	(15)
Net surplus for the year after inter-programme allocations	807,965,684	25
BRAC Contribution to support Donor Funded Programmes	-	-
Surplus of income over expenditure before taxation	807,965,684	25
Taxation	(372,568,777)	(11)
Net surplus for the year	435,396,907	14

Appendix B

31. Segmental financial information (cont'd)

	Aarong Rural Craft Centre	
	Taka	US\$
Balance Sheet as at December 31, 2018		
Assets:		
Cash and bank balances	192,635,564	
Advance, deposits and prepayments	343,323,519	
Inventories	4,407,548,602	
Grants and accounts receivable	249,047,713	
Inter-programme current account	(60,103,204)	
Microfinance loans	-	
Motor cycle loans	-	
Investments in securities and others	-	
Investments in related undertakings	-	
Property, plant and equipment's	2,383,009,591	
Total Assets	7,525,461,785	
Liabilities and net Assets		
Liabilities		
Liabilities for expenses and materials	649,628,371	
Bank overdrafts	117,358,776	
Term loans	-	
Members savings deposits	-	
Grants received in advance account	-	
Deferred income	-	
Other long term liabilities	295,824,623	
Provision for taxation	724,087,273	
Total Liabilities	1,786,899,042	
Net assets- Capital fund	5,738,562,743	
Total Liabilities and Net assets	7,525,461,785	

31. Segmental financial information (Cont'd)

	Aarong Rural Craft Centre	
	Taka	US\$
Statement of Income and Expenditure for the year ended December 31, 2018		
Income		
Donor grants	-	
Social Enterprises	9,007,410,669	371
Microfinance Programme	-	
Self-financing Social Development Project	-	
Investment Income	-	
Other income -internal	-	
Other income	-	
Community contribution	-	
House property	-	
Total income	9,007,410,669	371
Expenditure		
Social Enterprises	7,864,805,815	352
Micro Finance Programme	-	
House property	-	
Agriculture and Food Security	-	
Community Empowerment Programme	-	
Education Programme	-	
Gender, Justice and Diversity	-	
Health Programme	-	
Human Rights and Legal Aids Services	-	
Policy Advocacy	-	
Water, Sanitation and Hygiene Programme	-	
Ultra Poor Programme	-	
Forcibly-displaced Myanmar Nationals	-	
Disaster Management and Climate Change	-	
Skills Development Programme	-	
Other Development Projects	-	
Grants	-	
Total Expenses	7,864,805,815	352
Surplus of income over expenditure before taxation	1,172,604,845	25
Taxation	(351,618,496)	(11)
Net surplus stated in statement of Income & expenditure before inter-progr. Allocation	821,086,349	11
Inter-programme allocations	(410,543,175)	(14)
BRAC Contribution to support Donor Funded Programmes	-	-
Net surplus for the period after	410,543,175	14

Appendix C

31. Segmental financial information

	Aurong Rural Craft Centre	Pr
	Taka	
Balance Sheet as at December 31, 2019		
Assets:		
Cash and bank balances	193,339,297	
Advance, deposits and prepayments	360,734,353	1
Inventories	4,897,438,271	
Grants and accounts receivable	203,058,088	
Inter-programme current account	347,321,838	
Microfinance loans	-	
Motor cycle loans	-	
Investments in securities and others	-	
Investments in related undertakings	-	
Property, plant and equipment's	2,434,174,274	
Total Assets	8,406,697,019	1
Liabilities and net Assets		
Liabilities		
Liabilities for expenses and materials	668,781,290	
Bank overdrafts	-	
Term loans	-	
Members' savings deposits	-	
Grants received in advance account	-	
Deferred income	-	
Other long term liabilities	308,684,108	
Provision for taxation	1,170,895,284	
Total Liabilities	2,146,361,291	1
Net assets- Capital fund	6,260,335,728	1
Total Liabilities and Net assets	8,406,697,019	1

Statement of Income and Expenditure for the period ended December 31, 2019

	Rural Craft Centre	Pr
	Taka	
Income		
Donor grants	-	24
Social Enterprises	8,400,000,000	
Microfinance Programme	-	
Self-financing Social Development Program	-	
Investment income	-	
Other income -internal	-	
Other income	-	
Community contribution	-	
House property	-	
Total Income	8,400,000,000	24
Expenditure		
Social Enterprises	8,344,701,004	24
Micro Finance Programme	-	
House Property	-	
Agriculture and Food Security	-	
Community Employment Programme	-	
Education Programme	-	
Gender, Justice and Diversity	-	
Health Programme	-	
Human Rights and Legal Aid Services	-	
Public Awareness	-	
Water, Sanitation and Hygiene Programme	-	
Ultra Poor Programme	-	
Family-empowered Micro-finance Association	-	
Disaster Management and Climate Change	-	
SRB Development Programme	-	
Migration Programme	-	
Social Development Programme	-	
Other Development Projects	-	
Grants	-	
Total Expenditure	8,344,701,004	24
Surplus/(deficit) of income over expenditure before inter-programme allocation	1,495,113,981	1
Inter-programme allocations	(521,672,000)	1
Net surplus for the year after inter-programme allocations	969,480,000	1
BRAC Contribution to support Donor Funded Programmes	-	-
Surplus of income over expenditure before taxation	969,480,000	1
Taxation	(444,608,013)	1
Net surplus for the year	524,871,987	1

Appendix D

32. Segmental financial information

	Aurong Rural Craft Centre	Pr
	Taka	
Balance Sheet as at December 31, 2020		
Assets:		
Cash and bank balances	70,541,997	
Advance, deposits and prepayments	478,700,048	1
Inventories	5,107,293,052	
Grants and accounts receivable	151,529,949	
Inter-programme current account	34,064,370	
Microfinance loans	-	
Motor cycle loans	-	
Investments in securities and others	-	
Investments in related undertakings	-	
Property, plant and equipments	2,581,143,847	
Intangible assets	-	
Total Assets	8,403,323,263	1
Liabilities and net Assets		
Liabilities		
Liabilities for expenses and materials	994,052,657	
Bank overdrafts	-	
Term loans	-	
Members' savings deposits	-	
Grants received in advance account	-	
Deferred income	-	
Other long term liabilities	308,914,009	
Provision for taxation	1,142,658,684	
Total Liabilities	2,444,526,550	1
Net assets- Capital fund	5,958,796,713	1
Total Liabilities and Net assets	8,403,323,263	1

32. Segmental financial information (Cont'd)

	Aurong Rural Craft Centre	BRP Printing
	Taka	Taka
Statement of Income and Expenditure for the year ended December 31, 2020		
Income		
Donor grants	-	317
Social Enterprises	5,256,197,052	
Microfinance Programme	-	
Self-financing Social Development / Project/Interest income	-	
Investment income	-	
Other income -internal	-	
Other income	-	
Community contribution	-	
House property	-	
Total income	5,256,197,052	317

32. Segmental financial information (Cont'd)

	Aurong Rural Craft Centre	Pr
	Taka	
BRAC Contribution to support Donor Funded Programmes		
Surplus/(deficit) of income over expenditure before taxation	(329,675,615)	1
Taxation	28,236,601	1
Net surplus for the year	(301,439,014)	1

Appendix E

34 Segmental financial information

	F
Aarong Rural Craft Centre	
Taka	
Statement of financial position as at June 30, 2021	
ASSETS	
Non-current assets	
Property, plant and equipment	2,674,263,998
Intangible assets	-
Investments in related undertakings	-
Investments in securities and others-non-current portion	-
Total non-current assets	2,674,263,998
Current assets	
Inventories	5,251,045,581
Grants and accounts receivable	248,138,374
Microfinance loans	-
Advance, deposits and prepayments	393,349,200
Inter-programme current account	568,455,202
Investments in securities and others-current portion	-
Cash and bank balances	77,421,239
Total current assets	6,538,409,596
TOTAL ASSETS	9,212,673,594
CAPITAL FUND AND LIABILITIES	
Capital fund	
Capital fund	8,332,703,991
Liabilities	
Current liabilities	
Liabilities for expenses and materials	911,808,521
Bank overdrafts	-
Term loans-current portion	-
Members' savings deposits-current portion	-
Grants received in advance account	-
Loan loss provision	-
Provision for taxation	1,658,529,444
Total current liabilities	2,567,337,965
Non-current liabilities	
Term loans-non-current portion	-
Members' savings deposits-non-current portion	-
Deferred income	-
Other long term liabilities	312,631,637
Total non-current liabilities	312,631,637
Total liabilities	2,879,969,602
TOTAL CAPITAL FUND AND LIABILITIES	9,212,673,594

	Aarong Rural Craft Centre	Taka	Bt Piastra
Statement of comprehensive income and expenditure for the year ended June 30, 2021			
Income			
Donor grants	-		
Social enterprises	8,200,682,701		29
Microfinance programme	-		
Self-financing social development programme	-		
Investment income	-		
Other income -internal	-		
Other income	-		
Community contribution	-		
House property	-		
Total income	8,200,682,701		29
Expenditure			
Social enterprises	7,440,105,876		23
Microfinance programme	-		
House property	-		
Agriculture and food security	-		
Community empowerment programme	-		
Education programme	-		
Gender, justice and diversity	-		
Health programme	-		
Human rights and legal aids services	-		
Policy advocacy	-		
Water, sanitation and hygiene programme	-		
Ultra poor programme	-		
Forcibly-displaced Myanmar Nationals	-		
Disaster management and climate change	-		
Skills development programme	-		
Migration programme	-		
Social development programme	-		
Other development projects	-		
Grants	-		
Total expenses	7,440,105,876		23
Net surplus stated in statement of income & expenditure before inter-program allocation	760,576,825		6
Inter-programme allocations	-		(1)
Net surplus stated in statement of income & expenditure after inter-program allocation:	760,576,825		4
BRAC Contribution to support Donor Funded Programmes	-		
Surplus/(deficit) of income over expenditure before taxation	760,576,825		4
Income tax expense	(229,416,440)		(2)
Net surplus for the year	531,160,384		2

Appendix F

Ratio	2017	2018	2019	2020	2021
Current Ratio	4,350,962,96 6/993,545,72 5	5,142,452,194 /1,491,074,41 9	5,972,422,74 5/1,839,677,1 83	5,842,179,41 6/2,137,611,6 41	6,538,409,596 /2,567,337,96 5
Quick Ratio	(4,350,962,96 6- 3,893,686,98 7 /993,545,725)	(5,142,452,19 4- 4,407,548,602 /1,491,074,41 9)	(5,972,422,74 5- 4,867,438,27 1/1,839,677,1 83)	(5,842,179,41 6- 5,107,283,05 2/2,137,611,6 41)	(6,538,409,59 6- 5,251,045,581 /2,567,337,96 5)
Debt Ratio	1275008076/ 6,603,070,16 7	1786899042/7 ,525,461,785	2146361291/ 8,406,597,01 9	2444526550/ 8,403,323,26 3	2879969602/9 ,212,673,594
Return On Equity (ROE)	435396907/5, 328,062,091	410543174/5, 738,562,743	521672985/6, 260,235,728	(301439014)/ 5,958,796,71 3	531160384/6, 332,703,991
Net Profit Margin	435396907/8, 015,150,343	410543174/9, 037,410,660	521672985/9, 835,855,885	(301439014)/ 6,256,197,05 2	531160384/8, 200,682,701
Total Asset Turnover Ratio	8015150343/ 6,603,070,16 7	9037410660/7 ,525,461,785	9835855885/ 8,406,597,01 9	5256197052/ 8,403,323,26 3	8200682701/9 ,212,673,594
Equity Multiplier	6603070167/ 5,328,062,09 1	7525461785/5 ,738,562,743	8406597019/ 6260235728	8403323263/ 5,958,796,71 3	9212673594/6 ,332,703,991
ROE(DuPont)	5%*1.21*1.2 4	5%*1.20*1.3 1	5%*1.17*1.3 4	(6)%*0.63*1. 41	6%*0.89*1.45

Project Proposal

Report on

Sales Associate Recruitment and Selection Process of Aarong

By

Mst. Nabila Haque Omi

19304020

To

Supervisor: Dr. M. Nazmul Islam, Assistant Professor

&

Co-Supervisor: Dr. Syed Far Abid Hossain, Assistant Professor

Date: 15th June, 2023

Introduction

The recruitment and selection procedure for Aarong is the subject of the topic I have selected for my internship report. The purpose of selecting this topic is to learn more about Aarong's hiring and selection procedures. I believe the topic is appropriate for my major, and the report that includes the subject will fulfill the university's standards.

Aims and Objectives

The following are the objectives of the research:

The primary objective of this paper was to connect the ideas and concepts that were studied during the BBA degree with Aarong's recruitment and selection procedure.

The ultimate objectives of this paper are:

- ✓ To describe how the Aarong recruits and selects candidates
- ✓ To connect the theories and concepts studied during the BBA program with the practice of Aarong.
- ✓ On the basis of the gaps in their hiring and selecting procedure, offer suggestions and comments that might help in further progress.

Methodology

Both primary and secondary data were used to create the report. My day-to-day observations and the jobs I did during my three-month internship will be the source of primary data. The website of the company, various media articles, journals, etc. would be the sources of the secondary data.

Significance

The report's objective is to describe the Aarong's recruitment and selection procedures. Additionally, it serves to highlight up any weaknesses and offer suggestions for how to fix them. The report is significant for this reason.

Timeline of the Work

The project will take three months to complete, which is the length of my internship.