



Working report on  
“SHOP FLOOR RECRUITEMENT- INITIATIVE TO  
INCREASE THE FACTORY MAN POWER” of  
British American Tobacco Bangladesh

An Internship Report Presented in Partial Fulfilment  
of the Requirements for the Degree Bachelor of Business Administration



BRAC University, Bangladesh

December 17, 2012

Working report on “SHOP FLOOR RECRUITEMENT- INITIATIVE TO  
INCREASE THE FACTORY MAN POWER’ of British American Tobacco  
Bangladesh

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## **Letter of Transmittal**

December 17, 2012

To

Rahnuma Ahmed

Lecturer

BRAC Business School, Bangladesh

**Subject:      Submission of Internship Report**

Dear Madam,

I am immeasurably indebted to you for your kind guidance and it is my pleasure to submit the Working report on 'SHOP FLOOR RECRUIETEMENT- INITIATIVE TO INCREASE THE FACTORY MAN POWER' Human Resources Division, British American Tobacco Bangladesh. I am submitting this report as a part of my internship in British American Tobacco Bangladesh. This report will show a glance how an intern works in Human Resources Division.

This internship opportunity is being a great learning experience for me. I have tried hard to prepare an informative well written working report though I had shortage of time. However, because of the confidentiality policy of British American Tobacco Bangladesh, it has not been possible to put as many data and information as I would have liked to. I hope you will assess this report considering all limitations. I will gladly take your kind feedback regarding the report which will indeed help me in the near future.

Sincerely,

---

Fahmida Haque

ID: 08304008

BRAC Business School

## **Acknowledgement**

Countless thanks to Almighty Allah (The most merciful, the most beneficial).The only creator of universe who enabled me to complete this report, in spite of various difficulties.

It gives me immense pleasure to thank a large number of individuals for their cordial cooperation and encouragement which has contributed directly or indirectly in preparing this report.

Firstly, I would like to express my thanks to internship supervisor Rahnuma Ahmed. Her guidance and feedback made things a lot easier. Whenever I met her in her office or contact her, she answered all my questions and kept me on track to complete this report. She gave me her suggestions that were crucial in making this report as flawless as possible.

I must show my gratitude to my supervisor of British American Tobacco Bangladesh, Adrita Datta (Supply Chain HR Business Partner), who willingly took my responsibility and gave me lot of time and shared her working experiences with me. She guided me and gave me an overview on British American Tobacco Bangladesh which made my job less complicated.

I would also like to express my sincere thanks to all the employees of Corporate and Supply Chain Functions, Human Resources Division of British American Tobacco Bangladesh who helped me during my work tenure and made my experience a memorable one.

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## **Executive Summary**

The internship report is on British American Tobacco Bangladesh, the leader in cigarette manufacturing companies in Bangladesh. It is thought to be an ideal organization for the application of the knowledge that a graduate gains during his/her four years study period. In addition, as BATB is a company with multifarious challenges of tobacco manufacturing industry, a graduate can also apply various theories and can be innovative.

Internship gave me an opportunity to encounter real time work experience in the Human Resources Division of British American Tobacco Bangladesh. This report will give an overview on organizing recruitment procedure and some idea how the Human Resource Division is working for British American Tobacco. It will give an idea on how tasks are executed from the backend to welcome a new joiner. In the report, I have presented all the activities and discussed the tasks in detail that I had to perform during my internship tenure. The tasks assigned to me were highly confidential and was simultaneously performed according to the instructions given by the management. Basic everyday work has been explained for better understanding. This report in brief will also give an idea about human resources division of British American Tobacco Bangladesh and show, how different services besides recruiting are provided.

As per management decision my tasks were arranging and organizing all the recruitment starting from assisting my line manager while screening CV's to the moment when a candidate sits for the interview to note down the candidate's response. Situation-wise explanations have been presented for better understanding. Brief description of the divisions has been given to give an overview on British American Tobacco Bangladesh. As the report is based on the tasks performed so description of the tasks has been explained for clarity. This report is on organizing recruitment and the daily activities of what I have performed are focused. This report also explains all the new things that I have learned from the organization. It focuses on the importance of the exposure of internship. The report also shows the difference between textual learning and on- job learning. At the end, it also tells that both the factors are equally important and closely related to achieve success at work.

This report has been organized into six major separate sections. Firstly in chapter-1, introduction about the report and the objective, methodology and limitations of the report has been described. Secondly in chapter-2, the organization part where the overview, the mission, vision, history of the company is discussed along with the functions of different departments. After that in chapter-3 I discussed my job responsibilities in BATB and the observation and my experience. The chapter-4 is the Findings and analysis of the project part, which is about the Shop Floor Recruitment, I was attached with from the beginning of my internship period where I tried to give a overview how BATB plans a new Manufacturing Floor's Manpower and recruit the potential manpower. In this part according to the project perspective I have come up with some recommendation analyzing the planning and real life experience. The chapter-5 is all about the overall recommendation and conclusion.

# Chapter- 1



## 1.1 Introduction

Human Resources division is a highly organized and confidential department of BAT Bangladesh. HR division understands internal client requirement, works with clients to meet appropriate solutions. Human Resources sector focuses on career development but also maintain employee relationship. It also designs excellent development plans for the employees through the training and development. Most importantly, HR ensures coaching and mentoring which is essential for developing an employee.

Recruitment is also an important segment which HR handles smartly. Choosing the right person for the right position is a critical task. The people who are involved in recruiting provide excellent service. Pulling out e.g. 20 CV's out of hundreds is not an easy job. The training program which HR organizes is the result of understanding, translating employee requirements into reality.

Before joining the Human Resources team, as an intern I was briefed about the four major areas which HR performs more frequently: recruitment, reward and training program, engaging with the business were the four parts discussed. As I had to be a part of the HR team, my work was mostly performing the talent sourcing, talent development and culture. Talent sourcing deals with recruitment where talent development builds the training program which is being analyzed according to the feedback of the previous trainings. Last of all, a very small percentage was in dealing with culture where one has the option to speak his mind. I learnt about being professionalism which is needed while serving in an organization.

I was briefed about taking the responsibility of the interns who were assigned in other departments. If anytime, any problem raised or any help needed regarding internship, I helped them to find an appropriate solution.

Watching and being a part of organizing training program was something exciting and new. Everyday, I was learning something new which helped me to develop my strength and reduce weaknesses.

## 1.2 Objective

To give an idea about the recruitment process through the ‘Shop Floor Recruitment’ project of British American Tobacco Bangladesh and analyzing the internship learning.

## 1.3 Methodology

**Data Collection-** The data needed to prepare this report has been collected from both primary and secondary sources.

**Primary Data Source-** Primary data has collected through unstructured personal interviews and discussions with officials of British American Tobacco Bangladesh Limited.

**Secondary Data Source-** Secondary data has been collected through relevant books, annual report and different manuals of BATB, and other published papers.

## 1.4 Nature of Study

The nature of study is exploratory and descriptive. All issues intended from this study are explored through assessing and analyzing information gathered from different sources. I have utilized my experiences that I have learned during my learning period.

## 1.5 Limitations

Different constraints were available while preparing this report. The main problem that I have faced is BATB has a strict IT policy, as a result I could not be able to transfer my daily work to home as a result it used to take many days to finish a simple work for this report. Secondly, departmental related information is confidential in nature. So, it was impossible to gather that sort of information. In addition I did not get enough time for preparing my report as I have joined lately in BATB for internship rather the other students of my batch. So, if I could have get some more time to understand the organization, responsibilities and off course to collect the necessary information then the report could be much more enriched.

# **Chapter-2**

## **Company Overview**

## **2.1 British American Tobacco Bangladesh**

British American Tobacco Bangladesh Company Limited is one of the largest private sector enterprises in Bangladesh, incorporated under the Company's Act 1913 on 2<sup>nd</sup> February 1972 and since then it has been the market leader in the country. Currently the company employs about 275 managers and 1000 people directly and further 40,000 indirectly as farmers, distributors and suppliers. In its effort to create an international market for Bangladeshi leaf tobacco the Company has been exporting tobacco to markets in developed countries like UK, Germany, Poland, Russia and New Zealand.

BATB markets major International cigarette brands like Benson & Hedges, Pall Mall and John Player Gold Leaf, which are complemented by local brands such as Capstan, Star and Scissors. The company also markets imported cigar brand called "Dunhill" and exports processed leaf to various countries around the world. Recently it has launched its new brand called 'switch'. It has two flavours and has been launched in February 2012.

Afforestation is the pet project of the company, which has started in 1980 and till now the company has planted 42 million trees across the country. In this regard, British American Tobacco Bangladesh has won many awards during last 28 years but the most prestigious of all are Prime Minister Afforestation Award in 1993, Presidents Award in Agriculture in 1975, Sports Journalist Award and FAO Award in 1998. Besides this, the company is also involved in vegetable seed multiplication project, Dishari- a basic IT education project in rural area for poor students and other social and cultural activities throughout the country.

The Company has its Head Office and the cigarette factory in Dhaka, a green leaf threshing plant in Kushtia, a green leaf re-drying plant in Manikgonj and a number of Leaf and Sales offices throughout the country.

## **Vision:**

*'To extend our leadership through world-class performance.'*

## **Mission:**

- Growing our share of the total tobacco market
- Dominating key identified segment

## **2.2 Historical Background of BATB**

British American Tobacco Bangladesh (BATB) Company Limited is the recognized leader in Bangladesh cigarette market, with a long established reputation for providing its consumers with consistently high quality brands. The journey of this company started long back. BATB was established back in 1910 as Imperial Tobacco Company Ltd. with head office in Calcutta. In the very beginning Imperial Tobacco Company (ITC) launched a branch office at Moulivibazar Dhaka in 1926. Cigarettes were made in Carreras Ltd., Calcutta. Imperial and Carreras merged into a single company in 1943. After the partition in 1947, cigarettes were coming freely from Calcutta, but introduction of customs barriers in 1948 between India and Pakistan interrupted the smooth flow of cigarettes from Calcutta to East Pakistan. In March 01, 1949 Pakistan Tobacco Company (PTC) came into existence with head office in Karachi; with the assets and liabilities of ITC Limited held in Pakistan. The then East Pakistan Office was situated in Alico Building, Motijheel. In order to meet the increasing demand, the first factory in the then East Pakistan was established in Chittagong in 1952. From this time onwards requirements for cigarettes for East Pakistan markets were met from products manufactured in Karachi. In 1954 PTC established its first cigarette factory although high-grade cigarettes still came from West Pakistan. The Dhaka factory of PTC went into production in 1965. After the War between India and Pakistan in 1965; the import of

tender leaf from India for the production of Biri was stopped. This gave a big boost to cigarette business. It was at that time the East Pakistani entrepreneurs set up 16 cigarette factories in this region.

Later in 1966, BAT set up a new factory in Dhaka. After the Liberation War, Bangladesh Tobacco Company, more widely recognized as BTC, was formed on 02 February 1972 under the Companies Act 1913, with the assets and liabilities of PTC. Shareholding position for GOB and BAT was 1:2. BTC (Pvt.) was converted into a public limited company on 03 September 1973. It is a policy of BAT that when a daughter company, as BTC was, achieves a certain standard of performance and exhibits at certain level of profitability, its nomenclature is upgraded to represent the original company, BAT. When BTC was successful in producing high quality cigarettes that met international standards in mid 1998, it came to be known as British American Tobacco, Bangladesh, more commonly called BATB.

<b>March 1949</b>	<b>Formation of Pakistan Tobacco Company (PTC)</b>
<b>1954</b>	<b>PTC opened its first factory in Fouzdarhat, Chittagong</b>
<b>1962</b>	<b>Opened a branch in Moulavibazar, Dhaka</b>
<b>1965</b>	<b>Building of a factory in Mohakhali, Dhaka</b>
<b>February 1972</b>	<b>Incorporation of Bangladesh Tobacco Company with a paid up capital of Tk. 400 million</b>
<b>March 22, 1998</b>	<b>Changed its identity from Bangladesh Tobacco Company (BTC) to British American Tobacco Company Bangladesh Limited (BATB)</b>

*Figure 01: History of BATB*

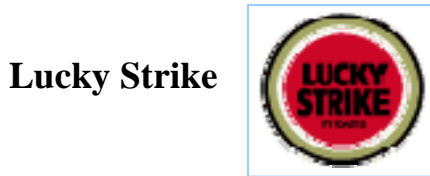
From the beginning, BAT proved that they have extreme energy and strengths to compete with other organizations and to grow up with the time. As a result in 1912 they became world's top 102<sup>nd</sup> company in terms of market capitalization. British American Tobacco

is the world's second largest quoted tobacco group occupying approximately 17.1% of the world's tobacco market. BAT has more than 300 brands which are sold in over 180 countries. They are the market leader in more than 50 countries. In BAT almost 97000 employees are working worldwide. BAT pays on an average over 22 billion pound to the governments worldwide as taxes. BAT has 5 Regional product centers across the world. BAT has 85 factories in 67 countries where approximately over 800 billions cigarettes are produced. BAT's brands are chosen by 1 in 7 of world's 1 billion adult smokers. To producing the tobacco leaf, worldwide 280000 farmers are giving direct support to BAT. According to the 2007's statistics, 684 billion cigarettes were produced in that year. To produce the cigarette they bought 460000 tones of leaf form the farmers in the last year.

## **2.3 International Brands of BAT**

BAT has several popular brands across the countries. The number of brand is huge, more than 300 brands. As a major international Fast Moving Consumer Goods (FMCG) company, BAT is proud of their reputation for producing high-quality brands that are chosen by one in six of the world's adult smokers. BAT has also customized brands for the different countries. The customization is done based on the countries culture, purchasing capability, agricultural condition (for Tobacco leaf) etc. But still BAT has some particular brands which are very popular among all over the world. Among the international brands there are four Global Drive Brands - Dunhill, Kent, Lucky Strike and Pall Mall. These brands accounts for 21% of the global volumes from the subsidiary companies.

Some of the international brands of BAT are given below:



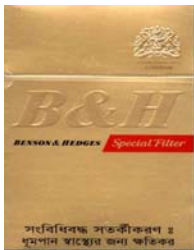
**Pall Mall**



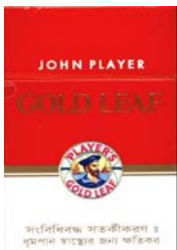


## 2.4 Brands in Bangladesh

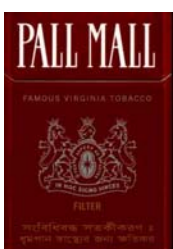
In Bangladesh, British American Tobacco Bangladesh is the market leader in tobacco sector. They have almost 47% market share. However, in Bangladesh BATB have only few brands. Among them Benson & Hedges, John Player Gold Leaf, Pall Mall, Star, Capstan and Viceroy are some of the most popular brands. So we can see that in Bangladesh BATB has only Pall Mall from the Global Drive Brands. The brands discussed below:



**Benson & Hedges** cigarettes were initially made for the Prince of Wales back in 1873. British American Tobacco acquired the rights of the brand in a large number of overseas markets in 1956. Today, British American Tobacco Group companies sell Benson & Hedges in more than 80 countries in the world. In Bangladesh Benson and Hedges was launched in 1997 and it is dominating the premium segment of cigarettes in Bangladesh. B&H has a value of TK 4/ stick and can be found in two different flavors, Special Filters and Lights.



**John Player Gold Leaf** is one of the oldest brands of BATB in Bangladesh that was launched in 1980 and one of the highest selling brands in the Medium Segment in the market. JPGL is mostly found in the Saudi Arabia, Pakistan and Sri Lanka. JPGL has a value of TK 2.5/ stick.



**Pall Mall** is an International Brand operating in more than 60 countries in the world. Pall Mall is the First Global Drive Brand launched in Bangladesh in March 2006. Even though Pall Mall is a premium brand worldwide but it is under Medium Segment in Bangladesh. Pall Mall has a

price of TK 2/ stick, and can be found in three flavors, Full Flavor, Lights, and Menthol. Pall Mall made record sales in terms of volume in 2007 that was initially maintained by Star brand of BATB.



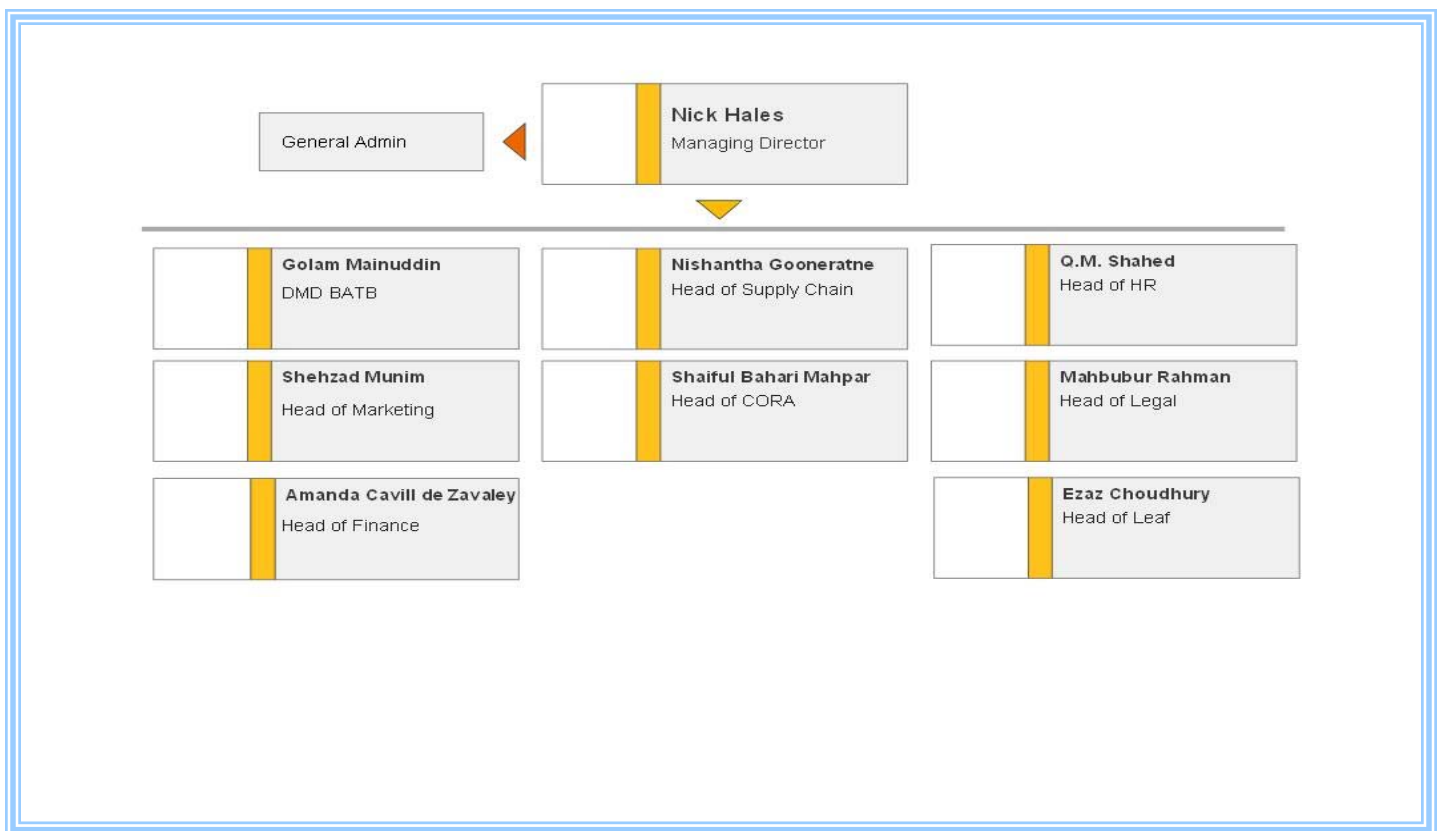
**Star**, a local Brand launched 40 years ago still generates leading sales in terms of volume. Star operates in the Low Segment and has a price of TK 1.5/ stick. Star occupies the leadership in the low segment outside Dhaka, where it has tremendous popularity among smokers. BATB launches colourful new packets for star during the Spring Season in Bangladesh to represent the true colours of Bangladesh.

BATB has launched B&H **Switch** recently. It has two flavors with a switch tip enabling the initial flavor to switch to a menthol flavor. It is getting quite good response in the market but still to capture it. It has come with a total new look and in a black and white stylish packaging. BATB has not gone for price penetration but has kept the price quite reasonable.



## 2.5 Functions at BATB

British American Tobacco Bangladesh has several functions to run their activities. These functions are coordinated by the respective departments. BATB has some common departments which are found in the other local organizations; at the same time they have few departments which are not very common in our country. The following diagram shows the hierarchy of top management of BATB:



*Figure 02 : Functional Structure of BATB*

## ❖ Corporate & Regulatory Affairs (CORA)

Corporate & Regulatory Affairs (CORA) is one of the important departments at BATB. As BATB deals with the controversy product, so in conducting the business they have to be very careful. And this makes them to become a successful organization. However, through the corporate social responsibility they carry out their responsibilities towards their stakeholders and the society. CORA mainly performs the following functions:

- Managing Regulations
- Promoting Corporate Social Responsibility
- Driving Corporate Communications

Some of their key activities are yearly Free Sapling Distribution (in 2008 they distributed 42 lacs saplings), publishing Social Report, several Awareness Campaigns, Community Health Services etc. Following is the diagram of CORA hierarchy.

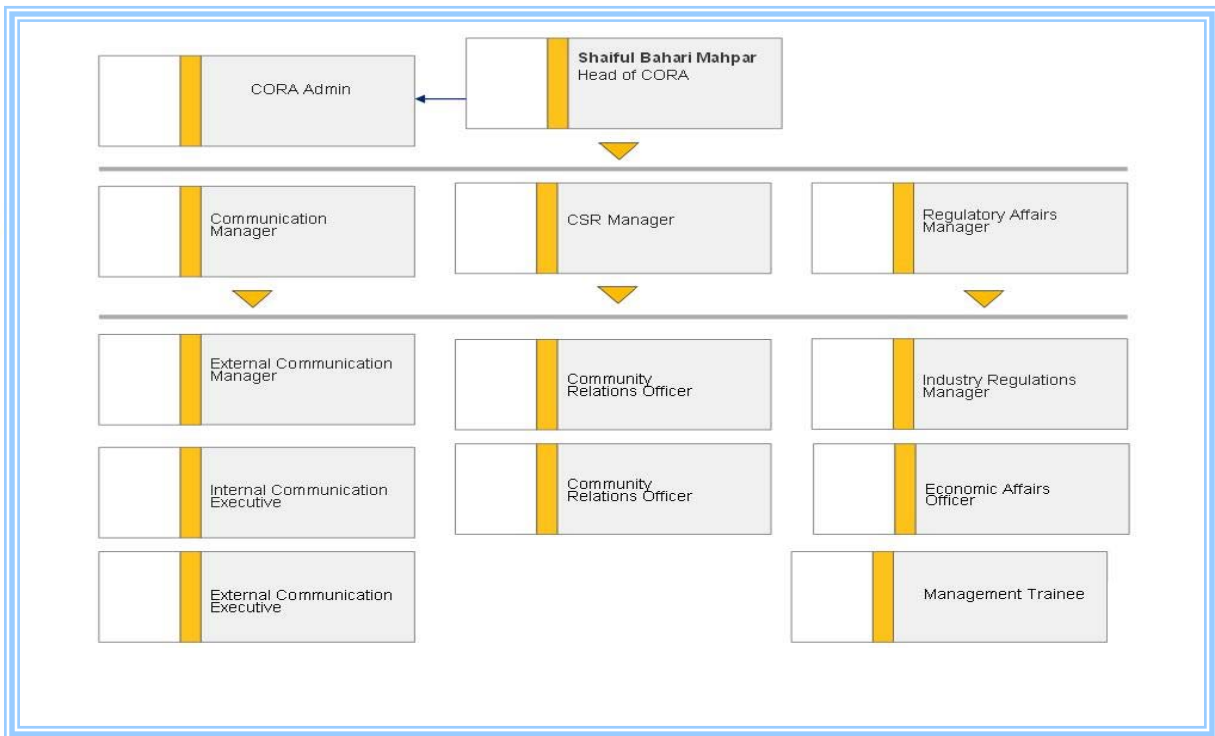


Figure 03: CORA Functional Team

## ❖ Finance

Finance is another very important function for any organization. Finance department at BATB does not only work with their financial activities rather they work in align with the other departments.

- Setting and delivering against financial objectives
- Planning and budgeting for optimal use of resources to grow the business and to satisfy shareholder expectations
- Management reporting to the Board on business performance, current and future
- Statutory reporting and support of investor relations
- Audit and business risk management
- Acting as a value adding business partner to all functions

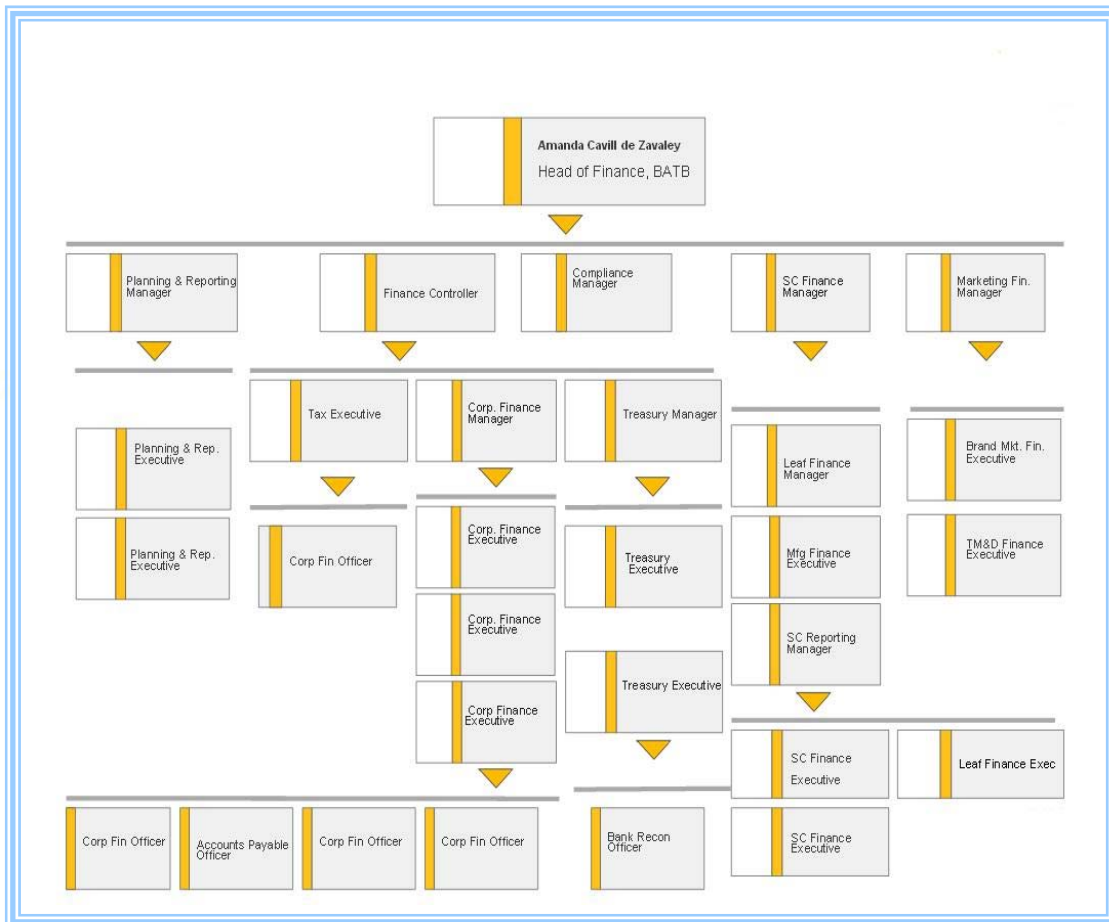


Figure 04: Finance Functional Team

## ❖ Human Resources

Human resource does not mean only a department; it indicates the employees of an organization. The reason is they are the original resources of an organization which cannot be copied, they are unique in nature. But to coordinate the people there should be a responsible authority, and HR is that authority. HR makes the plan about when and how many human resources the organization going to be needed, how to recruit and select them, how to retain them, how to motivate and evaluate their performances, how to solve the conflicts between different parties, to handle the trade unions etc. However, some of the HR functions within BATB are:

- Organizational Development & Change
- Reward
- Employee Relations

The HR organ gram is given here:

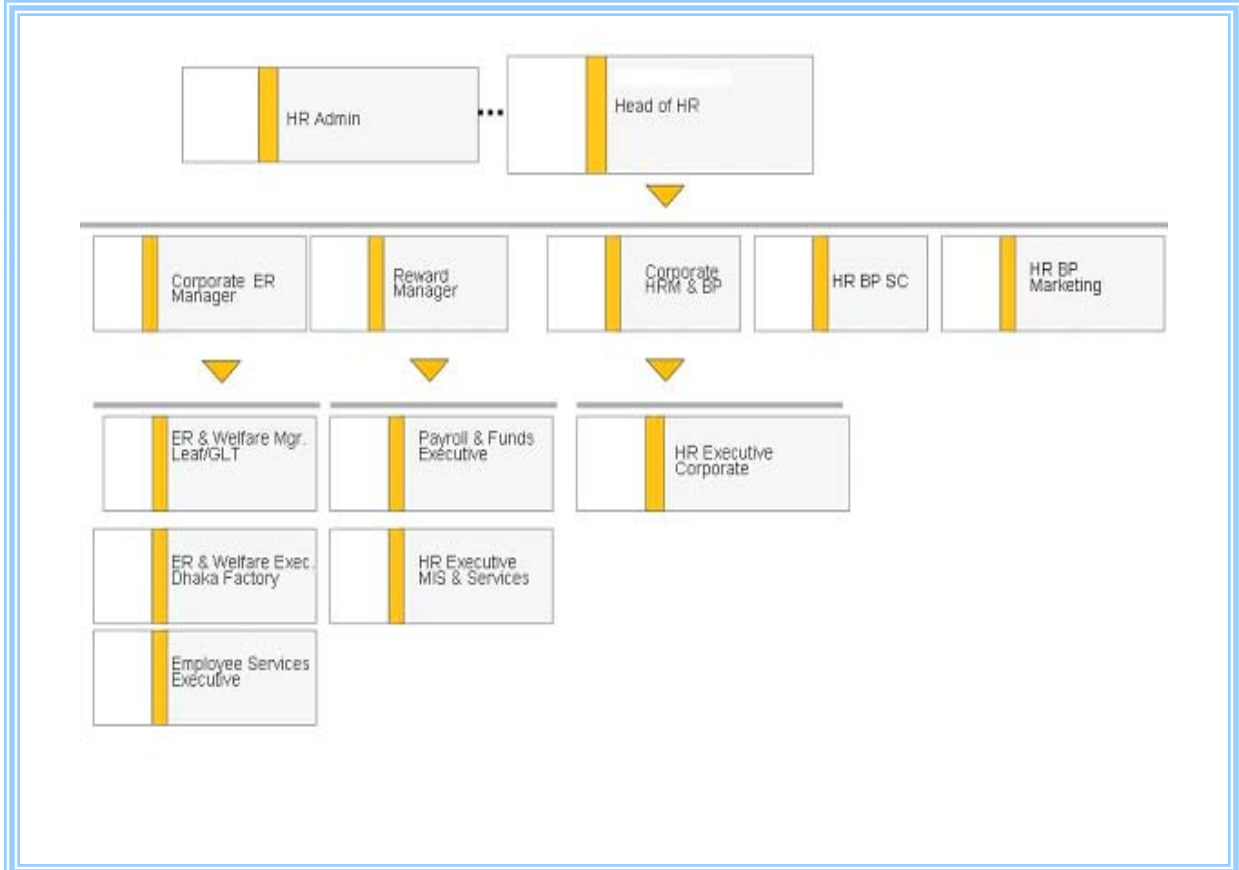


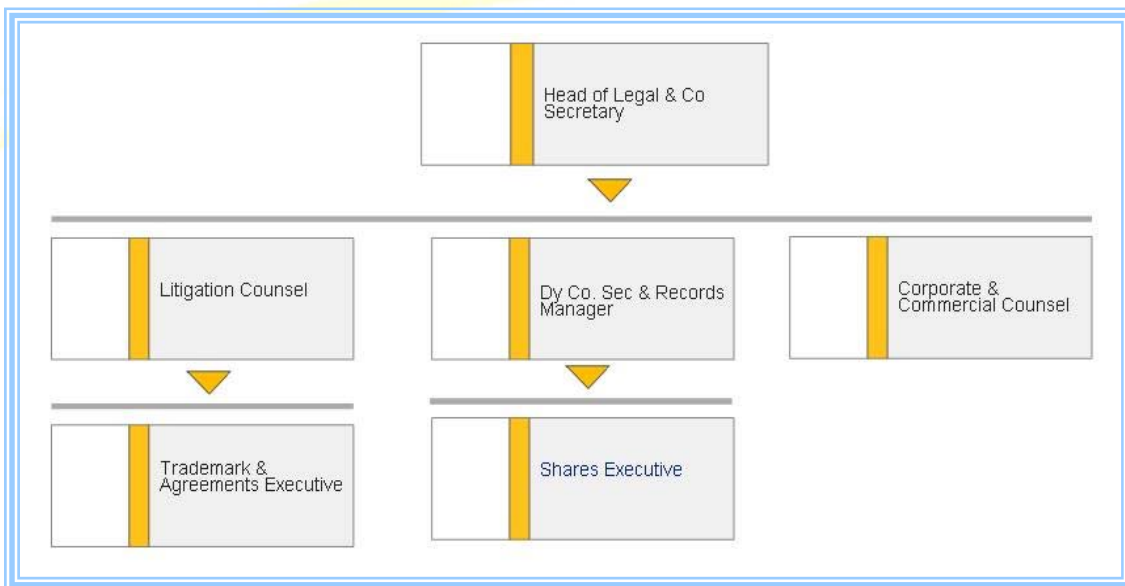
Figure 05: HR functional Team

## ❖ Legal

Legal department mainly considers the Legal and Secretarial function of BATB. It helps BATB to know that what the right procedures to run their business are. As BATB is doing a debatable business, so they have to conduct their business in a very proper and legal way and BATB is very careful about this. Legal department handles how to solve the problems, how to follow and adjust with the state's laws, the shares and stakeholders, auditing, AGM etc. The major activities of Legal department are the followings:

- Litigation Management
- Trade & Agreement Management
- In-house Legal Counsel
- Share Management
- Record Management
- Corporate Governance etc.

The Legal department's diagram is given below:



*Figure 06: Legal Functional Team*

## ❖ Marketing

To increase the sales, brand image and create a value for the brand is every important for any organization. This is a centre focal point for every organization as the business means to sell the services or experiences. In BATB, the marketing team is very efficient and energetic, the verification we can get from their excellent selling records and their highly appreciated values towards the customers. BATB's marketing department mainly conducts two activities called Brand marketing and Trade marketing which includes several other works. Besides this, promotion or advertising activities is very important for any manufacturing organization. But as the promotional activities of tobacco products are banned by the government, so it is very difficult task for marketing to run their business. However, they are also succeeding in this case. The major marketing activities of BATB are:

- Building Brands
- Trade Marketing & Distribution
- Consumer Insights
- Managing specialized channels

Here two diagrams of marketing department are given:

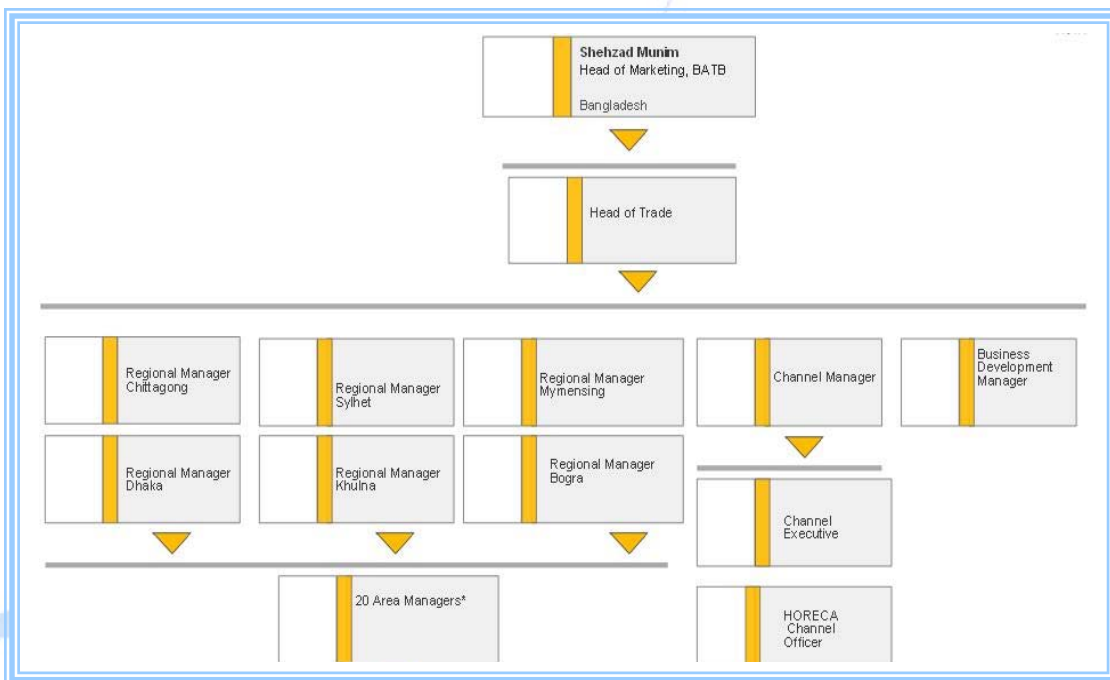




Figure 07: Marketing Trade Team

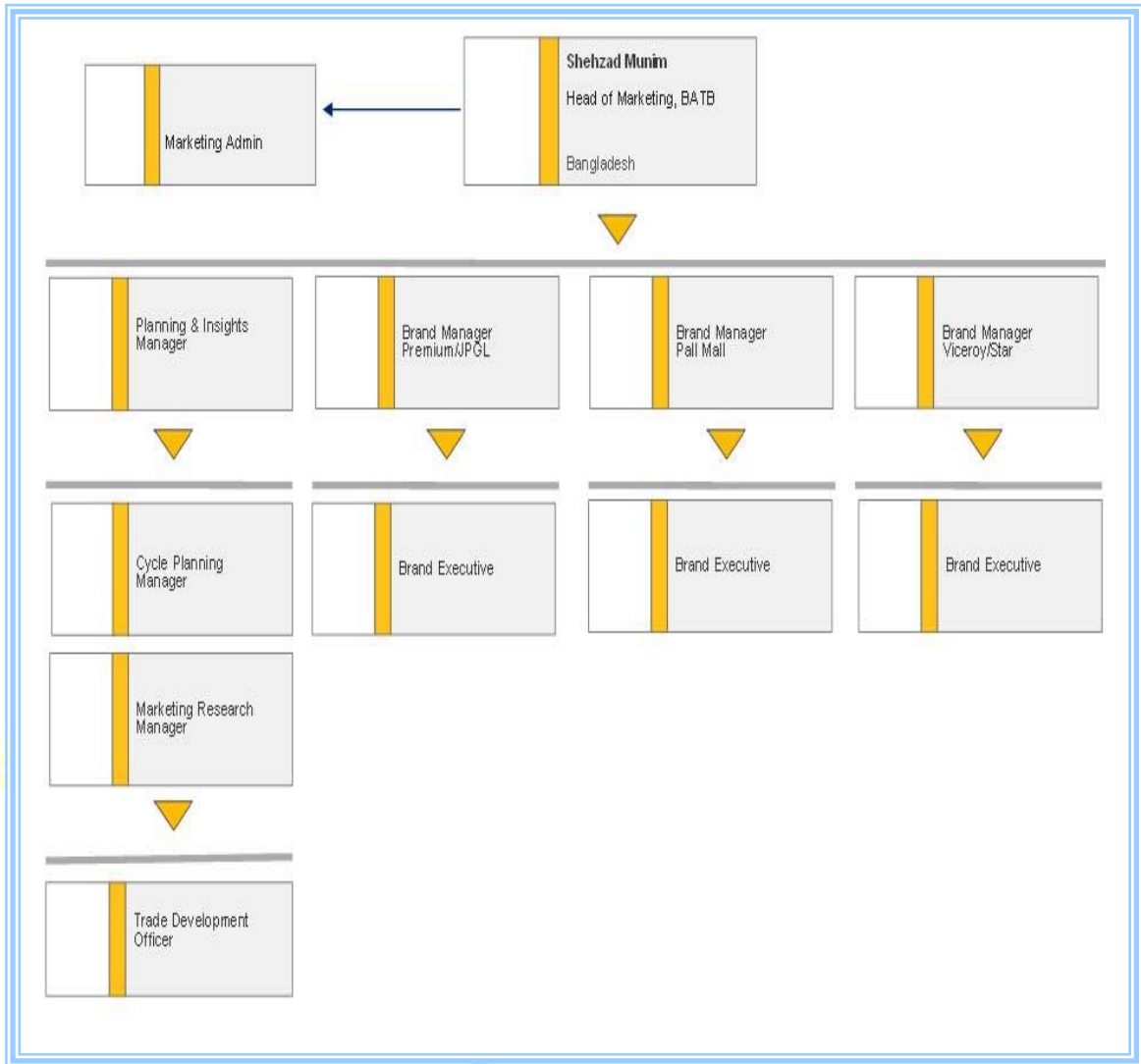


Figure 08: Marketing Brand Team

## ❖ Supply Chain

To operate a business smoothly, operation activities of that business should be done in an integrated and appropriate way. In BATB, operation is a major activity. It includes leaf growing, storing of them, checking of their quality, quality control; send them for manufacturing, packaging, warehousing, distributing, procurement etc. Making up quick decisions based on the arisen situation is another activity of Supply Chain at BATB. Followings are some of the Operations' activities:

**Green Leaf Threshing Plant (GLTP):** The GLT plant is in Kushtia. This function is responsible for procuring the green tobacco leafs and send them to other departments for further processing.

**Primary Manufacturing Department (PMD):** Here the leaf is being prepared for the production activities.

**Secondary Manufacturing Department (SMD):** After PMD, the products came into the SMD; here activities like wrapping tobacco with materials, manufacturing etc are done.

**Supply Chain Management:** In the previous part it is mentioned that BATB do a business which starts form leaf growing ends with the distribution activities. It means



they do their business form the producer to their end customers. But this is a very complex job, which involves several works. Checking and controlling the quality of the tobacco and its packaging is another task of operations. As it is operation so factory is involved here. BATB has the nicest environment for its working environment, they ensure the quality of work life, at the same time they are very much careful about their employees. They provide the

environment where employees can work safely.

That is why several times they have received the Zero Accident Award. Under supply chain management, the following activities can be found:

- Supply Chain
- Product
- Procurement
- Security
- Logistics
- EHS ( Environment, Health and Safety)

The supply chain diagram is given below:

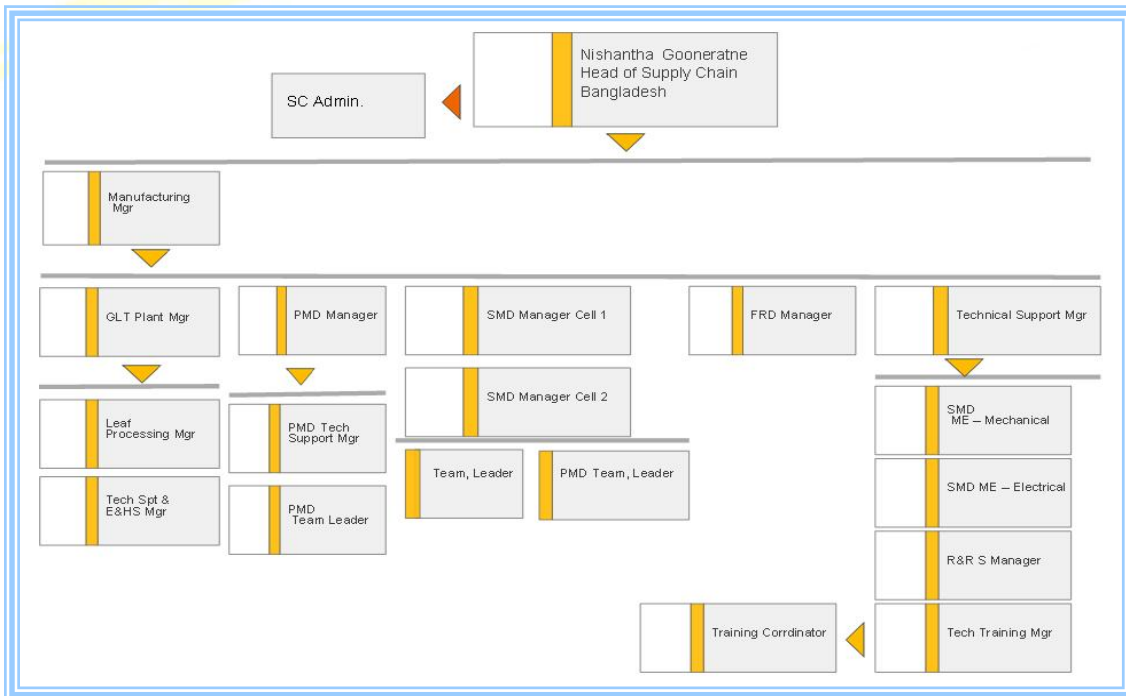


Figure 09: Supply Chain Functional Team

## ❖ Leaf

The Leaf Department is very strong and efficient at BATB. They are responsible for all the activities related to leaf growing, communicating with farmers, controlling of the leaf quality, purchasing, processing, packing, shipping and storing of the leaves etc. People who are working with Leaf department have to be very responsible. It is very important job, because the taste of the cigarettes depends on the quality of the tobacco leaf. However, some of the major activities done by Leaf department are:



- Purchasing
- Processing
- Packing
- Shipping
- Storing Leaf tobacco

The Leaf department's diagram is given below:

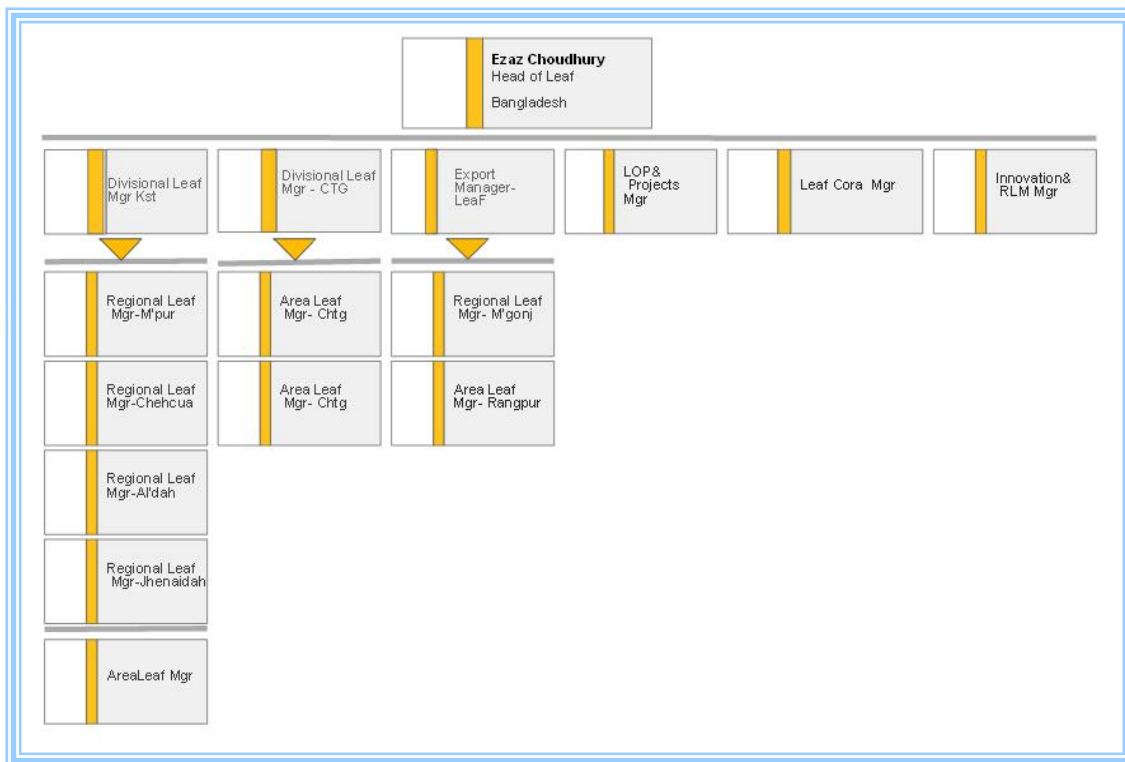


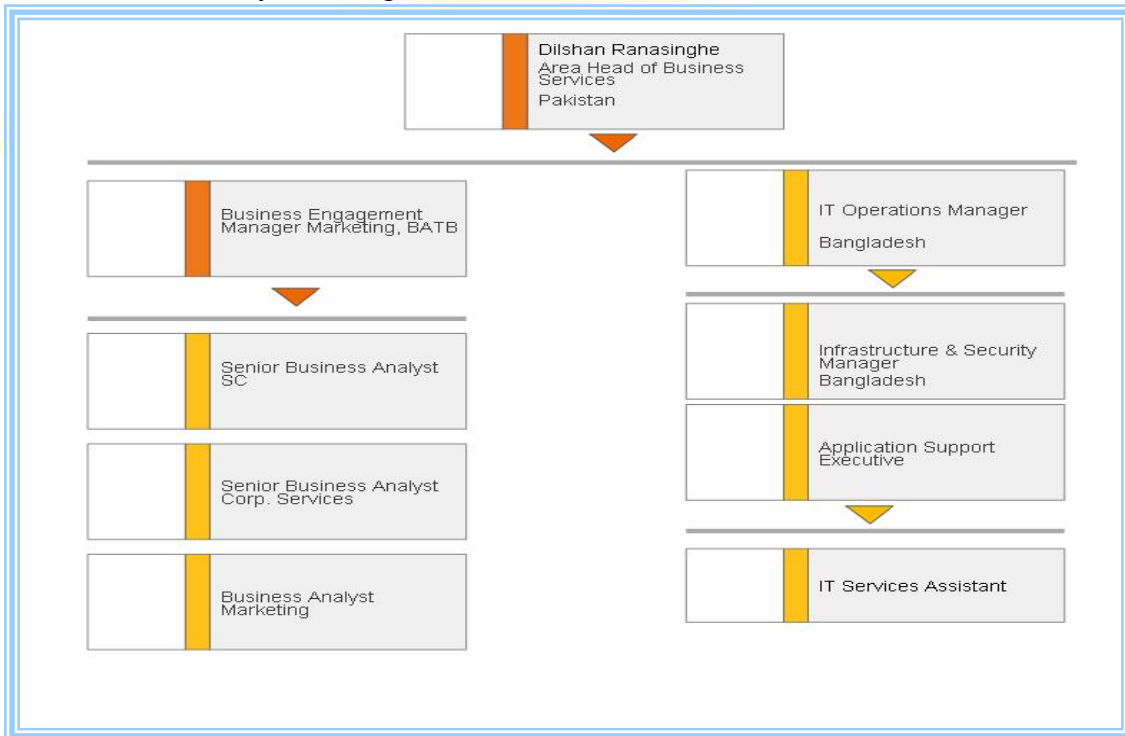
Figure 10: Leaf Functional Team

## ❖ Information Technology

Information Technology does not only means the computer and software related works. As the world is changing day by day, new technologies are coming up frequently, so the business organizations are facing some real problems with it. The IT industry has developed very quickly. With the use of it, anyone can access anything, sometimes very valuable and confidential information of an organization might be leaked out. So to ensure the security of an organization's information and to complete the work in a quicker way, IT can help a lot. IT at BATB secures all the information of this organization, they regularly update their equipments and software, to speed the work and save the time, IT came up with several management and technological software. Followings are the important activities done by IT at BATB.

- Business Area Management
- Architecture & Service Delivery
- IT Management

This is the hierarchy of IT department:



*Figure 11: Information Technology Team*

## ❖ Corporate Social Responsibilities (CSR) at BATB

BATB has a number of different CSR activities which make them to feel proud as they are making a very good contribution in the development of this country. As they are dealing with tobacco products, which are harmful for the people and environment, so they have several initiatives to reduce the harm. BATB follows all the instructions and guidance which are prescribed by the government and other authorities, where it is very rare in case of other Bangladeshi companies.

The CSR activities of BATB are ranged from educational sector to health sector, from environment protection to community service etc. All of their CSR activities made them BEST among so many local and multinational companies all over the world.



Some of the CSR activities related to education are Battle of Mind (which is organized for the university students in every year), Career Talk (Seminar for the students), Apprenticeship and Internship (For the Business Graduate students). There is also educational assistance program for the community.

BATB has a big contribution in the health sector of our country. They have Sanitation support, Primary Health care Support, Malarial Prevention etc.

To make the greener Bangladesh originally greener, BATB has several big projects. In every year they give free saplings to the normal people and corporate sectors. Already they have contributed over 5 crores of saplings to the people without any cost. They also received four times national award from the government for this project. Other than this, they have Vegetable Growing programs, Neem Decoctions, Compost Pits and Green Manufacturing programs.



Besides this, BATB has several awareness programs. As smoking is injurious to health, so they do not encourage teenagers to smoke. To popularize this they have taken awareness build up program named Youth Smoking Prevention. BATB also suggested local government to make a law which entitled that youth under 18 would not be allowed to smoke, where government planned to make the age 16. To make people more aware about HIV/AIDS, BAT has aligned with some international NGOs.



BATB has also standard for the farmers who produce tobacco leaf. Besides this, to reduce the global warming they have Biodiversity program with the international NGOs.

BATB also strictly follows the law which states that labor who are under aged (under 18) cannot work in the factory and they will treated as child labor. For any country, child labor is directly treated as a crime. But in BATB, they do not have any child labor activities. They do not allow any child labor activity inside the organization.



BATB believes that these are some actions which are actually responsibility for them as a conscientious organization towards their stakeholders and the people of the society.

# **Chapter-3**

## **My Job at British American Tobacco, Bangladesh**



During the internship period I was assigned at Human Resources (HR), particularly at Corporate Functions and Supply Chain. It identifies the talent, provides training workshops for employees and reward them Human Resources (HR) main vision is to bridge the gap between top level management and lower level management, also improve performance through attractive reward system. Most importantly, it strives for excellent management practice.

### **3.1. Nature of Job**

#### **1. Recruitment:**

Human Resources (HR) deals with the whole recruitment process and as my sector which is corporate and Supply Chain-HR , deals with recruiting so I had the chance to explore. The first task that I was assigned was to prepare intern joining letters, collecting the information to whom the letter will be assigned and preparing a new database for the interns. Also, prepare profiles for management trainees (MT) who joined currently. Later, I was involved while screening cv's, calling the candidates for the preliminary interview. Once they confirmed, a portfolio was prepared of each candidate that helps the interviewer while having a conversation with the interviewee.

On the preliminary interview day, I called up the candidates in the first hour to confirm about their presence. Once that was done, I had to inform the person who's on duty of the assessment room to prepare the arrangement for interview. The duration for each interview is half an hour. Mostly, HR business Partner plays the role of the interviewer or according to the opening of the function, a person who is trained in interviewing and assessing skills was seen to take the interview.

Each day not more than 7 candidates were interviewed. At the end of the day, when the interview is over, a decision is made. Few are forwarded to the assessment level others

are called and a rejected note is being mentioned. At the beginning, calling someone and saying that he/she is rejected felt awkward, later I learnt it was practicing professionalism.

The next morning, the selected candidates are called using the telephone to congratulate and to inform about the assessment day. As the assessment day is a day long process so my responsibility is to clearly state if anyone had any problem, if yes, forwarding to the admin executive and getting a quick solution and forwarding it to the candidate was my responsibility. On the assessment day a group work is presented to the candidates, and a suggestion is asked through a case study. In this situation, candidates can agree or disagree with one another and the interviewer observes and grades the candidate. Once, this task is over, the interviewer gets into the play and becomes a part of it. After the interaction between the candidate and the interviewer, candidate starts preparing the slides. In the presentation, each candidate gets 30minutes and according to that they present themselves and question and answers session takes place.

Later, the ones who pass the assessment is called and congratulated and finally the day comes for the final interview. The final interview is usually being taken by the head of the functions. Once, the green signal comes from the head room, I called the candidate to congratulate and inform them about their tentative date of joining. Also, inform about the offer letter which depends on medical test which BAT Bangladesh is strict about. As soon as the candidate passes the medical test, he gets the offer letter and hence the person becomes part of BATB. I assisted while organizing recruitment for Assistant Leaf Officer (ALFO) and Cycle Planning Officer (CPO) , Management Trainee (MT) and Channel Officer (CO).

**2. Joining, Promotion and Transfer letter** - As I am directly assisting the Supply Chain HR Business partner, Adrita Datta that is why I am getting the opportunity to make the joining, promotion and transfer approval letter authorized by my Line Manager Adrita Datta.

### **3. Organizing the Training Programme**

This department arranges internal training for the employees. The job is to keep all the managerial level employees from all the departments updated regarding the upcoming training. A registration paper is sent manually and also by e-mail to the employees to confirm whether one is interested for the training programmes. As soon as it's received, we confirm a hotel which is in our vendor list for necessary arrangements. There are also trainings for which the line manager nominates one for specific trainings. Before the training programme starts, I prepared the name list along with their phone numbers, prepared name stands, certificates and files in which their reading material is organized according to the daily timing. A training programme takes place for 3 working days. The training programme that I organized was "Employee Relations & Labour Law" and "Interviewing & Assessing Skills". Both of them required similar work but the content of the training was totally different.

My task would be to keep updating every day's work whether it is a simple calculation of a feedback or for recruiting. Everyday, I would be reporting what was my contribution and get briefed by my line-manager about next days' work.

**4. Training Assessment** - after the training session a feedback from the trainee has been taken in each training program. My responsibilities was to proving the feedback form to the trainee, helping them to fill that out and collecting the form , from the trainees.

**5. Your Voice** - is an employee relationship and managing project operate by the Executive level employees to make sure the rights and facilities for the management level employees. My job was to facilitating the meetings of Your Voice and sometimes preparing the confidential documents and presentation for this project.

**6. Shop Floor Recruitment-** is the project to recruit a pool of new manpower for the Dhaka factory to increase the production. I was directly attached with the project from the planning to the written assessment.

### 3.2. Specific responsibilities:

I was assigned in Human Resources. I was given responsibility to work on recruiting, organizing training programmes, assisting line manager, working for the Project Your Voice, preparing the material and assisting for the new Floor recruitment project for manufacturing.

Back-end duties assigned to me as an Intern were:

- Downloading CV's online and screening according to the criteria mentioned.
- Calling candidates and informing about the interview timings.
- Providing solution to unsolved queries by interns.
- Updating the status of a particular recruitment.
- Creating profiles for each candidate
- Assisting to arrange training
- Feedback calculation of the training program
- Organize files and certificates for candidates of the training program
- Maintain file work
- Arranging meeting room materials
- Calculating and preparing bills for events like 'Family day' and training programs.
- Writing approval letter of joining, promotion and transfer.
- Writing joining letters and competition letters
- Presentation work as briefed for meetings.
- Microsoft Word and Excel work for Your Voice.

## 3.3 Critical Observation

From my internship opportunity in BATB, I have get to learn, observed and experience so many things. Here is some of my observation discussed in bellow-

### 3.3.1 Learning from the organization:

- **Gained knowledge about Human Resources:** As my major is HR & Marketing, I had very good idea about human resources. Interaction with quarries by candidates and interns was a learning experience I encountered. Now I wonder if I sector was not HR, I would have missed out so much of learning. Daily feedback encouraged me to get out of comfort zone to excel. It also gave me a chance to observe how people react after receiving a certain call for job. And also, when I had to inform about rejection. As that is counted as a professional attitude. As part of the job for surveys and recruitment, I had to give feedback on the spot. Some candidates' used to get very happy while I inform them about the job that one just got and some were even disappointed because their wishes were not fulfilled .So this whole experience and interactions was completely a new chapter for me and was of great learning. As a lot of my communication was based on telephone, I had to very careful about what I was delivering.
- **Gaining knowledge regarding BATB and how a multi-national works in daily-life:** As I was in human resources so in order to understand my tasks better, I had to understand all the offerings of BAT Bangladesh. This in return enriched my knowledge regarding the recruitment process. As an outsider before joining BATB, I only knew about its brand image but I did not have any idea about different products except Benson & Hedges. As I worked for Organizing recruitment and training programme so I learnt a lot about what the company looks for in a candidate. This would have been impossible with out this internship experience.

- **Experience of one-to-one session:** One to one session is a session in which a supervisor evaluates employees under him/her on a weekly basis. In this 6 week of internship I had 5 one to one sessions with my supervisor. Each session was of half an hour. In those sessions he used to evaluate my week's work. In few sessions she corrected my mistakes and also appreciated some of my work of a given week.
- **Learned to take decisions:** While working, I had to take lot of decisions that were completely new to me. Firstly, I was groomed and then slowly responsibilities were given to me. In one such scenario, my supervisor was out for training and I organized and handled the daily activities and inquiries. I had to give instant feedback, so I called my supervisor. He said that as he is not in the office so he cannot see the papers and asked me to take the decision. He told me that it was my judgment that was to be counted. After hearing the candidate's problem in details, I felt that the candidate is genuine and gave her time to sit for the assessment later due to the family emergency. This experience exposed me under pressure and taught me to take decisions on my own for the first time.

### **3.3.2 Difference of real time work experience compared with textual learning's from Courses:**

Working in an office is completely a different scenario than being in a class in university. It's a learning experience. While working, I realized that working in any department of the company would have given me the same lessons that I have learnt from Human Resources (HR) as in an internship, one becomes more organized and get a close look to a corporate life. This was an opportunity to learn from all so working over-time was also worth it. A pressure of performing, knowing that people are observing you and evaluation would be done after sometime, was dutiful.

I found so many similarities from the things learnt from HR so everything was flexible for me. Hence, it was very interesting. A course which helped me a lot is the business communication course, we were taught how to write professional mails and in my job, everyday I had to write a lot of professional mails so this business

communication course was of great help. In fact, I got to connect my work with the Introduction to management, Industrial Law, Forecasting manpower, Recruitment and Selection and Training & Development courses I have done in my University.

Most of the work I did was based on Microsoft Excel. In our university, more time in this software could have been helpful. In my view, textual knowledge is very important and it gives you the basic knowledge required and enhances the confidence required to work in real time environment. But working real time is completely a different situation and this exposes a person to reality. So it could be said that both are very essential and inter-related for success.

### **3.3.3. Work procedures, rules, regulations and activities of recruitment, human resources:**

Candidates are required to fill up the blank resume format provided in the website. A well-structured and systematic selection procedure is followed to get the most suitable candidate. Following the selection procedure, pre-employment medical examination and reference checks are done. Application from recognized universities from home and abroad is appreciated. But a rule is strictly followed that a applicant must be a citizen of Bangladesh. BATB encourage students with good academic track record to apply.

The company policy which makes them what they are today is that once a candidate gets rejected from any step of the recruiting system, then he can not apply here for any position for the next two years.

### 3.4 Different aspects of the Job

From the internship work I am not only learning so many things, but also I am being able to develop myself through the different aspects of this job. Here is some different aspects of the job I am experiencing is discussed bellow

- **Dealing with People-** as I am working with the HR team so I have to deal with people all day long. Sometimes I have to deal with the organizational people , sometimes I have to deal with the outsiders ; in fact sometimes without seeing them I have to do important business deal. For example- booking room in hotel for meetings.
- **Communication-** I have to communicate with people daily face to face, by phone or through e-mail. Through this my communication ability is increasing day by day and I am being confident rather than before.
- **Interaction-** sometimes I have to interact with new people whole day lone when interview or assessment takes place. Through this my interacting skill is developing and I am being good at interacting with people more.
- **Managing people-** I have to manage from the candidate level people to the managerial level people because of my work. It is defiantly a tough task. For managing people I have to be aware all the time and have to done work in time.
- **Networking-** By working with HR division I am getting to know so many people, not only from BATB but also from the other organization. So my networking is building through this way.



# **Chapter-4**

## **(Findings and Analysis)**

# SHOP FLOOR RECRUIEMENT- INITIATIVE TO INCREASE THE FACTORY MAN POWER

Recruitment is an action of Human Resource Department of any organization all over the world. BATB generally recruit employee for factory while they are willing to establish a new machine for more production. Recently the authority of BATB has decided to purchase a new machinery for the purpose of maximize its production and increase the product and profit volume. To run this machine, the company needs a large number of people to operate the machine. For this, BATB has decided to recruit machine operators for the machine. As recruitment is a function of HR department of BATB, it has made a team to do the project named ‘Shop Floor Recruitment’. The recruitment project is not an easy task. The whole HR department along with the operation department has made critical plans to run the project successfully. For this, various meetings, discussions are taken place and as a result, a well defines plan with schedule has been finalized for the project “Shop Floor Recruitment”.

## 4.1 INITIAL PLANNING PROCESS:

The project team has first of all decided the number of operator they needed for the machine that the company is going to established. Team decided the number of maximum individuals they are going to recruit.

### Total no for recruitment

Item	Number
additional requirement for new lines	52
Other vacancy (Expire, Resign , retirement etc)	5
Final proposed no for recruitment	57

Table 12: Recruitment number

## ➤ Targeted Pool & Eligibility:

In the next step, the project team has decided the targeted pool and the eligibility of the candidates who can be applied for the post. The team also selects the requirements that are needed to select a candidate for next step.

### ▪ **Pool:**

The followings will be recognized as a qualified candidate to sit for the exam if all requirements are full filled as per required.

- Badli/Casual pool (current)
- Badli engaged through contractor
- Diploma candidates – *Poly technique institute (Dhaka Based only)*
- Employee/Managers referral (Maximum one application form for each DF permanent employee).

### ▪ **Eligibility :**

- For external candidates: *Engineering, Diploma, Discipline – (Mechanical/ Electronics /Electrical /Power).*
- For Employee/Manager referral: *At least S.S.C.*
- All badli/casual/contractor employees can apply.

## 4.2 SELECTION PROCESS FLOW:

To select the most eligible candidate, a pre approved and well designed procedure has been followed. These steps which are following to select final candidate are as below

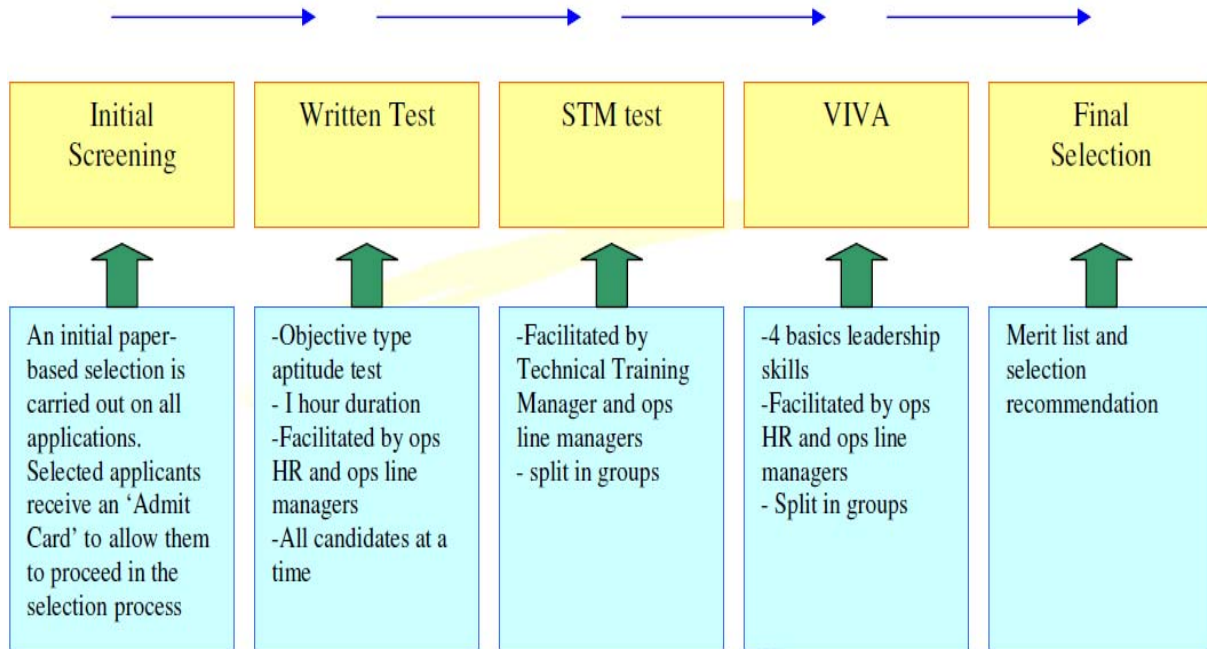


Figure 13: Selection Process Flow of Shop Floor Recruitment.

According to Selection process flow, first of all the Initial Screening will occur where the candidates would be screened according to their eligibility and here work experience and previous performance would get priorities. Then the screened passed candidates will get admit card for the written test which will be a One hour test and all the candidates will set for exam at a time. After passing the written exam candidates would be called for the STM test and VIVA split into groups. In VIVA leadership skills would be judge and in STM test Short Term Memory would be judge through Machineries Examination.

### 4.3 PROJECT GOVERNANCE STRUCTURE:

The project “Shop Floor Recruitment” is a work of a group where different individuals are working as a team. In this team, people from high authority to temporary employees, different parties are involved. There is a designed structure for the authority of this project.

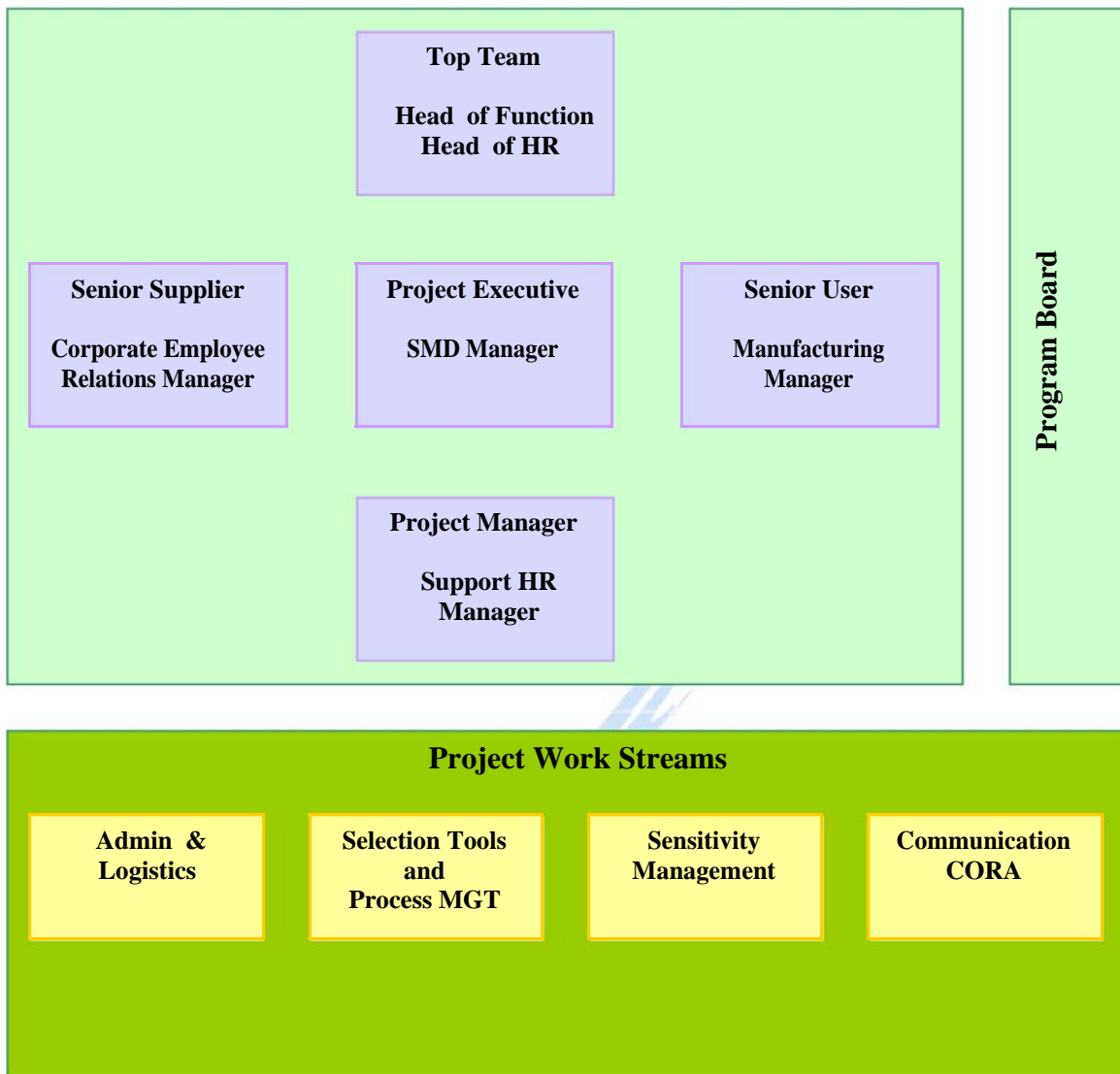


Figure 14: Project Govern Authority.

## 4.4 CRITICAL ACTIONS BEFORE GO LIVE:

Recruitment project is not a easy task. Different parties and their individual as well as business interest are involved here. The authority have to take decision on the basis of the most important mater and the they have to follow the most safe way to avoid all the critical situations that may be occur while taking any decision. For example- there are Union Leaders, CBA in BATB. These people always try to influence the management's decision and try to force the management listen to them. Sometimes they are involved in illegal task as well. To avoid these types of unfortunate situation this can affect the decision of the management and can make caous in the organizational environment, different actions are preplanned. By taking necessary steps, any critical situations can be stopped before occur that can hamper the regular activities of BATB.

The project team has taken some actions before go live to protect any critical situations like-

- (1) On board CBA that is CBA leaders are well describe the project as per they can be informed and their activities are strongly controlled by the higher authority who are involved in the "Shop Floor Recruitment" project.
- (2) On board operations line managers that are the line managers of every shift are ordered to deal with his employees in a way so that they can not be able to make any hamper to the project work. This need to be tackle in cool mind cause it is a mater of those people who are the heart of any company.
- (3) Ready FAQ.
- (4) Sessions for operations line managers' readiness – to inform them completely about the process & sensitivity understanding.

## 4.5 SENSITIVITY MANAGEMENT:

To avoid all the sensitive issues that can occur in the mean time of running the project, various management preclusions are taken before it goes live. For the purpose of sensitivity management, the following need to follow-

- (1) Maintain one point contact process from both CBA and Drive team.
- (2) Transparent and communicate indifferent message down the line regardless of CBA and opposition leaders.
- (3) Maintain strict confidentiality handling question paper and relevant information.
- (4) ERM, Legal and internal communications team involvement for every Notice board communications.
- (5) Avoid discussion on precedence and past recruitment practices especially with CBA and Opposition leaders as much as possible.
- (6) Strictly avoid any communication which represents even any commitment tonality regardless of CBA or Managers.

## 4.6 GO LIVE:

After all these preplanned steps that need to follow while running the project, the procedure is determined to select the final candidate. For the selection, the process will be like following-

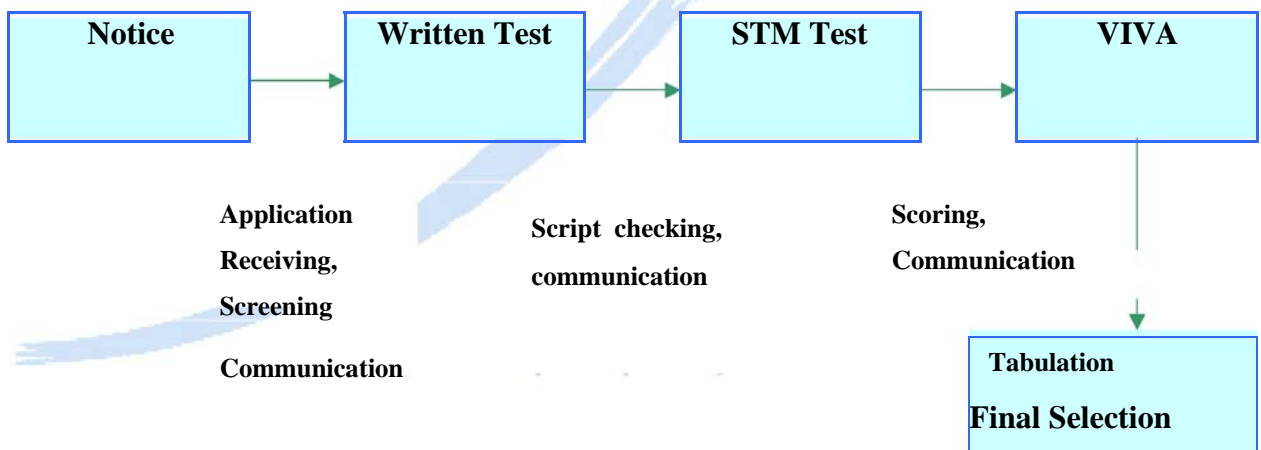


Figure 15: Procedure for GO LIVE.



## 4.7 PROCEDURES:

To run the project appropriately as per the plan, various tasks need to be done accordingly. These tasks are very important part of any recruitment process.

### ➤ **Notice:**

The first duty has been done is to inform the people about the process that is BATB is going to recruit shop floor employees for its new machine. For this, a proper notice need to be published for all the people related to this, who can apply for the job. The first thing that has been done is preparing the notice and invites people to take part in the procedure to become an important part of BATB by working for it. In the project, the position for which company looking for new people is mentioned along with the pre decided requirements that are necessary to took part in this process. Everyone asked for apply as per the decided pool.

### ➤ **Form Preparation:**

The next step is to prepare the form by which people are going to apply. This is a paper full of required primary informations which are required to short listing the candidates to finalize who will sit for the written exam. The form is based on the general information of a candidate like name, fathers name, address, educational qualification, reference,etc. The candidates need to fill this form by giving all the necessary informations those are asked for with required papers.

### ➤ **Form Distribution:**

The forms are distributed among the workers as per the procedure. To do this distributional work properly, the workers are matched with their ID number to check whether there is any illegal work is going on or not. Sometime their may be some workers who will try to break the rules of distribution by taking more than one form against a single ID. To avoid this type of unwanted problems, forms were distributed by checking every single people personally. The number of forms distributed was 1195.

In the Application, candidate's Name, Father's name, Present Address, Permanent Address, Date of Birth, Contact No. Educational Qualification is required. If he or she is an existing employee then in this case his or her ID Number, his or her Line manager's ID and name is required. On the other hand, if the candidate is referred by any employee then the name and ID no. of that referral employee must be included. Two strict conditions applied in this case, that is the referral employee must be a permanent employee in BATB and one employee can refer one candidate only.

A sample form that was distributed among the workers for this recruitment project is given to the appendix (Appendix-1) to make the information more clear.

➤ **Updating the Database:**

The database that is all the activities happened in a day need to be updated in soft copy to keep proper information related to the "Shop Floor Recruitment" project. It is very important to update data daily basis because there may be a need of any information at any time. It is a very sensitive project, a project of human issues. So any mistakes can cause a great problem. To avoid this, we need to be prepared. All the actions taken place along with how many forms are distributed, who have taken those, each and every person individuals profile have been created and updated as per requirement.

➤ **Form Receiving:**

Forms that are distributed have been received along with all the necessary papers that are asked to submit with the form. While collecting the forms, the representatives who were involved in these tasks checked the forms before receiving from the candidates and took signatures of them to keep record of their form submitting. The number of forms received was 970.

➤ **Screening and Notice for the Written Test:**

The next procedure is to screening the received forms and find out whether the forms are filled appropriately or not. The forms those follow all conditions, those persons are selected for the written test. But this is not just saying procedure. Each and every information of the form are justified and then the final lists of candidates were called for written test. After verifying all necessary requirements, 920 candidates were called for written tests.

➤ **Contact with Vendors:**

After hanging the final list of written test examinees, then next step was to arrange all the events those are going to occur. First vendor was decided to arrange every task related to the written test like the venue, arrangements of all necessary logistics, all sitting arrangements, foods, etc. according to the pre decided schedule, the vendor arrange the venue and all other necessary things including printing of question papers and answer sheets. They also arrange extra security and transport as well.

➤ **Written Test:**

The written test of 920 candidates has been taken to the selected venue as per pre plan. Before the exam, the selected candidates were given admit card by showing which, they were allowed to seat for exam. A standard format was used on making the admit card. A format od ID is given in Appendix- 2

The invigilators were the manager of BATB and the Interns who were involved in the project. The exam was held for 1 hour and it war taken in two parts. One is short question, another one is MCQ. Total marks were 50. Candidates were given options to answer and all questions were set in a manner so that everyone can answer minimum required number of questions. These questions were set by the HR manager, who was in charge of the project

and he keep all questions confidential before the exam so that no one can get any clue. This is what BATB always follow in recruitment projects. After completing the exam, all the answers scripts were taken to the office and sealed until the authorized managers started to check those.

Before checking, all the answers sheets of each set of questions were prepared and keep sealed. While the permission of checking had been given by the higher authority that were a part of the project “Shop Floor Recruitment”, all the managers and other team members gathered together in a secret place and sealed was broken for checking. This procedure were held for two days very confidentially so that no one can be informed about what is going one or can make any unfavourable situation to hamper the procedure of the project.

➤ **Call for VIVA & STM:**

After checking all scripts, numbers are counted and merit list were made from top to bottom. All these were done through using technology instead of doing manually. When the result was made, the top 525 candidates were called for the next procedure that is VIVA and STM test. The notice was hanging including the candidates’ names and ID with the date when their VIVA and STM test will be taken. The managers who were selected before to take the VIVA and STM were performing their duty.

- **Team List** - for the VIVA and STM Test four pool of team work efficiently which are known as – POOL-A, POOL-B, POOL-C and POOL-D. Interns work as the guiders for the candidates.
  - POOL-A: is a group of Shift Managers who designs the MCQ and the STM Test with the guidance of the HR Manager or HR BP who is the in charged of the project.

- POOL-B: is group of Invigilators of HR team (Executives), 2 team leader from SMD, 1 team leader from PMD and a Production Manager who invigilates the total procedure and gives suggestion or order if needed for anything till the procedure runs. Manufacturing Manager gives the questionnaires to the POOL-C and POOL-D, designed from Shift Managers. Sometimes the Head of Supply Chain and Head of HR visits to observe the total procedure.
- POOL-C: is the Lead interviewers. Normally, HR Managers and the SMD managers take the VIVA of the candidates.
- POOL-D: this POOL is the pool of support interviewer like Shift Managers AND Team Leaders of the PMD & SMD who will take the STM test.

And there were minimum 12 interns to guide the candidates and solving problems.

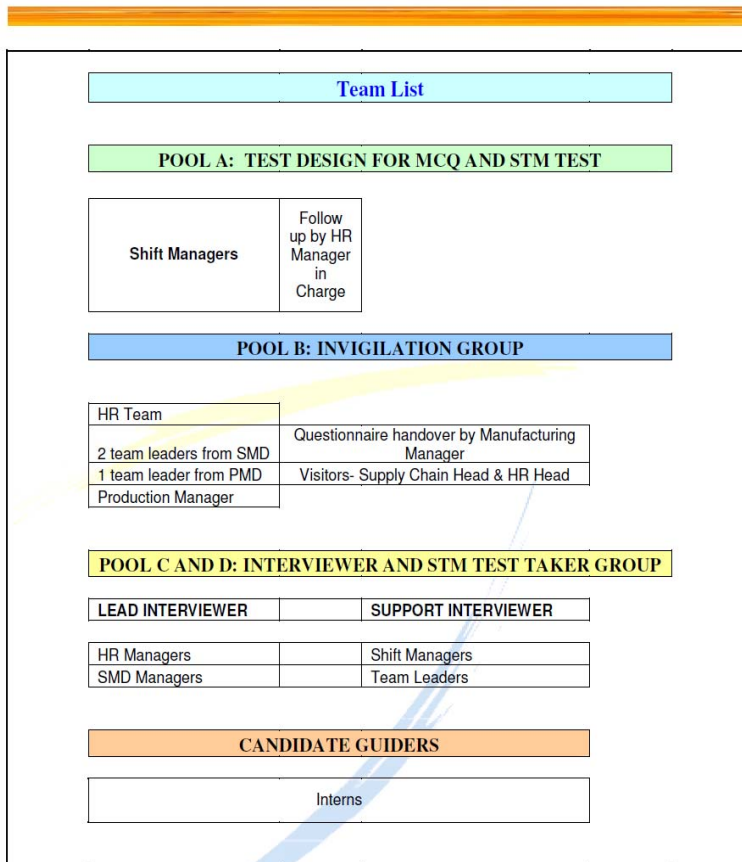


Figure 17: Team List for Recruitment Process.

Layout of VIVA and STM setting arrangement become planned by the authority from before. Interview and STM test take places in total 8 Booths. Here is a sitting arrangement planning chart given bellow.

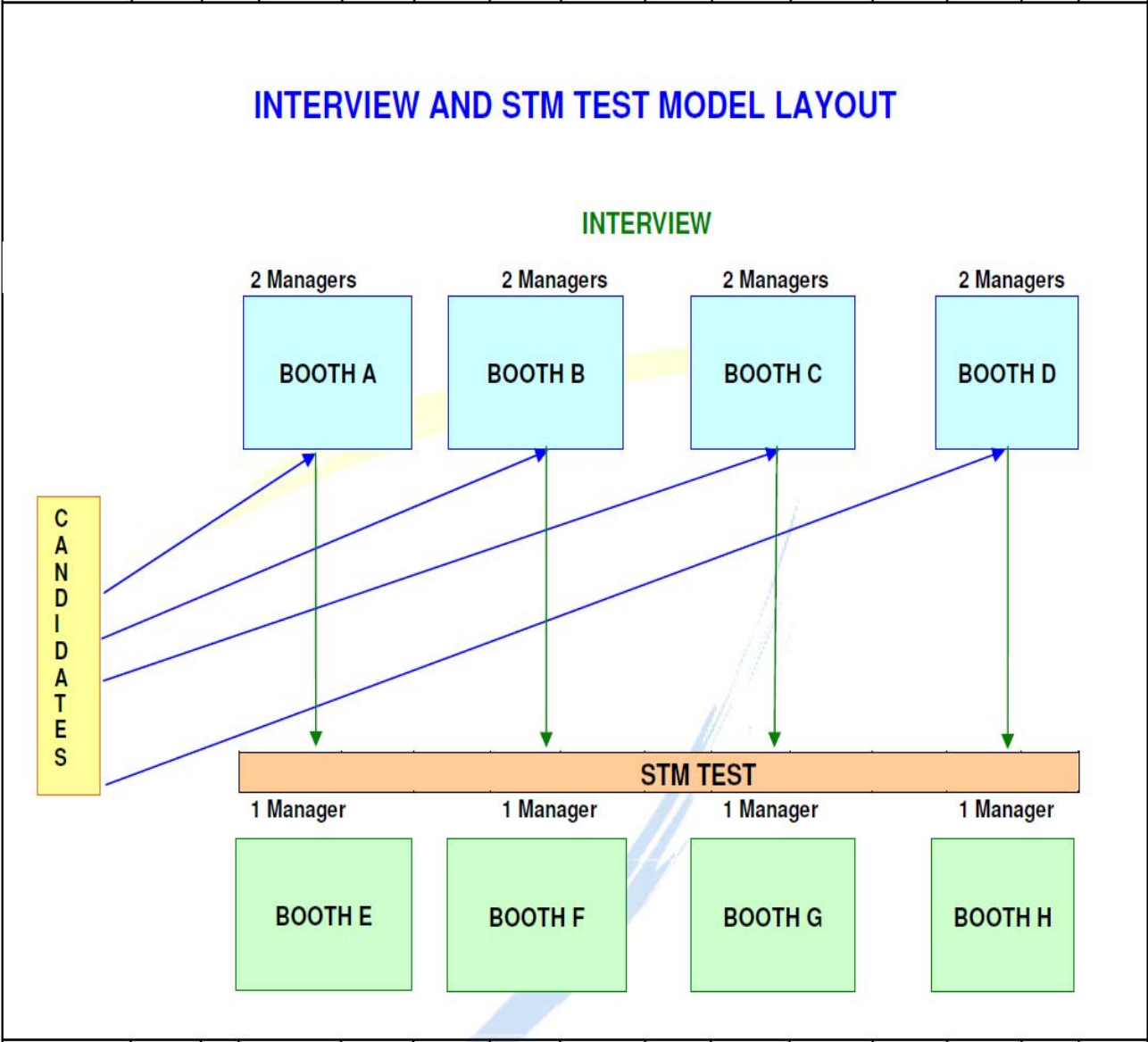


Figure 18 : Layout of VIVA & STM sitting arrangement.

▪ **VIVA**

In VIVA, the invigilators were looking forward the confidence level along with the educational knowledge, teamwork, effectiveness, behaviour, communication etc. of the candidates. Here is a sample of VIVA evaluation form below.

<b><u>Viva Evaluation</u></b>											
Candidate's Name: _____											
Position Applied: _____											
Interviewer's Name & Signature: _____											
Date of Interview: _____											
Competency	Indicators	Score									
Communication	Actively listens and builds positively on others ideas	1	2	3	4	5					
	Demonstrates awareness of own impact										
	Approachable, and listens to people about the issues that matter to them										
Personal Effectiveness	Can priorities work	1	2	3	4	5					
	Enthusiastic										
Teamwork	Participates willingly						1	2	3	4	5
	Participates constructively										
	Actively support others										
Takes Initiative	Keeps commitment										
	Sense of Urgency						1	2	3	4	5
	Overcome barriers										
	Delivers what promised										
	Displays 'can do' attitude										
Comments ( If any)											
<b>Ratings</b>											
Poor		1									
Marginal		2									
Acceptable		3									
Good		4									
Excellent		5									

Figure 19 : VIVA evaluation form.

- **STM**

In case of STM, candidates are examined by testing their machine attachments. Here, STM machines are used to take test. STM is a small kind of machine where the preliminary techniques of operating any machine are being tested. The invigilator shows the candidate how a machine works. Then he changes any part of the machine and asked the candidate to fix it. If the candidate can recover the changes quickly, he will be marked high. In this case, marking is giving on the basis of how much a candidate took to identify the changes that invigilator did and recover it. If the candidate is smart and efficient, he can find it in a short time. This measure the effectiveness of the candidate



## STM test report

Booth No:

Date:

ID #

Task Name:

Maximum Time: 5 minutes

Completion Time	Time (minutes)	Score	Comment
	0-2	10	
	2-3	8	
	3-4	6	
	4-5	4	
	>5	0	

\_\_\_\_\_  
Signature of Assessor

Figure 20: STM test report.

### ➤ **Final Selection:**

After evaluating all the numbers of an individual candidate, that is the total of Written Test, VIVA, STM test number, his position in the merit list is determined. The final list of candidates for joining is found out on the basis of this total number. In this project, among 525 candidates, who took part in the VIVA & STM test, only 57 candidates are finalized for medical test and joining the job. The list of 57 candidates has been hanging and they are asked to do the medical check up

at the diagnosis centre that is assigned by BATB. After clear confirmation from the assigned doctor of BATB, these selected people are allowed to join the job. They provided appointment letter in the fixed date and after that, three days of indexation occurred to make them known about BATB and its entire working environment, rules and regulations and all other necessary things that they should know.

The indexation program was host by the managers of HR, Operation and Manufacturing Department. This indexation process was done in two pools to make the process more efficient. After one week of joining a group, the next group's indexation has been occurring. These 57 people will be in provisional period for first three months. After that period, they will become a permanent employee of BATB, in the factory as a machine operator.

## 4.8 Outcome of the Project:

The planning made for the project run successfully in maximum level. By following this plan, the company gets a number of well qualified, skilled operators, who will help the company to achieve its ultimate goal. These individuals will be a big part of the production of BATB. As the plan made for this project “Shop Floor Recruitment”, it does not go in all aspect. Maximum HR related projects generally go very well with the plans, but some times there may have some hamper of continuity of the project because of some reasons like-

- CBA and UNION referrers need to get more preference
- Management referrers also get preference.
- To manage all the parties, some times the plan time period of a project excides.
- This delay of decision making increase the total cost of a project that makes the project less efficient one.
- Some religious occasions also make delay to the project time period as it causes holidays.

In every project, there are some limitations and there may occur unwanted situations that can hamper the planed procedure. But the effective project always goes with these limitations to make the project successful as the project “Shop Floor Recruitment” did. Facing some little barriers ultimately, this project becomes a successful one for the department of HR which makes some learning to them.

This report was an extensively study on a running HR project named “Shop Floor Recruitment”. This project report reveals the procedure that BATB’s HR department follow to recruit people in factory. This in not the ultimate process of recruitment that BATB follows in every recruitment project. It varies project to project depends on the requirements of the company. As defined here, BATB follow quite restricted and confidential process for its recruitment process which can be revealed 100 per cent. BATB is a global

company where every individual want to work. But it is not that much easier method to be a part of it. The process BATB follows for recruitment is not 100 per cent effective and efficient always. The main problem occurs in case of time management and decision making. British American Tobacco Bangladesh Co. Ltd. is a well reputed global company, but there are some rooms for improvement for the company to build its corporate image further. Its has already been mentioned that the main problem behind the less inefficiency of HR action plan is the decision making process. Behind this, there are some reasons which BATB needs to improvise. Based on the experience while working in this particular project, there are some findings that can be recommended to British American Tobacco Bangladesh.

# **Chapter -5**

## **Recommendation and Conclusion**

## 5.1 Recommendations:

Though the Project itself was successful but there were sort of things which can be improved to do more effective work in near future. So I have come up with some recommendation for BATB by which the organization can help itself.

- ✓ BATB should maintain international standard format for the recruitment process to go with the rest of the world. It is doing so, but it need to increase the efficiency of its process more so that the project can be more efficient and effective.
- ✓ In case of decision making, BATB should make a strong honour ship of it so that the other parties can not influence the decision making process. Time management need to be given more emphasized to make project efficient.
- ✓ From the previous mistakes, HR can learn many things to improve the HR action plans.
- ✓ All the members of the project team need to be more informative and should work for more up to date designed plan. The ultimate power of the company decision making must be on the hand of the Heads.
- ✓ Though HR is dealing with the most sensitive issue of any organization, that is the human, its need to be more stable and up to date to face any situation that can be occur any time.
- ✓ In case of Internship Programme, BATB should focus more about giving the brief to the interns before assigning for the task.
- ✓ Line Managers should be more attentive and serious about the interns
- ✓ Interns should be engaged in regular basis so that they do not get frustrated that Line manager is not depending or focusing on him/her.
- ✓ Interns should get more flexibility in case of getting information for their report or project.

## 5.2 Conclusion:

Getting an opportunity to do internship in the world's most popular international tobacco group has been a great experience. It was a great honour for me to work in such a professional company where everything is so organized. The corporate culture that I learned from BAT Bangladesh is a point to be mentioned as their friendliness makes them unique. Working in Human Resources certainly helped my interaction & communication skills. To work in such a big organization was a pressure itself and adapting to this pressure was also a new experience. After completion of my work tenure as an intern, I feel blessed to have learned so many things in such a short span of time. New learning's and helpful attitude of colleagues is a thing to be remembered for a long time. I certainly believe this experience of working in British American Tobacco (BATB) will help me to be professional in life and also work as an added advantage for the years to come. From the analysis of the situation while working in the project, it can be said that British American Tobacco Bangladesh is doing a praiseworthy job in the corporate sector, especially in case of Human Resource category. They procedure that BATB follows is international standard that gives well out put. But there is still some lacking of visibility and effectiveness due to communication. The company wants to establish itself as a benchmark in HR activity. For this, the company needs to focus more on communication with different parties and improvise its process for recruitment and involved more strong procedure so that the best individual can be a part of BATB, which ultimately increase the standard of the company. BATB should be more vocal about its achievements and in return gain effectiveness, visibility, and hence appreciation.

## References:

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3. **Golam Sakib Choudhury**  
Learning & Sourcing Executive  
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4. British American Tobacco, Annual Report 2011
5. Different Publications about BATB
6. BATB official documents.
7. Fundamental of Operations Management- by Mark M. Davis
8. Crafting and Executing Strategy-Gamble/ Thompson/ Strickland/



# Appendix:

## 1. Appendix-1 : Application Form for candidate information



### APPLICATION FORM

**Please Attach 1  
Passport size  
photograph here.**

REFERENCE  
EMPLOYEE TO WRITE  
HIS NAME & ID  
NUMBER AT THE BACK

Applicant No:

Name of Candidate :

Father's Name :

Present Address :

Permanent Address :

Date of Birth :  Contact No:

#### Educational Qualification :

<u>Degree</u>	<u>Institute</u>	<u>Year of Passing</u>	<u>Group</u>	<u>Result (Division)</u>
S.S.C				
H.S.C				
Graduation				
Masters				
Diploma/ Technical/ Vocational/ Others				

(\*For Badli/ Casuals) ID Number :

(\*For employees' referrals) :

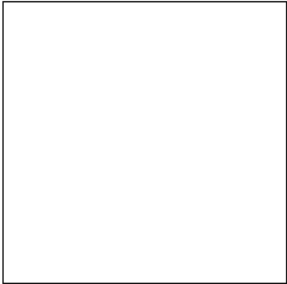
Name of Employee :

ID Number :

Signature of Applicant and Date :

Signature of Permanent Employee (Reference):

## 2. Appendix- 2

<p><b>Name</b>        :</p> <p><b>Exam ID</b>    :</p>	
<p>*Damaged admit cards will not be allowed *Candidates will not be allowed to sit for the exam without an admit card</p>	

*ID card Template*