



CEMEX CEMENT BANGLADESH LIMITED

Internship Report on

“Recruitment and Selection Process of

Of CEMEX Cement Bangladesh LTD”

Submitted to

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11th September, 2014

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Subject: Submission of a report on Recruitment and Selection of CEMEX CEMENT
BANGLADESH LTD.

Dear Sir,

I would like to inform you that it is great pleasure to submit my internship report on Recruitment and Selection process of CEMEX Cement Bangladesh LTD. I have worked hard to collect information and tried my best to make my report as effective and beneficial as possible. The report contains ~~on~~ the recruitment and selection process of CEMEX Cement Bangladesh LTD. I have collected information from internal employee as a primary data and website as a secondary data.

I am really grateful and thankful. I appreciate the opportunity that was provided by you to work on recruitment and selection process as assignment of internship report on BUS 400.

Yours sincerely,

Shameem Ahmed

10104145

Acknowledgments

I am grateful and acknowledged to CEMEX Cement Bangladesh Ltd. Sharmin Annie , Human Resource department director , appointed me as an internee in her HR department for three months. My supervisor was Sadia Farha, Executive of HR & GS , without her help , support and advise it was difficult for me to complete my internship report. Her insights on HR function of CEMEX cement bangladesh ltd helped me unlock a hefty portion of the information that have used in this term paper.

This term paper would not have been possible without the contribution of my Advisor

Mohammad Rezaur Razzak. I would like to appreciation him for his time and valuable advice.

Also contributing to this report , I thank Afsana Ferdoush , executive-HR, Lafarge Surma Cement Ltd and Mr. Tanvi Newaz, Senior Lecturer, BRAC Business School.

Finally i thank BRAC University and BRAC University Business School for giving me the opportunity to work with CEMEX cement Bangladesh ltd.

Executive Summary

Development of cement industry in Bangladesh dates back to the early-fifties but its growth in real sense started only about a decade. With current capacity of 20 million tonnes and a constant growth of 6%, this industry has attracted many investors. To compete with the market, CEMEX is constantly evolving in order to become more flexible in their operations, more creative in their global business, and more efficient in their capital allocation.

CEMEX worldwide has a geographically diversified portfolio of assets in well-balanced and sustainable growth markets. And for the customer CEMEX strives to create value by focusing on more vertically integrated building solutions rather than separate products. In this report, the Recruitment & selection process and policies of CEMEX is evaluated and based on the findings, recommendations are made for the improvement. A competitive analysis was done on the procedure and policies CEMEX and its competitors. In the comparative analysis the whole Recruitment & selection process and also company details were evaluated. Out of the analysis, it was found out CEMEX is at par with the industry when it comes to Recruitment & selection practices which can be replicated in CEMEX.

However huge lacking was found in the regional integration or group integration. CCBL is not taking advantage of all the expertise of the CEMEX worldwide networks. Meetings and conferences would have been better to the advancement of CEMEX as a company.

Recruitment and selection process is endless process. HR department always try to find right people in right place at right time. its objective to find effective employee and utilize him/her properly.

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1. Introduction

Internship program is an external dimension of career development. At the end of BBA program (academic part), the students of BRAC Business School, BRAC University are sent to different organizations to get some real life experience as interns. The usual duration of the internship program is ten weeks. Throughout this time of internship program, the interns are assigned some assignments which help them to learn the working approach of the organization and its culture. At the end of the internship program, the interns are required to submit an internship report and this report submission is the last step towards the ending of the BBA program. Internship program focuses on the field that a student is concentrating. Moreover this program gives a student the opportunity to apply his/her knowledge of theory in the field of practical life.

This internship report is based on my internship experience at the organization CEMEX Cement Bangladesh Limited. The following section is a brief introduction to the report.

1.1 Origin of the Report

This report has been prepared to fulfill the partial requirement of internship. It has been prepared under the direct supervision of the internship Faculty Advisor,

Mr. Mohammed Rezaur Razzak, Associate Professor of Institute of Business Administration, BRAC University. The internship report topic was also selected by Rezaur Razzak sir. The deadline of the Internship Report submission has been pre-fixed by the authority to be on 10 September 2014.

1.2 Purpose of the Study

The purpose of this report is to analyze the recruitment and selection process of CEMEX Cement Bangladesh Limited and compare it with the industry. For this purpose recruitment and selection process of other companies in the sector is being analyzed and compared with the recruitment and selection process of CEMEX Cement Bangladesh Limited.

1.3 Scope of the Report

The study focuses only on the practices and policies followed by the Human Resource department of CEMEX Cement Bangladesh Limited. The analysis is only conducted on tasks that have been maintained up till the internship period has not been taken into consideration. Also, the study does not consider any post or pre-internship analysis.

1.4 Methodology

For the preparation of this report, survey and archival research were mainly used. The main focus was to collect existing internal confidential documents of CEMEX Cement and analyzing them. In addition to this, collection of primary data has also been used in order to get some of the relevant data that was not available in the online library of CEMEX. To get a concrete insight into the situation, extensive surveys were carried out and information was collected from multiple as well as diverse sources.

Collection of primary data through:

- Interviewing 3 employees working in the HR & GS department of CEMEX Cement Bangladesh Limited
- Interviewing 1 employee working in the HR department of Lafarge Cement Bangladesh Limited
- Consulting a handful of the members of the Management Committee of CEMEX for some further insightful information

Information retrieved from the above sources has then been used to draw conclusions and give recommendations. Questionnaires were used for employees in Human Resource department.

As for secondary data, archival research was mainly used. Major highlights were available in the archives. This was, however, used to attain statistics on the overall picture.

Collection of secondary data through:

- Confidential documents available in the Online Library of CEMEX
- Published articles on the internet

The report was prepared through the following process:

- The first part of the qualitative study consists of secondary data collection and analysis. It was based on information from various research articles, reviews, blogs, papers etc.
- The board and specific objectives were then formulated.

After the determination of board and specific objectives, one on one interviews and field visits were undertaken to complete the following tasks:

- In depth analysis of the recruitment and selection process of CEMEX Cement Bangladesh Limited was done.
- An analysis of the recruitment and selection process with the most appropriate competitor was then undertaken.
- A comparative analysis of recruitment and selection process of all the companies was prepared based on the analysis.

For the recruitment and selection process:

- The study was based on primary data in the form of a one on one interview.
- A set questionnaire was set to analyze the process.
- The set questionnaire helped compare the processes and procedures of Human Resource department of different of departments.

1.5 Limitations

Knowledge has been a limitation when it comes to this study since this entire concept and process of cement production cause it to be a relatively new to me. This means that my understanding of the topic matter is not as in-depth and hence hinders me in analyzing our findings.

Another issue faced during this study was the confidentiality clause. Due to this issue, a lot of matters could not be asked directly to the target customers and their opinion obtained. Due to confidentiality clause in- depth quantitative analysis could not be conducted.

1.6 Acronyms

The following is a list of recurring acronyms in the report:

CCBL: CEMEX Cement Bangladesh Limited (The Organization)

HBL: Holcim Cement Bangladesh Ltd (Competing Company)

MICFL: M.I. Cement Factory Ltd (Competing Company)

L/C: Letter of Credit

C&F Agent: Clearing & Forwarding Agent

MNC: Multi National Company

2. Organization Details

2.1 CEMEX

CEMEX is a global building Materials Company that provides high quality products and reliable service to customers and communities throughout the Americas, Founded in Mexico in 1906, CEMEX, S.A.B. de C.V. is a global building materials company that provides high quality products and reliable service to customers and communities throughout the Americas, Europe, Africa, the Middle East and Asia. CEMEX produces, distributes and sells cement, ready mix concrete, aggregates, and related building materials in more than 50 countries and CEMEX maintains trade relationship in approximately 100 nations.

Since its inception CEMEX has growth from a local player to one of the top global companies in our industry, with close to 47,000 employees worldwide. (CEMEX Worldwide Website)

CEMEX has a rich history of improving the well-being of those it serves through its efforts to pursue innovative industry solutions and efficiency advancements and to promote a sustainable future.

Sustainability is critical to the business model of CEMEX. As they have worked to make CEMEX leaner, more flexible and more agile, they have also invested in making their operations more sustainable. According to their vision the two efforts are intertwined. The effort also includes engaging with global and local partners who share our vision and our commitments.

CEMEX has been the global no.3 player in the cement industry in 2011. They are global no.1 in concrete ready mix market. They are also a major player in the aggregates market also.

2.1.1 Mission

CEMEX'S mission is to serve the global building needs of its customers, and build value for its stakeholders by becoming the world's most efficient and profitable cement company.

2.1.2. Values

CEMEX strives for excellence in performance; creating long lasting relationships built on trust; and the core values of collaboration, integrity, and leadership. These are the values that provide the foundation of the organization.

2.1.2.1 Collaboration

CEMEX values working with others in a collective pursuit of excellence. Collaboration is at the core of all of their relationships. CEMEX collaborates with customers, colleagues, suppliers, and other partners in order to reach common goals.

2.1.2.2 Integrity

CEMEX appraises acting honestly, responsibly and respectfully toward others at all times.

2.1.2.3 Leadership

CEMEX aims to be leaders not only in the building materials industry, but also in all of their relationships. CEMEX is a company with a sound vision for the future based on sustainability, excellence, and innovation.

2.1.3 Beliefs

CEMEX is convinced that their business success stems from being the best option for the stakeholders, which is where the following stem from:

- CEMEX endeavours to develop and implement strategies that ensure leadership generating values for their customers, investors, employees, suppliers, and communities. CEMEX's continuous focus on effective service and competitiveness is fundamental to achieving their mission.
- CEMEX believes in the competitive advantage given by their employees who act with integrity. CEMEX builds lasting ties of trust and mutual benefits in all their interactions by doing business honestly, responsibly, and respectfully. Furthermore, CEMEX encourages clear and direct communication because they recognize that backgrounds and opinions are enriching.
- CEMEX's decision-making and achievement of better results are optimized by collaboration. They affirm their professionalism by keeping themselves up to date, communicating effectively and working in teams to share their efforts and knowledge. They proactively seek ways to satisfy the needs and expectations of their stakeholders by being innovative, striving for continuous self-improvement, adjusting to change, and applying themselves to the best of their abilities.

2.1.4 Approach

CEMEX is constantly evolving in order to become more flexible in their operation. They are continuously improving themselves to be more creative in their commercial offerings, more sustainable in their use of resources, more innovative in conducting their global business and more efficient in their capital allocation.

2.1.4.1 Business and Financial Strategy

CEMEX has a geographically diversified portfolio of assets in well-balanced sustainable and profitable growth markets; focused on their core business of cement, aggregates and ready mix concrete-tailored to each market's needs provide them with the opportunity to manage their assets as one integrated business rather than as distinct business, further improving their operational efficiency and profitability.

2.1.4.2 Customer Focus

CEMEX is committed to providing the customers with the most reliable and comprehensive array of building materials. To this end, they tailor their products and services to suit their customer's specific needs; from home and commercial construction. There are noticeable improvement and renovation to infrastructure, agricultural, industrial and other specialty applications.

CEMEX strives to create value for their customers by focusing on more vertically integrated building solutions rather than separate products. They foster long-term customer relationships by providing them with reliable, high quality service and consistent product quality. CEMEX constantly adapts to their customers needs through innovative products and financing schemes, providing them with solutions for the challenges they face in their specific market and business climate.

2.1.4.3 Sustainable Development

Sustainable development is embedded in CEMEX's core business strategy and their day to day operations. They seek to build a smarter world through a simple and focused model that follows three main lines of action:

Enhancing Value Creation: CEMEX seeks to increase their operational efficiency through innovation and collaboration in order to develop building solutions and to meet the needs of a world with limited resources.

Managing Footprint: CEMEX contribute to the development of low carbon economy, helping to address climate change, which is one of the world's greatest challenges.

Engaging Stakeholders: CEMEX's long term success rests on fostering positive, long term relationships with key stakeholders.

2.1.4.4 Innovation

CEMEX recognize that the construction industry is shifting toward more cost effective, efficient and environmentally friendly solution this inspires them to be more innovative in conducting their global business.

Through their efficient and sustainable approach to innovation, from supply chain and logistics to plant production and technical centres, CEMEX provide their customers with the most reliable and creative construction materials.

2.1.4.5 Operational Efficiency

CEMEX's industry best processes allow themselves to satisfy the needs of their customers while using the optimal amount of resources, thus creating the most value. They constantly seek to improve their performance as an efficient, agile, and innovative company by identifying, sharing and implementing best practices across their global network of plants and facilities.

2.1.4.6 Corporate Governance and Ethics

CEMEX's commitment to deliver value to their stockholders rests on a clear recognition that, as a public company, they are stewards of other people's money. They invest with CEMEX to achieve superior long-term returns at acceptable risk. CEMEX is committed to abide by the laws and regulations of every jurisdiction in which they operate. Nonetheless, they recognize that their strict adherence to the law is not enough to run a global organization. Beyond compliance, their commitment- to themselves, their investors, and to all of their stakeholders- is to manage CEMEX with integrity. Everything we do rests on this foundation.

2.2 CEMEX is represented in Bangladesh through CEMEX Cement Bangladesh Ltd. (CBL). From year 2000, CEMEX has expanded its operations to Bangladesh. During earlier years it used to import cement from Indonesia and used to distribute only. No manufacturing facility was available. In 2001, CEMEX Cement Bangladesh set up of its own plant. Initially CCBL dealt with two types of cement – CEMEX Ordinary Portland Cement and CEMEX Portland Composite Cement. But currently they primarily produce CEMEX Portland Composite Cement. CEMEX Cement Bangladesh has earned a well-reputed respect for its finest quality and service, exceeding customers' expectations.

2.2.2 Product (Portland Composite Cement)

CEMEX brand Portland Composite Cement in accordance with BDS EN 197-1:2003 provides the best solutions to various building needs. This cement is made for high performance application and highly Engineered constructions. It exceeds the strict standards of BDS EN 197-1:2003 making it a brand of choice. It is suitable for building all kind of RCC constructions, residential apartments, industrial buildings, bridges and culverts. Packaging: 50kg Packs

2.2.3 CEMEX Cement Bangladesh Plant

In April 2001, CEMEX Cement Bangladesh Ltd. Completed ~~setting up~~ established of its own plant in Mahmudnagar, Naraynganj. Built with the most advanced state of , the art European FLS Smith technology the CEMEX plant has a production capacity of 5,50,000 MT per year. (CEMEX Bangladesh Webpage, 2013) This is basically a grinding mill that imports the raw materials and manufactures the final product.

2.2.4 Quality Control in CEMEX Cement Bangladesh Plant

For almost 100 years, CEMEX International has been widely acclaimed for its quality all over the world. CEMEX Bangladesh is also committed to uphold that tradition. CEMEX Cement always maintains highest possible quality, only the finest raw materials and most modern state of the art technology are used for the manufacturing of its products. It has its own quality control setup in the plant that is also world-class and every lot of production that leaves the factory is ensured maximum standard through extensive quality control mechanism.

2.2.5 Safety & Environment in CEMEX Cement Bangladesh Plant

CEMEX Cement Bangladesh Ltd. has been highly committed to the preservation and protection of the environment. This commitment runs from building and maintaining our environment friendly cement plant to countless environmental projects and initiative. Along with this, CEMEX provides considerable importance to safety of its employees. CEMEX Cement Bangladesh celebrated 380 days of No Loss Time Accident during its Safety Acknowledgement Day on August 21, 2004. This achievement is a continual effort of CEMEX Bangladesh's team effort, commitment and responsible attitude towards safe environment. CEMEX likes to go beyond this achievement and will give their best in environmental preservation and safety.

2.3 Cement Grinding Process Cement manufacturing Process description

2.3.1 Quarrying

Two types of materials are necessary for the production of cement: one rich in calcium or calcareous materials such as limestone, chalk etc. And one that is rich in silica or argillaceous materials such as clay. Extensive quarry drilling and analysis are being undertaken to reduce the variability of the raw material quality. The quality check that starts from the quarry ensures optimization in the utilization of the reserves. Limestone and clay are either scraped or blasted from the quarry and then transporters to the crusher.

23.2 Crushing

The crusher is responsible for the primary size reduction of the quarried materials. Boulders as big as 1 meter are being crushed to material sizes less than 80 mm.

2.3.3 Pre-blending

The crushed materials pass through an on-line analyzer to determine the pile composition. A stacker is then used to create different piles of materials and to reduce variation in material beds.

2.3.4 Raw grinding and blending

A belt conveyor transports the pre-blended piles into individual bins where a weighing feeder proportions it according to the type of clinker to be produced.

The materials are then ground into the desired fineness by the raw mill equipment. The powered raw meal is then transported into a continuous blending storage silo where variations are further reduced by mixing using aeration.

2.3.5 Burning and clinker cooling

The homogenized raw mix is fed into the pre-heater, exchange equipment composed of a series of cyclones wherein heat transfer between the raw mix feed and the counter current hot gases from the kiln take place. Calcinations partially take place in the pre heater. Raw meal is fed directly from the pre heater to the rotary kiln. The slight angle of inclination and rotation of the kiln causes the raw feed to slowly make its way through the kiln counter current to the burner flame. The heat of the kiln breaks the chemical components and brings the raw mix into a semi-molten state. After the burning section of the kiln, the materials turn into solid nodules known as clinker and discharge into the clinker cooler. Clinkerization occurs between 1350-1400C wherein fine coal, pulverized by coal milling, is often used as heating fuel.

The clinker cooler cools the hot granular mass of clinker by quenching air into it bringing the temperature down to 100 C. So air becomes hot and clinker clod. This hot air is then utilized as combustion air for the firing system of the kiln. Conveyors transport then the cooled clinker to the clinker storage silo.

2.3.6 Finish grinding

From the clinker silo, clinker is transferred to the clinker bin. It passes through the weighing feeder which regulates its flow in proportion with the additive materials. At this stage, gypsum is added to the clinker and then fed to the finish grinding mills. Gypsum serves as a retarder in the too rapid setting or hardening of cement.

Either the mixture of clinker and gypsum for Type-1 cement or the mixture of clinker, gypsum and pozzolan materials for Type-P cement is pulverized in a closed circuit system in the finish mills to the desired fineness, usually about 87% minimum passing 325 mesh sieves. Cement is now piped to cement silos.

2.3.7 Packing and distribution

The cement from the cement silos are packed into bags by rotary packers or loaded as bulk and are distributed either by land using forwarder trucks and bulk trucks or by sea using barges or bulk ships.

3.0 Industry Analysis

3.1 Industry Analysis

Bangladesh cement industry is the 40th largest market in the world. Currently capacity of the industry is about 20 million tonnes (MT). Top 13 players are alone controlling over 78% of the total industry capacity. However, the balance capacity still remains quite fragmented.

Per capita consumption remains poor when compares with the world average; only 65kg (FY2009)

While our neighbouring countries, India and Pakistan, have per capita consumption of 135kg and 130kg respectively. This underlines tremendous scope for growth in the Bangladesh cement industry in the long term. (Limited.2011)

Also the constant GDP growth of about 6.4% every year shows that the per capita income will increase and so the per capita consumption will also increase. The graph below shows that the per capita consumption of citizens of Bangladesh will increase by 6% every year, and so the scope of growth of Bangladesh cement industry is enormous.

Moreover, the increase in remittance inflow in Bangladesh has been increasing in the past few years and it is projected to increase even farther in the following years. This increase will be mainly due to an increased participation of the US peace missions in Bangladesh, a vast improvement of money transferring opportunities in Bangladesh and overall improvement and incumbency of labour markets in Bangladesh. All of these mean that not only will the remittance inflow increase but the foreign investment will also increase. The graph below shows the growth of the remittance inflow in Bangladesh in the past and the coming years

Now as mentioned above, since foreign investment will increase it can be inferred that the construction will increase. Furthermore, government has a lot of construction projects in the pipeline which is explained later in this section. All of this means that there will be a lot of construction projects in the future, increasing cement consumption even farther.

All of the above figures show that the cement consumption in Bangladesh has been and will keep increasing for the foreseeable future, so the scope of growth and expansion in this industry in tantamount.

Now, Cement, being a bulk commodity, is a freight intensive industry and transporting it over long distances can prove to be uneconomical. For that reason, the cement industry is mainly of a regional nature. The industry is seasonal as well, during Monsoon the industry suffers from a bout of low demand.

Four major costs are associated with the production of cement as provided:

Table:

Cost Elements of	% of Cost Sales
Power and Fuel Costs	10%
Raw Material Costs	75%
Transportation Costs	5%
Other Expenses	10%

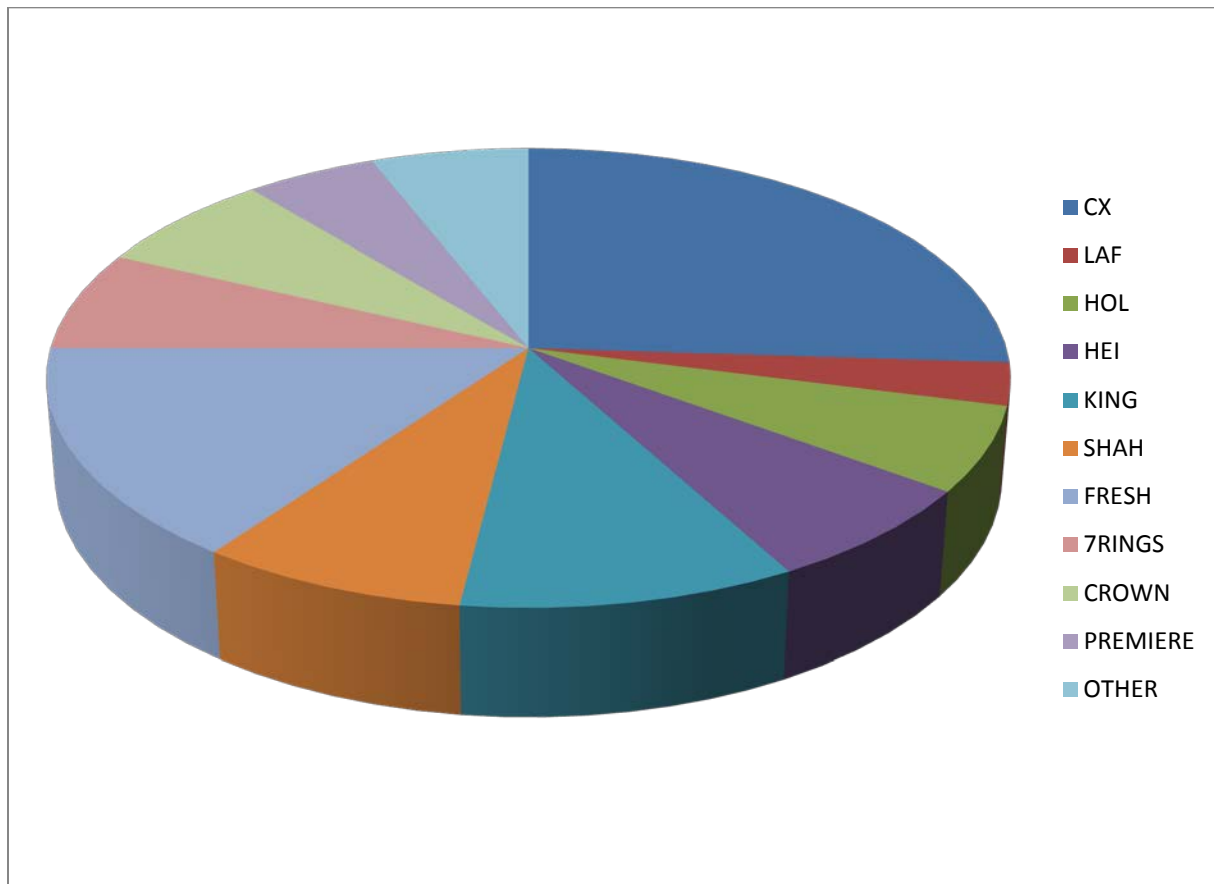
The pricing of cement of various players in the industry are very close to one another. The factories that use captive power (which is cheaper and more reliable the grid power) and backed by uninterrupted clinker supply at competitive price, are likely to be more cost efficient and so they generally emerge as the market leader. Currently, the standard price of cement produced by the multi-national cement companies range from BDT 440 to BDT 472 per bag. On the other hand, price of one bag of cement produced by the local companies' range within the price bracket 420 to BDT 440.

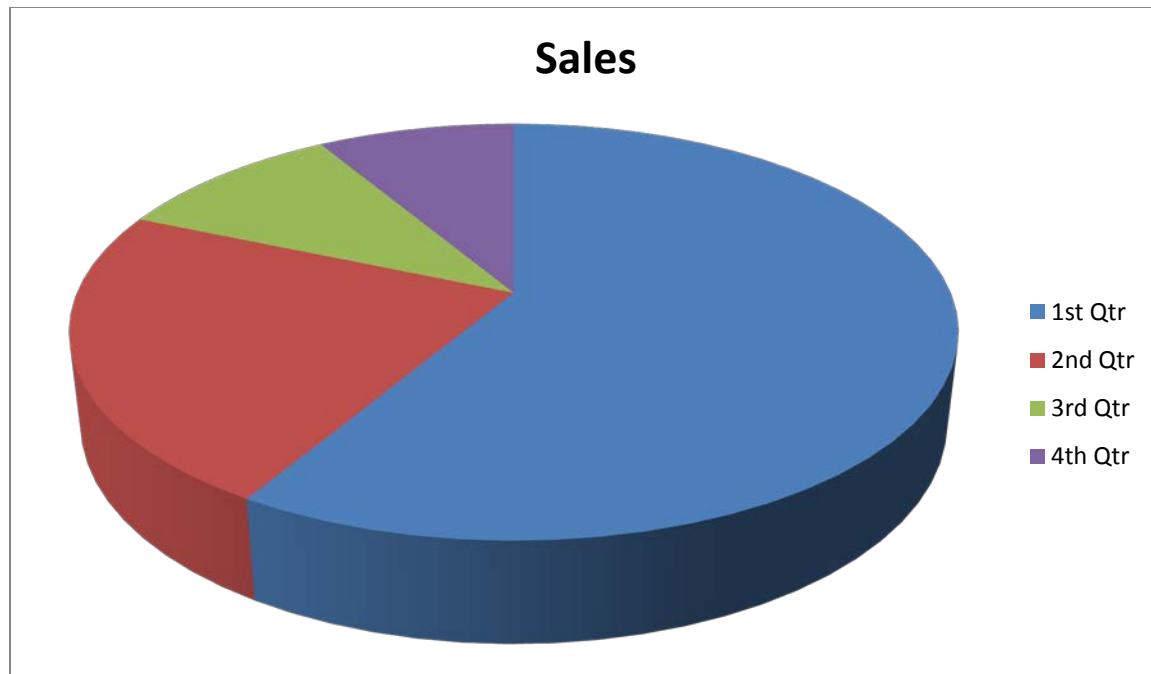
The common technology which has been widely used in our industry from the year 2003 is Portland Composite Cement (PCC). It is made by following European Standard Methods (ESM). Earlier, Ordinary Portland Cement (OPC) had been used which was made by following the American Standard Method (ASM).

PCC actually gives equal strength and durability like OPC. The basic difference between them is in the cost effectiveness of the manufacturing technology. Only 65%-80% of clinker is required to produce PCC while 95% of clinker is required to produce OPC. As a result, PCC has become popular worldwide, since it requires less clinker.

Currently, Heidelberg, Holcim and Lafarge are the leaders among multinational cement manufacturers and Shah and Meghna are the leading domestic manufacturers. Shah cement is the market leader with close to 14.20% of the market share, following by Heidelberg with about 9.30% of the market share. During 2010, many small local manufacturers like Premier, Seven Circle, Crown Fresh and King Cement increased their sales drastically riding their benefits of economies of scale, backward linkage and an aggressive marketing effort.

The market shares of the different companies from year 2011 to 2013 are shown below, and a projected market share of 2014 is also shown.





As we can see, the market is very fragmented. There are actually 32 active players of which 10 are highlighted since they are the market leaders. Now we can see that local companies have expansion plans till 2014; as a result their production will increase, resulting in a higher market share. We can also see that the percentage of 'others' is decreasing. This is because small companies have not been able to survive in this multiplayer highly competitive market because of smaller economies of scale, and are dwindling.

In Bangladesh, cement consumers are categorized as follows:

1. Individual home makers (25%)
2. Real estate developers (35%)
3. Govt. organization, i.e., LGED, RHW etc. (40%) (Limited, 2011)

Cement consumption has been rising steadily. It is expected that cement companies will enjoy a good growth margin over the next 3 years. Because, in the next couple of years when large capacities are expected to come on-stream, pass through of input cost will be easier and clinker (main raw material of cement) price is expected to remain stable at \$53-\$58.

Currently, multinational cement companies are facing intense competition with local companies. Local manufacturers have been pursuing more innovative and aggressive business strategy compared to multinationals. Local manufacturers seek to seize large market by reaching mass people through economies of scale while multinationals cater to the needs of a specific group of customers by charging high price through superior brand value and quality. In addition, another basic trend in cement industry is that smaller companies are shutting down and the bigger companies are becoming bigger.

Leading cement manufacturers are now going for expansion. It is expected that if the ongoing expansion plans complete within FY2014, the total production capacity of the industry will rise by 61%. Cement industry expects the consumption to rise by 25% (it will be much higher if Government projects come on stream). Though it seems that the industry will be at an overcapacity but as mentioned earlier, the industry is dependent on only 13 companies' production. So it reveals that the cement industry will fall short of supply of the demand increase in line with the big infrastructural projects of Government as expected in future and this symbolizes the huge growth potential of our cement industry. This has been farther elaborated in the figure below.

This growth in the cement industry has been mainly because of the increase in consumption due to GDP growth and an increase remittance inflow which has increase spending in the infrastructure sector and so the cement industry has grown.

Considering the "Life cycle of the industry", currently cement industry of Bangladesh is in the growth stage. Sales of cement are increasing due to growing demand for cement in both the local and foreign markets. The industry realized about 30% and 21% growth in 2009 and 2010 respectively after suppressed demand from previous years. Industry expected demand growth is 20%-25% for the next three years based on the assumptions below (Limited, 2011)

1. Government would be able to materialize its important ADP.
2. According to the UN Population Fund (UNFPA) report 2012, 28% people of our country live in urban areas where the population growth is 3.2 per thousand. Urbanization and demand for accommodation are increasing day by day. Thus it is expected that the real sector will grow steadily with the household users increasing cement consumption pattern.

3. Private sector may get interested to invest in real estate for getting tax advantages of their undisclosed funds.
4. Good number of large infrastructure construction projects (Padma Bridge, Flyovers and highways) is on the pipeline.
5. There is no “Substitute” for cement. Steel can be used in construction but in limited extent due to its high cost.

On the flip side, some caution has to be maintained due to the current demand-supply gap leading to over capacity and falling margins and prices. Also given the close linkages between them, the effect of a slowdown is real estate growth or hike in interest rates globally or price increase of imported raw materials should also be considered.

4. SWOT Analysis

4.1 Strengths:

Strong Financial position: CEMEX has very strong financial support. Foreign countries also provide support to CEMEX cement Bangladesh. Moreover CEMEX takes calculative risk for example Country director said ‘if there is any opportunity to business and make profit then we will go for that.’

Strong employee attachment and belongings: CEMEX has very strong relationship because it organizes different cultures program which increase employee relationship

MNC: CEMEX is a MNC company therefore it gets some extra benefit and facilities from Government. Moreover supplies also believe CEMEX and gives credit.

4.2 Weakness

Poor marketing activities: CEMEX has very poor marketing and advertising activities. It should be increase its activities to increase its sales and benefits.

High Cost: CEMEX product is costly than others competitors product. Therefore it is losing customer and market share as well.

Lack of motivation: Salary of CEMEX cement is below average which very poor for employee. Some employee leaves organization because of salary.

Technology: CEMEX is using Lotus note which is very old and backdate system. They should update is as soon as possible.

4.3 Opportunity

Huge market: there is very huge market in Bangladesh for cement industry. If CEMEX increase its activities and promotion than it may be generate huge profit in next fiscal year.

International network: CEMEX has international network for this reason it can easy introduce new and innovative product for Bangladesh.

Goodwill: CEMEX has very well repudiation in world wide. It is one of the largest cement producers in USA

4.4 Threats

New rules and policy of Government: New roles and policy has been introduced by government which is very difficult to manage for a MNC.

Local companies dominating: political parties are greedy and therefore local companies take advantage from political parties.

Political instability: Bangladesh has instable political condition which is a huge threat for a MNC

Raw materials price increase: Day by day raw materials price increasing which becomes difficult to control.

5. Human Resource Department

CEMEX is always preferred multitasker employee in its organization. Human Resource department always insure right people in right people. Moreover HR department maintain communication with all others department to make sure 100% working environment for employee. . CEMEX values efficiency as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for CEMEX HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of CEMEX as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his/her own jobs. HR department has very effective and efficient employee who lead thier department smoothly and ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs. HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute Personnel working here are taking care of CEMEX as it is their own family. The major functions implemented by this department are as follows:

- a) Job analysis
- b) Employee performance evaluation
- c) Recruitment and staffing policies and processes
- d) Orientation and socializing new recruits and organizational members
- e) Employee training and development facilitations and management
- f) Control turnover
- g) succession planning
- h) Compensation and benefits determination as per job evaluation
- i) Maintaining contact and communication with past, Present and potential employees
- j) Tax Paper

Analysis :

- There are several problems in Human Resource department for example this department is under staff. one employee is working two or three employee's work which is very difficult to manage and control. CEMEX knows how to utilize an employee properly but sometime employee gets more work than his/her capability like an of employee working as a GS and HR executive. she has to control all GS employees and has to maintain HR works as well.
- Lack of communication with others department.
- Employees of HR department are not pro-active and enthusiasm.
- Employee has to prepare commitment for every month.
- Moreover Human Resource department works Country Director's secretarial work for example GS executive maintains Air ticket for country director and HR assistant maintains foreign phone calls for him. Moreover sometime HR has to hospitalize guest of country director.
- Place of HR department is not safe because sometime employee has lost money and document from their desk.

Recommendation :

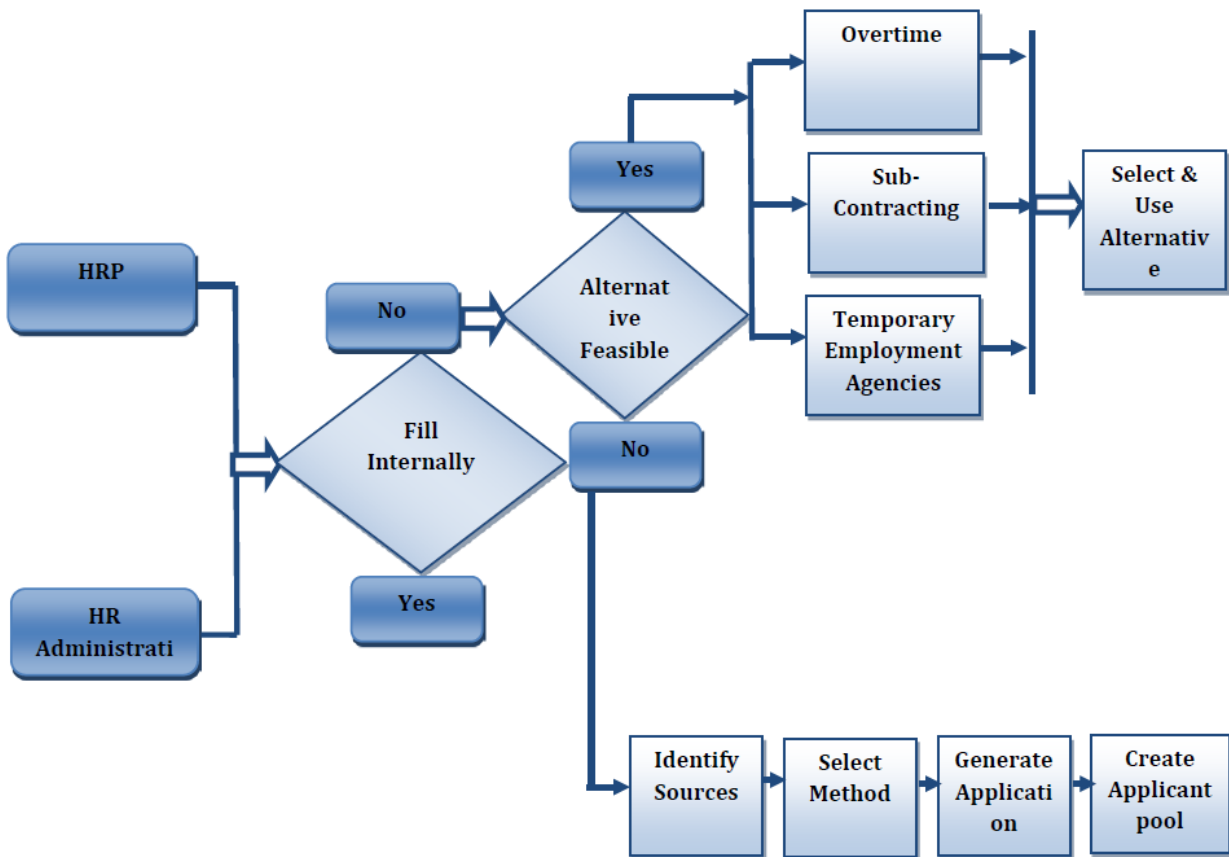
- Human resource department is a blood supplier of an organization. therefore country director and department head must ensure that employees are getting proper work balance and friendly environment. one employee will be multi-tasker but that should be balanced.
- Moreover room should be secured by the camera.
- Country director should be appointed a personal assistant from him.
- Human Resource must be updated with all information and data
- Human Resource can be organized family dinner where employee can bring his/her family.

Job Analysis :

HR director and her team creates job analysis for CEMEX cement. They try to do it annually. First of all they collect information from all department like operations, logistics, sales, VAT & tax and MFS. HR planing, recruitment , selection , performance appraisal , training and development , designing compansation system and suceession planning those are control by HR director . Direct method has been used for job analysis that are executed by the employees.

6. Recruitment process:

It is the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. So recruitment is endless and continuous process. An employee is a represantative of an organization for this reason recruitment is very important for hiring new employee. if HR could not manage right people in right place then HR plans and organization goals could not be excuted by employee. Therefore Human Resource department needs to give it's best effort to get best candided as new employee.



CEMEX does not follow all of those steps for example HR department never practice Sub-contracting and temporary employment agency.

Recruiting Sources:

Recruiting is more likely to achieve its objectives if recruiting sources reflect the type of the position to be filled. Certain recruiting sources are more effective than others for filling certain types of jobs. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources. Those are

- Internal Sources
- External Sources

Internal Source:

HR post job vacancy through Lotus Note to all CEMEX employees. Sometimes external employees apply for that seat. However, if a candidate fulfills all requirements of that job, then the HR director directly appoints him/her as an internal employee.

External Source:

CEMEX has an account on BDJOB.COM to post job vacancies to find candidates. Most of the times they prefer to collect CVs from that CV pool. Moreover, internally, employees can refer CVs as well. Sometimes people send CVs to the HR department. CEMEX is a participant in job fairs in BRAC University and AUIB. Examples of two JDs and JAs are as follows –

[Post a New Job](#)[Search CV Bank](#)

Job Details

Category : Accounting/Finance

Posting Date : August 10, 2014

Management Financial Services - Assistant Manager

[Edit](#)[Repost](#)

Company / Organization

CEMEX Cement (Bangladesh) Ltd. - Leading Cement Multinational Company

No. of Vacancies

01

Job Description / Responsibility

- This is a key position that will be responsible for audit-planning process all the way to financial statement sign-off while maintaining quality and schedule. Extensive knowledge on Financial Statement preparation and Audit Support is a must. Regular and effective communication would be required with the auditors, also expected to act as the intermediary between various stakeholders.
- In depth analytical skill is a must since this position will be responsible for annual budget preparation and process improvement; manage monthly best estimate, and variance analysis against target.
- Apply internal control tools and techniques to ensure that the organization is in compliance with overall company policy, all possible statutes, laws, and regulations of the country.
- Prepare and present various management reports to meet the organization's local, regional and global initiatives and requirements as and when needed.
- General ledger reconciliation on a regular basis and OPEX review with the departments to resolve pending and ongoing issue.
- Handle company secretary matters with great efficiency and collaboration.
- Shadow MFS Manager to support broad base operation of the department.

Educational Requirements

BBA/ MBA - Finance/ Accounting

Experience Requirements

- At least 5 year(s)

Additional Job Requirements

- CA (CC) from a recognized audit firm
- Excellent MS Word, EXCEL, PowerPoint skill
- Strong communication skill both oral and written English and Bangla
- Preferred- working knowledge of SAP

Salary Range

Negotiable

Job Level

Mid Level Job.

Job Location

Dhaka

TAX & VAT Assistant manager :

Job Description / Responsibility

- Representing CEMEX Bangladesh on all tax and VAT related issues and hearings. Engage with all stakeholders such as lawyers, auditors, consultants, appropriate regulatory bodies etc. to ensure all cases are followed through due course and schedule has been maintained. Maintaining regulatory compliance at all time.
- Prepare all tax return, submit and follow through with the assessment by authority. Prepare Tax cash forecast, budget and conduct variance analysis. Appraise and advise management on course of action to mitigate tax issues as and when needed.
- Ensure that proper process is followed for deducting withholding tax & VAT from all payments and reporting/updating to the respective authority accordingly. Reconcile statutory book and VAT books regularly.
- Identifying potential tax savings by analyzing tax information, in depth calculation, and remaining updated with changes in rules and regulations.
- Frequently monitoring and periodically auditing the current accounts and related VAT books. Assess existing process and device mitigation plan for issues identified. Advise tax strategies by exploring overall taxation issues.
- Enforcing a zero delay policy on targets and deadlines for mandatory and statutory requirement with various authorities.
- Improve process by developing and streamlining procedures for the department.
- Set high measurable goals toward accomplishing organization's mission by completing related tasks as needed to bring results.

Educational Requirements

BBA/ MBA - Finance/ Accounting/ Management

Experience Requirements

- At least 5 year(s)

Additional Job Requirements

- CA (CC) from a recognized audit firm
- ITP and Member of Dhaka Taxes Bar Association- preferred
- Excellent MS Word, EXCEL, PowerPoint skill
- Strong Communication skill both English and Bangla

Salary Range

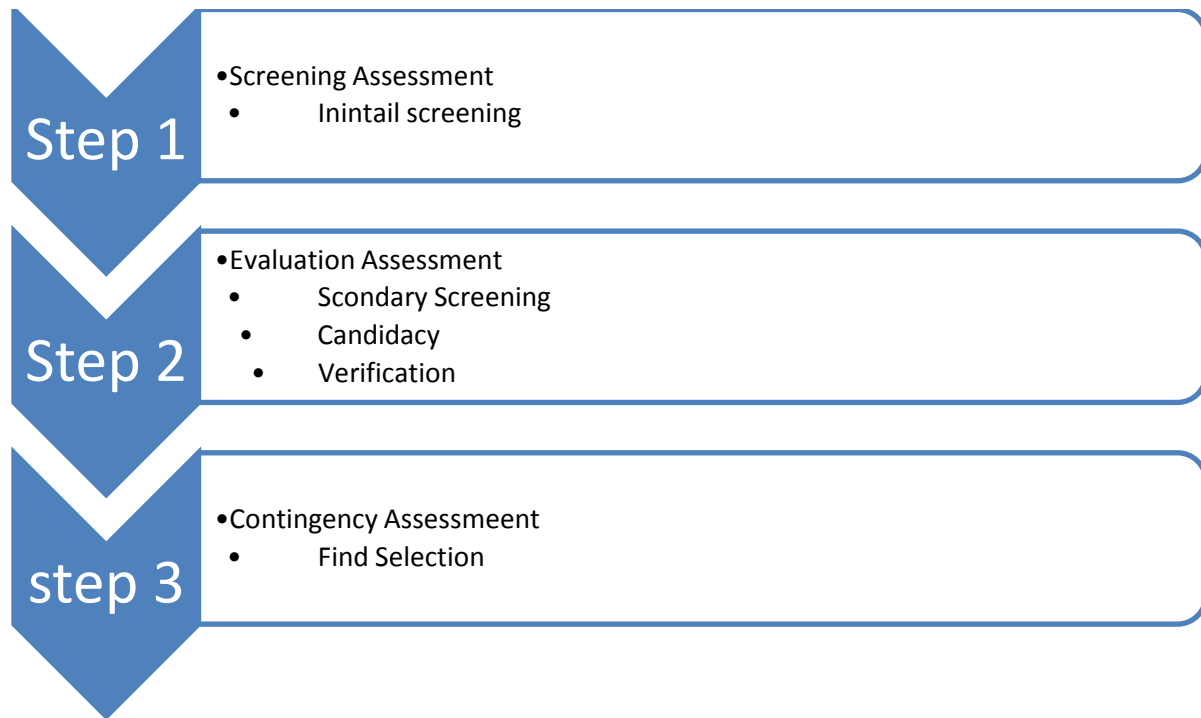
Negotiable

Recommendation:

Recruitment is very important for every organization. However CEMEX is giving less emphasis to its job analysis. For example, the current job description of CEMEX was last prepared three years ago and no further review or update has been made. It should have changed according to current requirements. Moreover, the job specification is not clear and understandable enough. It is true that one employee works as a multi-tasker but everyone should know what is his/her job responsibility. To make sure that their activities and duties are in-tune with their original job responsibility. Therefore, effectiveness and efficiency of employees might affect adversely as a result. They always try to give specific job description and job specification for candidates. Job analysis helps to find out the right people for the right place in right time.

7.Selection Process:

Selection process is a process of choosing from a group of applicants that individual demand to be best qualified for particular job opening. There are three steps to selecting a new employee for CEMEX cement. Those are below:



Screening assessment:

First of all, we have to screen CVs from CV pool of BDJOBS. After that we analysis all resume and compare without job requirement, job specification and description. Candidate can be called when his/her resume can satisfy to CV screener.

Evaluation assessment:

HR and respective department employees take interview, it would be written test if candidate is fresh. After that second interview is taken by department director and head only those are perform best in first interview. After that HR department checks candidates reference At last three candidate have been invited those are best according to director of that respective department for salary negotiation with HR director.

Contingency Assessment:

After offering job to candidate, CEMEX wants medical certificate of that candidate that is fix for all candidate. If candidate does not have any problem or health issue than HR check candidate pervious organization record and criminal record. If candidate pass all of them than he / she get offer letter and join CEMEX Cement as employee.

Moreover candidate has to fulfil employee information form, submitted all academic certificates, Merico profile, and last not the least release letter from previous company.

Recommendation:

- Selection process is very lengthy
- Sometime people become confuse because of lacking 360 degree methods.
- Question must be update which asks to candidate
- Lack of verification

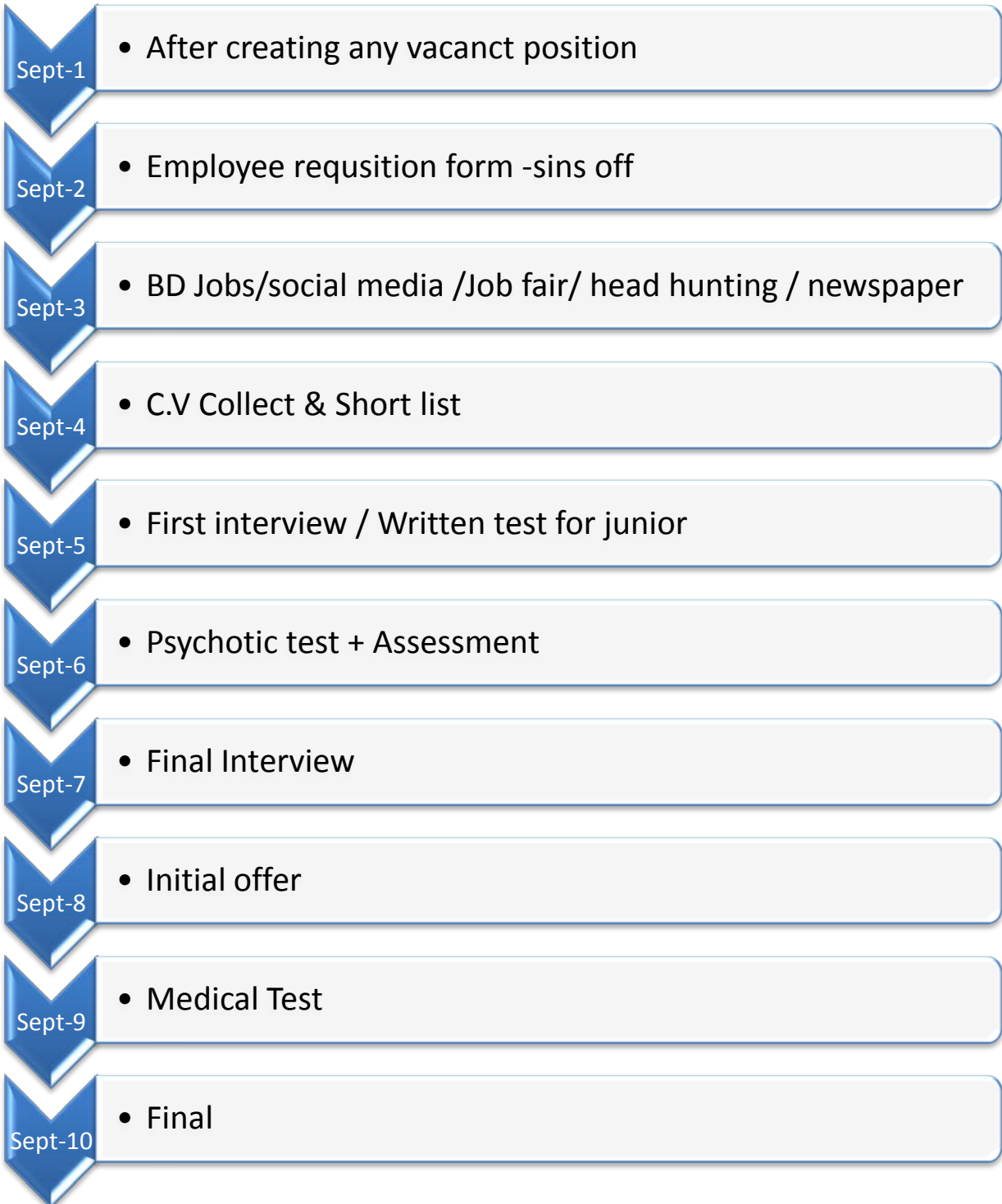
Lafarge Surma Cement Ltd.:

Lafarge/cement mills is setting up the only modern, integrated cement manufacturing plan known as Lafarge Surma Cement Ltd. in Bangladesh at Chattak under Sunamgonj district. The majority of Lafarge Surma Cement Ltd. Shareholding (60%) is held by a 50/50 joint venture company between Lafarge and cementos molins. Founded in 1833, Lafarge operates in 75 countries, employing 77,000 people. In 2002, the group generated annual sales of Euro 14.6 billion and globally holdstop ranking positions in Cement, Aggregates & Concrete, Roofing and Gypsum. Cementos Molins is a renowned spanish cement company with annual revenue of Euro 485 million and net profit of Euro 70 million. Operating in Spain, Argentina, Uruguay and Mexico, it produces Portland and Calcium-Aluminate cement, Concrete and Precast concrete, Aggregates and Special purpose mortars.

Lafarge Surma Cement Ltd. will extract and process the basic raw materials like limestone and shale from it's from its own quarry in Meghalaya, India. A 17 km cross border belt conveyor will be installed to link the quarry with the cement plant for transportation of raw materials.

A massive land filling and site development has been completed on the 90 acre plant site. The construction and erection is also. The plant will initially produce 1.2 million tons of cement per year.

Recruitment and Selection process of Lafarge Surma Cement Ltd.:



8. Comparison:

CEMEX and Lafarge surma both of them are multi-national company and both of them use very significant methods. Lafarge is using very calculative and check all information more than CEMEX. Moreover Lafage uses thirty party to check employee information but CEMEX does not. Lafarge surma has huge employee team. Therefore they have to face so much difficulty to manage their employee. However CEMEX knows how to use an employee properly for this reason CEMEX can use an employee for different purpose. CEMEX Cement Bangladesh has received best HR & EHS practice in ASIA. This is very motivating award for CEMEX employee.

Activities in CEMEX Cement as an internee:

Office maintains: There are sever departments work in same place. Human Resource department always try to maintain office environment and control all office supply, Janitorial and Kitchen supply. There is budget for all those elements. Last three months, I have been made those budgets and ensure everyone has getting facilities from Human Resource department.

Maintain Files: there are sever types of documents in HR room. There are seven lockers to save documents. I organized all documents according to alphabetical letter of file's name. Files name of HR room's like PF Trust Deep & Agreement Main Copy, P.F Application Form PF Statement & others, Provident Fund Form, Survey DOC, and Medical Allowance for December 2013.

PO: Purchase Order is SAP software. Employee gives input in this software all purchase order to get approve from country director and department director. Those expenditure supplies means vendor who in listed in SAP only it can supply product to CEMEX. If a new vendor wants to supply product to CEMEX then it has to be in listed to get payment. I worked on it. I raised PO by taking help of my supervisors. We have to maintain GL, Cost Center, Vendor and Material numbers who are very important for raising PO. After approving we need to receive all POs. if PO has been received by raiser than BSO can raise check against vendor.

Petty Cash: HR maintains petty cash to pay transport bill, newspaper bill, and cable bill and so on. I always help to my supervisor to maintain petty cash. I keep note in excel of every expenditure. The month closing date of petty cash is 25th of every month.

Interview of Diver: A new diver supposes to recruit for HR Director. So many candied people applied for this job. After making short list we take interview of candidate. My tasks were making confusing and checking English fluency.

Recruitment Process: One of the main works for HR department to recruit new employee for different department. I was one of team member of that process. I screen thousand of CV to find out perfect candidate for CEMEX. First of all, I dropped those who are below 5 years experience because our requirement was at least 5 years experience. After that I filtered according to our requirement.

Medical Allowance: CEMEX provides medical allowance to its entire employee. Therefore HR department has to maintain it properly. I collect all information from employee by email. After that I inputted data at HR metrics to update employee's data.

Leave status: One of the main tasks of my internship is update employee's status. If he / she tasks leave than I have to collect information from that employee why she/he takes leave and input it in HR metrics.

Business update meeting: it a corporate meeting which holds every month. I organized last business update meeting. My main task of this project was making schedule, inform respective employee, order food and check conference room.

OTWT: Those are external employee; they get over time from CEMEX. I have calculated and recheck over time payment according to his /her work sheet.

Conclusion

Human Resource Management always acts to bring out effectiveness, to develop quality and to also meet all the demand of the work force. In doing this recruitment and selection is one of the pillars of HRM, performs both of the company and for the employee

It was great experience with CEMEX Cement and it was my first to work in corporate environment. My supervisor helps me in every step. As a Human Resource Staffing Team I had the opportunity to observe the best organization culture and practices up close, and be a part of it. My whole experience has been a combination of learning and contributing. Their fair treatment and encouragement has worked as a motivating factor and helped me grow into a more resourceful person.

Over two hundred nationals are employed in its Bangladesh operations providing employment opportunities to support the economy and I am one of them. Employment in CEMEX is thus a highly fulfilling experience in general.

References

<http://www.businessdictionary.com/definition/recruitment.html#ixzz3CeEb4ie>

Sadia farha CEMEX Cement Bangladesh LTD

Cemexbangladesh.net

Lafargesurmacemnet.net