

Services provided by “grow n excel”

Executive search

Internship Report

Services provided by “grow n excel”- Executive search

Submitted To:

Ummul Wara Adrita

Lecturer

Brac University

Submitted By:

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BRAC UNIVERSITY

Letter of Transmittal

To
Ummul wara Adrita
Lecturer
Brac University

Subject: Submission of Internship Report on “Services provided by “grow n excel”- Executive search”.

Dear Madam,

With due respect and honor, I have much pleasure to present the affiliation report of the internship program “services provided by grow n excel- Executive search”. I am submitting this report as a part of my internship program in "grow n excel". This report is going to provide valuable assistance to me in finding out the executive search or recruitment process. Working in Acid grow n excel was an inspiring experience for me. The officers were very cordial and extended their hands within the limit of their authority.

Therefore, I need your kind attention to evaluate my report taking into consideration the limitation of the study. Your kind suggestion will encourage me to perform improved work in future.

Sincerely yours,

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Major in Human Resource Management
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Executive summary:

As a part of the BBA program, Each and every student has an option for spending an internship period of three months and so have I with "grow n excel", Human Resources and management consultancy where I observed and learned Human Resources practices and recruitment processes. "grow n excel" is engaged in providing wide range of HR & Management consulting services. They have in depth knowledge and understanding of best in class HR practices which help them to successfully deliver customized services to our clients. "grow n excel" aspires to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values - Professionalism, Passion and Client focus. "grow n excel" has a strong value proposition in relation to assisting their clients in searching right candidates. It does have in-depth understanding of employment market and wide network. "grow n excel" also has knowledge and skills to identify right caliber of talent to meet its client's needs. It follows a systematic process to search candidates. Their team contains deep technical experience of all elements of recruitment & selection. Again they can deliver the project within your time scale-with a clear focus on client service and quality of advice.

This report basically provides information about the overall process and procedures of recruitment of Human resources consultancy firm. And this report has been made within the frame work of internship program of Business Administration Department, BRAC University Bangladesh. The insights of recruitment processes and procedures have been tried to be revealed while preparing this report. And few advices as recommendations have been prescribed at the end of this report.

While discussing different aspects and functions of the firm, Importance has been given to depict the real situation of recruitment process and procedures of grow and excel. Again study on the finding is done to class out the major aspects of recruitment system and to illustrate major interfaces.

Introduction

Part: 1

1.1 Introduction:

Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding, managing pay and benefit systems. HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. It has four basic functions: staffing, training and development, motivation and maintenance.

Nowadays, it has become very important for the organizations to attract, screen and select qualified persons. And recruitment is the process of attracting, screening and selecting the competent and skilled employees for the vacant position. And I have chosen "SERVICES PROVIDED BY GROW N EXCEL: EXECUTIVE SEARCH" as the topic of this report because I want to gather knowledge about the system and practice that "grow n excel" uses to select and employ the capable candidates for the positions available in the organization. Depending on the size and culture of the organization recruitment may be undertaken in-house by managers, human resource generalists and / or recruitment specialists. I also want to emphasize how recruitment process can be made better as well as cost effective.

1.2 Objectives:

The objectives of this study are:

- To identify the process and procedure of executive search in "grow n excel".
- To know how to communicate and maintain professionalism with the clients.
- To identify major constraints.
- To identify how the process and procedure of executive search can be improved.
- To identify that how the HRM academics things are directly involved practically in organization.

1.3 Scope:

- This paper is prepared only based on the Grow n Excel related information. This paper does not have any scope for other consulting firms

1.4 Limitations of the study:

- It was very difficult to provide more information as most of the information is confidential; while preparing the report I was strictly told not to mention such information.

1.5 Methodology:

1.5.1 Nature of the report:

It is an exploratory report. An exploratory research project is an attempt to set the groundwork that will lead to future studies. It also determines, what is being observed might be explained by a currently existing theory. Most often, exploratory research lays the initial groundwork for future research.

1.5.2 Data Collection:

The internship report has been written on the basis of information collected from primary as well as secondary sources.

Primary Data:

The primary data is collected through the questionnaire survey conducted with the employees of 'Grow n Excel'. Basic company information might be collected through discussions mainly with my supervisor and the other employees.

Secondary Data:

For the organization part information is collected from company website, different published articles, journal, and brochures.

Data Collection Methods:

It is not easy to understand everything about "grow n excel" main work, as there are different services are given by them. So, gathering information about EXECUTIVE SEARCH portion I

took some steps like, personal interview, survey which is consist of different question related to executive search portion, database information, online website help and some instruction from my assigned supervisor.

Sample size:

Including my supervisor there are 4 people altogether, which I asked about EXECUTIVE SEARCH related question.

Population size:

There are total number of people working at grows n excel is16. For executive search they have assigned only five people and they are responsible of the entire task.

Company overview and Attractiveness

Part: 2

2.1 Company Background:

Founded In	<ul style="list-style-type: none">• Dhaka, 2007
Founded By	<ul style="list-style-type: none">• M Zulfiqar Hussain
Type of Firm	<ul style="list-style-type: none">• HR management and consultancy firm

"grow n excel" is basically a human resources consultancy firm. It got established in 2007 with a mission to help individuals and organizations, "grow n excel" is engaged in providing wide range of HR & Management consulting services. We have in depth knowledge and understanding of best in class HR practices which help us to successfully deliver customized services to our clients. "grow n excel" aspires to be the premier Human Resources & Management consultants in the country and is strongly driven by its core values - Professionalism, Passion and Client focus. Considering the enormous potential of our country and its transformation, together we all have a role to play in unleashing individuals' potential and developing human capital. Towards this direction, "grow n excel" assists its clients in enhancing organizational capabilities to meet tomorrow's challenge. "grow n excel" has a strong and dedicated pool of resources with diverse background and insights to support our clients' needs relentlessly. In addition, it also involves highly experienced professionals and industry experts to ensure quality outcome. "grow n excel" constantly updates itself with best practices which we implement pragmatically to match our clients' expectation. It follows an inclusive project approach. M. Zulfiqar Hussain is the CEO and Lead Consultant of "grow n excel". He has more than 12 years' experience as Human Resources Director/Head of Human Resources in Citycell& Nestle. He was a key driver behind

various change management initiatives in Citycell. Prior to joining in Citycell, he was the Human Resources & Corporate Affairs Director of Nestle Bangladesh Ltd. (a fully owned subsidiary of Nestle S.A. Switzerland) where he worked as Head of Human Resources for more than a decade. Mr. Hussain set up the HR function at Nestle as well as played an important role in establishing Nestle's operation in Bangladesh.

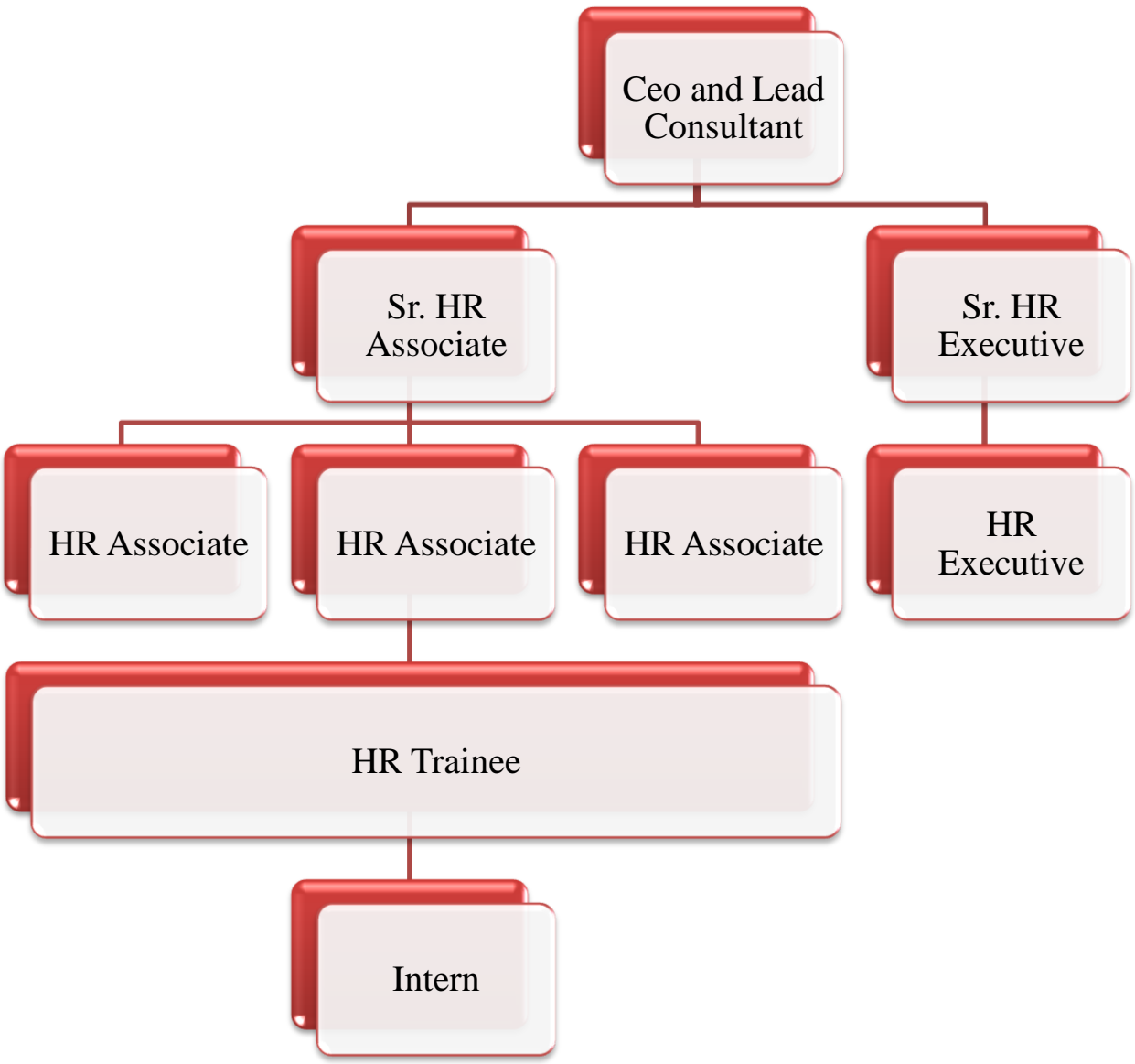
Vision of "grow n excel" says "To emerge as a top Human Resource and Management consultancy service provider and become a consulting firm of choice in attaining a leadership position within the industry."

And the mission of "grow n excel" states the following:

- Provide quality service to organizations which respect & acknowledge the value of HUMAN RESOURCE and their development.
- Align HR and business planning.
- Integrate specialist advice, implement and maintain on-going service provision to deliver seamless HR solutions for their clients.
- Proactively support organization's business strategy through a relentless focus on Organizational Excellence, providing and retaining the right people to meet your business needs.
- Ensure workplace leadership by building a community of exceptional professionals who, individually and collectively, want to contribute to and be part of a high performance organization.
- Assimilate talent, expertise and commitment into providing innovative HR solutions in order to ensure growth and development of organizations and the people within organizations; hence improving their clients' business performance

HR Planning & Strategy	<ul style="list-style-type: none"> • Vision – Values Framework • Organizational Diagnostics • Employment Value Proposition • Comprehensive HR Processes • HR Audit
Action & Change	<ul style="list-style-type: none"> • Executive Search • Recruitment & Selection Services • Organizational Restructuring • Change Management
Organizational Development	<ul style="list-style-type: none"> • Performance Management • Talent management & Succession Planning • Leadershipship Competency Model • 360 Degree Feedback
Rewards & Retention	<ul style="list-style-type: none"> • Compensation Survey • Compensation & Benifit Management • Job Evaluation • Employee Engagement Survey
Compliance & Relationship	<ul style="list-style-type: none"> • Compliance Assistance & Advisory Services • HR Manual & Employee Code of Conduct • Employee Communication • Stakeholders Management & PR
HR Administration	<ul style="list-style-type: none"> • HR Operations Support & Outsourcing • HRIS

2.2 Table: Services offered at “grow n excel”:



2.3 Figure: Organizational Hierarchy:

2.4 SWOT Analysis

There are many competitors of grow n excel in market. Moreover as popularity of HR consultancy firms are growing day by day many firms are currently operating and more are entering. Each has specialty in their unique field. For example, in the recruitment sector besides the two leading consultancy firms, Keystone, ZN consultants, Renaissance, People scape, Eduext, Axis, Esom are also doing good.

Strengths of the organization

- Strong networking
- The best recruitment team
- Ability to forecast market demand
- Strong hold on mid and top level executive search
- Dedicated clients
- Strong brand name

Weakness of the organization

- New in market
- Lack of trust and relying completely in this service
- Lack of understanding about this service among the people
- Economic downturn resulting in loss projects in executive search

Opportunity of the organization

- Growing demand of HR consultancy firms on a whole among potential job seekers
- More company now willing to outsource their HR activities than before
- More foreign companies are coming in Bangladesh creating more opportunities
- More graduates are willing to work in HR consultancy firms than before.

Threat of the organization

- Strong competition
- Unfavorable economic condition
- Political disturbance

2.5 Industry Attractiveness:

For defining any company's attractiveness to the market, porter's five forces model is the standard process for measuring their market share & profitability.

Supplier power:

Supplier mainly defines how suppliers drive up the prices. This is driven by number of suppliers of each key input,

- The uniqueness of the product or service:

Grow n excel believes in outsourcing and do others job. This is kind of helping hand in terms of recruiting people for MNC's and LLC's. This is a huge responsibility as well as a trust worthy work. Services that are given by grow n excel is much different from others. But over that, people do trust this name a lot. As there are some other recruitment firms are available, but people do praise for grow n excel. Grow n excel, has their own different and extra ordinary tools, for searching and execute people for other companies, and they also maintain professionalism in terms choosing best matches for desired requirements by clients.

- Their strength & control over you

There are lots many recruiting firms are available but, people do trust grow n excel for searching the best choice for their company. It is very important that, relation does matter. Once you make a contract with a company, defiantly they believe and satisfied with their work. Grow n excel only targets on those companies who can match with our requirement. So the overall controls do exist in terms of serving the clients.

- The cost of switching from one to another

Now days, people do think about their security and confidentiality. Once you signed up or deal with a person, there is a possibility of revealing confidential information in the market. So these big companies do not take a chance to deal with our company. As they have to share many things with us so cost of switching others could be huge.

Buyer power:

Here we define, how easy for the buyers or clients to drive prices down.

- Number of buyers in the market:

As I mentioned so far, there are few recruitment firms available in the market. Switching them is not a good idea. As far as, there is no confidentiality issue or security problem occurs. But the number of buyers is huge, many LLC and MNC's are there, who do not want to lose their time in recruiting process, or some of them don't have any in house recruitment sector. So they must have come to us for their recruitment issue.

- Importance of each individual in our business:

If a company has all the deals with huge companies, then he doesn't have to worry about losing or hiring new clients. Grow n excel have their huge client list also all they are searching for new business through links also from those companies. We do care about clients; we also offer many gifts in return.

Competitive rivalry:

Here we measure number of capability of our competitors. It can be define as:

- Offer equally attractive products and services

Though there are different consulting firms available in market but grow n excel is one of the popular one. As grow n excel serves not only the executive search but also other facilities, as per as clients requirements, like payroll, reference checking, apparel talent, consulting, training, performance management and many more. You can find a combination of huge work at grow n excel. These kinds of facilities are rare in consultancy firms, as you need huge parts of resources for doing it in professional way. Not only the services but also the relation wise, as grow n excel is working for many years and people do believe on their professionalism.

Threat of Substitution:

Grow n excel is a consultancy firm, they are actually doing outsourcing for other big companies. People want alternative way to complete their extra work which needs time. Clients came to our company for getting relief from these kind lengthy works (head hunting or executive search). But threat for grow n excel is, if any company has their own in house recruitment section then they won't come to us for help.

Threat of new entry:

As I mentioned earlier, there are some well known companies are there who are involved in this kind of HR recruitment work. You need your link higher to compete in the market. We have our own database system where we search for perfect employees for the repudiated organizations. As clients have different criteria for an employee or position, you need huge aspiration to fulfill those requirements. All of sudden people are not allow opening this kind of business. Because trust is the main thing, big companies do not trust easily in unwanted people. So threat of new entry is there but not that much, which can easily grab the market.

Analysis on Selected Area

Part: 3

3.1 Executive Search:

I went through each and every single step of Recruitment process at "grow n excel" as I was assigned by my supervisor to work with the recruitment process and procedures followed by "grow n excel". Their recruitment process and procedures are very systematic and sequential. I helped the firm in each single step starting from employee search to commencement and feedback.

Tasks which I had performed during my internship are mentioned below:

- First of all, I started with mapping and data entry.
- Then, I was assigned to work in executive search project along with my supervisor. In the project we had to recruit for the position of Chief Financial Officer (CFO) for "Unilever Bangladesh".

I searched the CVs which match the criteria and requirements of such a position and then my supervisor short listed the CVs and shared the job opportunities with them over phone.

- After this project I was included in another project of executive search. It was for total 60 recruitment for the positions of Senior Executive, Assistant Manager and Manager at "Base Technology" in the Marketing Department.

Also here, I searched the CVs in the online database. Then my supervisor short listed the CVs and this time I shared the job opportunity by communicating over the phone.

After communicating with all the candidates, we arranged an interview and I coordinated everything outside the interview board both at "grow n excel" and Base Technology Head Office.

- I have worked to recruit some contractual positions for the Accenture.
- My last project is to find out CV's for different multinational and local companies.

- Also I get a chance to involve myself into apparel talent program, now I'm working for DEKKO group's Architecture position.

In this project I solely collected all the CVs for each position and communicated with the candidates which were short listed by my supervisor.

3.2 Executive Search Process and procedure

• Database Search
• Networking and referrals
• Processing of applicants
• Submission and Interview
• Feedback and offer
• Commencement and Retention

Database search

A database search is the basic offering of a recruitment business to a hiring company; this consists of using a company in house or online database to source a candidate who matched the criteria the user inputs. "grow n excel" has its own database to search potential candidates for the positions offered. Over the previous years that "grow n excel" has spent in recruitment to develop an extensive database of high quality candidates at all levels. Database of "grow n excel" is organized by fields, records and files. To access information from a database, "grow n excel" maintains a database management system (DBMS). This is a collection of programs that enables organization to enter, organize, and select data in a database.

Networking and referrals

One of the main sources of candidates in "grow n excel" is through extensive networks within professional bodies. These networks also include sporting and social groups both real and internet based. "grow n excel" also uses social media to advertise and recruit new employees: for example, posting job vacancies on websites or using smart phones to attract interest from

specific target audiences. But employees are often unaware that their social networking pages are being used by employers as part of a screening process before offering interviews.

"grow n excel" has had lots of networking events and had some excellent conversations with corporate giant. Again Business cards are exchanged with a sincere desire to 'stay in touch'. And this process is helping "grow n excel" to build a strong corporate network as well as the referrals.

Referral and networking programs have been very successful in recruiting talent into organizations, especially in sectors where the labor market is tight. Referral programs seem to show clear productivity and early-turnover advantages. They seem to attract more productive employees. But too often, companies just worry about getting the people in the first place, not thinking about long-term implications for the organization. But Firms get lots of advantages from networking and referral programs. And "grow n excel" gets the following benefits through networking and referrals:

- **Saves time and money:** there are clearly huge savings for employers using free, electronic channels for recruitment. It helps to reach more potential recruits quickly - social networking sites have huge audiences.
- **Less bureaucracy:** New generations of employees are using social media to job hunt by making direct contact with potential employers and HR and recruitment officers, often bypassing traditional recruitment processes.
- **Increased productivity:** Again Well-managed referral programs can increase productivity and reduce turnover. So the firm has the opportunity with the increasing level of productivity and reducing rate of employee turnover.

This trend - referred to as the 'death of the gatekeeper' - means that employees can be better informed about possible employers and more creative about how they promote themselves.

Submission and Interview

When candidates are thought worthy of submission, the firm sends their Summary Report and the candidates CV in the following format. Candidates' summary report contains candidate's names, their ages, Educations and qualifications. It also shows the client about the applicant's work of experience and the subject they are skilled in.

Feedback and Offer

After the interview is completed, "grow n excel" takes and gives feedback to both parties. At this stage the firm ensures that all the appropriate documentations including references have been finalized and made available for its client. Then if an offer is made "grow n excel" communicates the offer on client's behalf and then manages the process so that its client gets the best possible outcome.

Commencement and Retention

When the candidate commences the role "grow n excel" as a consultant will keep in touch with its client and new employee to ensure that both parties are meeting their obligations. The firm will continue to stay in touch until the candidate has successfully completed their probation period. Again "grow n excel" assists its client in developing retention strategies to retain their new staff member.

3.3 Findings of Executive Search

- **Maturity in the market:**

It takes a lot of time to gain the advantages or benefits in the market line for an organization. And "grow n excel" is working in this sector for 6 to 7 years. So it's not fresh but also not matured enough in HR consultancy market. And being not matured enough in the market has become a major constraint for "grow n excel".

- **Lack of trust:**

Lack of trust is also working as a constraint for this firm. Today's market is not that trustworthy that it used to be. It becomes a weakness for the firm when another firm loses its trust to rely on it.

- **Lack of understanding about this service among the people:**

People these days don't have enough knowledge about human resources consultancy firms and this has become a threat/constraint for "grow n excel". People have lack of understanding about services related to human resources and pay little attention to these firms.

- **Economic downturn resulting in loss projects in executive search:**

Economic downturn has become a constraint for Human resources consultancy firm "grow n excel". As an economic downturn is going on "grow n excel" is not being able to do its business smoothly which is a major constraint for this HR consultancy firm. The firm on the other hand is not being able to have higher rate of return on its investment as a result of economic downturn.

- **Strong competition in the market:** As mentioned earlier that there is a strong competition existed among the HR consultancy firm its becoming very difficult for "grow n excel" to get the ultimate profit from the market which is a major concern as well as a constraint for the company.

- **Immense Responsibility:** All the organization maintain some limitation for giving responsibility to their intern but grow n excel didn't maintain this limitation they believe that all of their employee are same so the tasks they given to the HR executive are remain same for the intern.

3.4 Actions to be taken for improvement

Operationally and legally "grow n excel" is running smoothly. Under the sole proprietorship and labor law of Bangladesh "grow n excel" has not faced any legal issues so far. Strategically the problem "grow n excel" is facing is long term growth. Market penetration and making more people aware of the services is the main issue. The branding of "grow n excel" has been done now and just the acceptance among people is necessary. Therefore "grow n excel" needs to attract young graduates by:

- **Arrangement of strategic management system for better evaluation:**
"grow n excel" should strategically manage its business. The firm should make a SWOT (Strength, weakness, Opportunity and Threat) analysis to compare its current status with other firms involved in the same business. SWOT analysis will also help the firm to forecast the future steps to be taken to improve its recruitment process.
- **Involve more skilled and experienced employees for better output:**
The firm should procure more internal employees who are experienced and skilled enough to support the firm in its strong competition and who have prior experience about recruitment. From the first day, the firm should restate that their participation on this "team" is not only necessary, but beneficial to the overall production and success of the business. Employees that have a clear understanding of their role and contribution tend to be more motivated and happy in their job. So the management of the firm should involve in making its employees understand their role and contribution to the firm.

- **Enrich networking system with the firms in relevant field:**

"grow n excel" as a human resources consultancy firm should make good connections and linkups with other consultancy firms. This will help the firm in its recruitment process. These connections and linkups will help the firm to grow up.

- **Positive work environment:**

The management of the firm should also believe in creating a positive work environment for the existing employees. So that the recruitment team can feel motivated and work hard for the success of the firm.

- **Updated database to recruit personnel:**

The firm should always keep checking its employee database. And it should make sure that the database used to recruit employees contains updated and recent resume of employees.

Findings & Analysis

Part: 4

4.1 Findings:

In these three months journey I have learnt many practical things about carrier life. Many new things like; job environment, task, responsibility, deadlines, reporting to senior, respect and many more. But the main thing about “grow n excel” what I’ve found so far are:

- Professionalism is the main theory of their any work
- They maintain time deadlines, and fulfill all the requirements of clients
- Linking and good relationship with the clients are the main purpose of “grow n excel”.
- They have their personal database and website, which help them to search executives for MNC’s & LLC’s.
- They are transparent about their work related issues with clients and made their all deals with ISO certified or legal way.
- Seniors are co-operative with interns and associates.
- Each & every department at Grow n excel is responsible about their work, each department consist of 3 to 4 person at a row.
- Every department has their own supervisor and they follow up each work personally.
- CEO of grow n excel is very concern about his employees; after every 2 weeks, he follow up each and every departments working progress.
- Whenever the work pressure is high, every department work as a team to complete that task and try to finish it on time, as they believe that grow n excel’s image is the main thing rather than competing with each other.

4.2 Limitation of the study

There were some limitations for conducting the study. The major limitations faced are:

- It is a HRM project and people generally hesitate to give honest information in disclosing these confidential issues about their HR policies and practices.
- Again the presence of "grow n excel" is not that big in the context of number of employees which is a major shortcoming for a HRM research.
- As the HR consultancy firms are competitive to each other, they are not interested to share information as they think it will be used against them later.
- On the other hand time constraint had been a big issue, as I had to do this report along with my regular office work.

4.3 Recommendation:

I have following recommendations for the firm:

- They must increase networking system, because it is an essential thing for any recruitment organization. Networking can be done in two ways, personal network and social media network. Connection with job market and new employee pool makes a recruiter eligible for collecting more qualified CV's for any particular organization. Number of employees in grow n excel is only 16, so it is tough to keep all the connection up to mark. So they must increases employee number, as well as their networking system.
- The firm should be more vigilant while taking and implementing the actions to remove or minimize the constraints / challenges.
- They should give more tasks to interns, for measuring their working ability.
- Resources are not enough for working; try to increase it more in terms of getting positive output.
- They must increase their database system. Today's job market is much tougher than before. So in this competitive era, they must enrich their database system with more talent pool.
- Creating positive working environment for any organization is must. At grow n excel, sometimes it feels gloomy because their lighting system and table arrangement are not up to mark. Employees of grow n excel sometimes being rude to interns and office politics is high.

4.4 Conclusion:

Among many HR consultancy firm, “grow n excel” is one of the well known and repudiated organization of all. So far this firm has gathered many achievements in Bangladesh corporate world. Their well trained recruiting panel is able to recruit top level employees for different multinational and local companies in Bangladesh. They worked with many industries like; FMCG, TELCO, RMG & Textile, IT, Bank and financial institution and other firm. They are creating space for MNC’s & LLC’s to take their service and experience the new way of recruiting talented people for their organization.

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