



## **LAFARGE SURMA CEMENT LTD.**



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Internship Report  
on  
*Analysis of Recruitment Process*  
*“Lafarge Surma cement Ltd.”*



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**Prepared for:**

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**Date of Submission: June 8, 2016**

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## *Acknowledgement*

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Without the support of some legends our life can't be so tranquil and our achievements will get slower. For accomplishing the internship of **Lafarge Surma Cement Ltd**, I have got support from many respectful people. From my university classes to end of the internship, in different phases different people assist me in various way.

At the beginning, I want express my gratitude to, **Sayla Sowat Siddiqui Senior Lecturer** of BRAC Business School, who became my internship supervisor. From the beginning of my internship, Arif Ghani sir guided me many times to write this report with best quality. Sir has shown me the way to learn theoretical aspects of Human Resource Management and its practical implications. After completing the report, Madam has given his valuable time to check the draft of my report and provided me effective feedbacks.

In the head office of **Lafarge Surma Cement Ltd** some people continuously assisted to learn numerous aspects of Human Resource Management. Among those people, I want to thank to **Afsana Ferdoush** , Executive HR compensation and benefit ; who was my organization supervisor. During last four months, she taught me every HR work to the point and assigned me in different activities.

In addition with that, I am glad to **Shakib Rahman** Executive of HR Training and Development who enlightened me with diverse theories of Human Resource Management and shared information of how Lafarge implement these theories.

I also want to thank **Nafeez Imtiaz Khan**, Executive of country Communication; these people supported me in my work and provided me various information to write this report.

Finally I am grateful to **Md.Tanvi Newaz** Former Professor of BRAC Business School; who initiated the interest of Human Resource Management through his course MGT 301.

**Yours Sincerely,**

**Chanda Deb Nath**

**ID: 09304017**

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## *Executive Summary*

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The Human Resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the competence of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to recruit people with requisite skills, qualifications and experience. While doing so, they have to keep the present as well as the future requirements of the organization in mind.

In order to attract people for the jobs, the organization must communicate the position in such a way that job seekers respond. To be cost effective, the recruitment process should attract qualified applicants and provide enough information for unqualified persons to self-select themselves out.

The term HR recruiter may sound redundant, as both human resources managers and recruiters both find job candidates and get them hired, this job is very specific. Recruiters will work from resumes or by actively soliciting individuals qualified for positions. A recruiter's job includes reviewing candidate's job experiences, negotiating salaries, and placing candidates in agreeable employment positions. Recruiters typically receive a fee from the hiring employers.

Along with the theoretical aspects of these functions, this report also provides an outline how “**Lafarge Surma Cement**” operates its HR activities. This organization has the only fully integrated cement plant in Chhatak, Sylhet; whereas its head office is situated in Dhaka. LSC has six depots in different places of Bangladesh which support its distribution network. In this report, the responsibilities of mine in various areas of LSC head office are described here. I have worked in HR department.

Finally, from my experience of four months internship I have observed some lacking of LSC. I tried to provide suitable recommendations for the improvement of Lafarge Surma Cement Ltd.

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## *Letter of Transmittal*

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**5 June 2016**

Sayla Sowat Siddiqui  
Senior Lecturer  
BRAC Business School  
BRAC University

**Subject: Submission of Internship Report on Analysis of HR Recruitment Process of “Lafarge Surma Cement Ltd”.**

Dear Madam,

With great pleasure, I want to inform you that I have completed four months internship in “Lafarge Surma Cement Ltd” which is required for my graduation certificate. Based on this four months experience I have written a report on HR Management of LSC. This report focuses on HR activities of LSC.

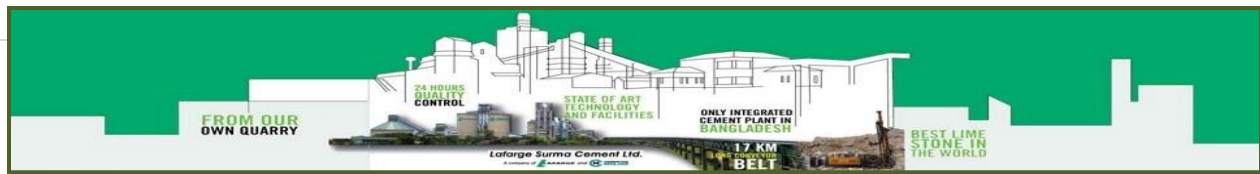
During writing this report I have followed your guideline and tried to relate theory to practice along with my responsibilities in LSC. After that I am ready to express regret if any discrepancies found in this report.

I hope you will be satisfied with this report and provide me a suitable session for viva. I will be very glad to you if I can complete this Internship course with a good grade.

Thank you for your consistent support.

Regards,

Chanda Deb Nath  
ID: 09304017



## *Table of Contents*

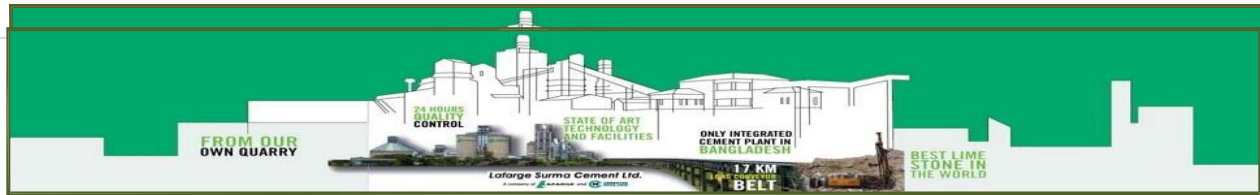
|  |       |
|--|-------|
| 1. Introduction .....                                | 7     |
| 1.1 Introduction .....                               | 7     |
| 1.2 Objective of the report: .....                   | 8     |
| 1.3 Methodology .....                                | 9     |
| 1.4 Limitations.....                                 | 7     |
| 2. Organization.....                                 | 8     |
| 2.1 History of Lafarge .....                         | 9     |
| 2.2 Background of Lafarge Surma Cement Limited ..... | 11    |
| 2.2.1 Vision & Commitment of LSC .....               | 12    |
| 2.2.2 LSC Products.....                              | 13    |
| 2.3 Head Office Management Team .....                | 15    |
| 2.3.1 Human Resource Management Team.....            | 16    |
| 3. Recruitment Process.....                          | 18-45 |
| 4. Safety and CSR .....                              | 45    |
| 4.1 Corporate Social Responsibilities .....          | 48    |
| 4.1.1 LSC Community Development Centre.....          | 50    |
| 4.2 Safety and Security .....                        | 43    |
| 4.2.1 LSC Health and Safety .....                    | 43    |
| 4.2.2 Health and Safety Month .....                  | 45    |
| 5. Observation & Recommendation.....                 | 53    |
| 5.1 Observation.....                                 | 53    |
| 5.2 Recommendation.....                              | 55    |
| Conclusion.....                                      | 56    |
| References .....                                     | 57    |
| Appendix.....  | 58-60 |

# 1. Introduction



*Figure 1: LSC Ferry Ghat, Chhatak, Sylhet*





## 1.1 Introduction

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From the history it is assumed that cement is first produced in Mesopotamia, third millennium B.C and later in Egypt. It is a bulk product which can be hydraulic or non-hydraulic. Basic raw materials of Cement are lime (Calcium Hydroxide), Silicate, Belite, Alite, Celite, Brownmillerite. Hydraulic cement is also known as Portland cement, which is used worldwide. There are many other types of Cement as well. The main function of Cement is, it is a binder, and it can bind materials together. In the civilized world, Cement is very necessary product for construction works.

The Cement industry of Bangladesh is quiet large compare to the world and one of the biggest industries in Bangladesh.

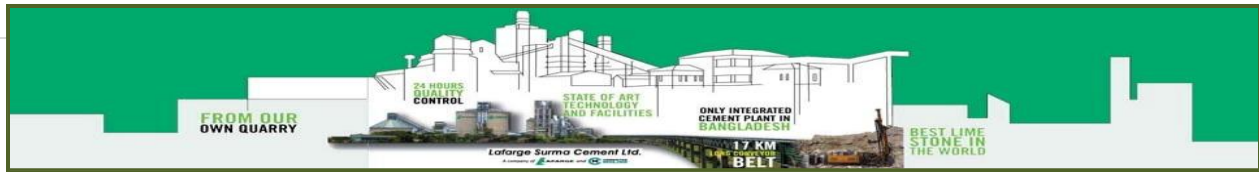
## 1.2 Objective of the report:

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As being a student of BRAC Business School I must have to attend the course BUS 400; Internship and I have to submit a report on my job responsibilities. I have started my internship in Lafarge Surma Cement Ltd from 12 January 2016 at the department of HR. For last four months I worked in different HR activities of LSC. The core objectives of this report are:

- Relate theoretical approaches of business with the practical scenarios. In this report, I have aligned different HR theories with LSC strategies.
- Another objective of this report is to gain in depth knowledge about Human resource management.
- Finally, to complete my graduation by presenting this report to my university supervisor.





## 1.3 Methodology

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I have collected information for this report from three sources:

### **Primary Source:**

For writing this report I have taken interview of some people in Lafarge Surma Cement Ltd. These people are, Afsana Ferdoush, Executive of HR-Compensation and benefit, Tanzir Ahmed Executive of HR-Talent Acquisition and Operation, Nafeez Imtiaz Khan, Executive of country Communication. From these interviews, I have collected much information about how Lafarge run its business in Bangladesh. Besides that, I have taken summary of the documents on which I worked on, like HR Policy, recruitment process employee master file etc.

### **Secondary Source:**

To write the theories of Human resources recruitment process I have read different journal and collected information, I have provided references where required. In addition with that I have read many documents of LSC where the policies and procedures are written. These documents helped me a lot for writing this report.

### **Personal Experiences:**

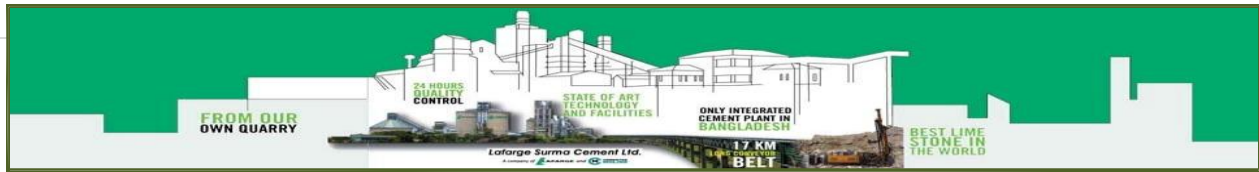
I have worked in Lafarge Surma Cement Ltd for four months. During this period I worked in many areas of Human Resource Management. I have learned diversified aspect of business world in these four months. The experience of these four months is the core source of this report.

## 1.4 Limitations

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During writing this report I have to face some limitations. Those are enlisted here:

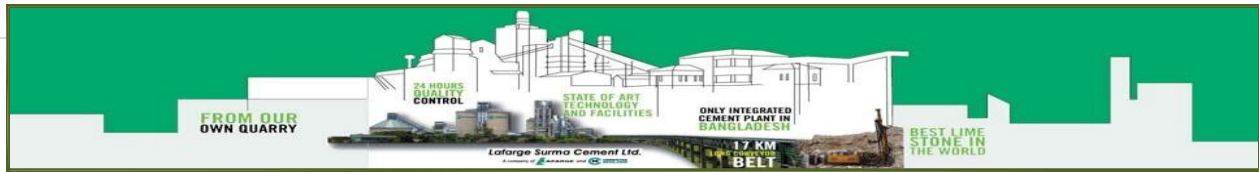
- As I was an Intern, the management didn't share complex business strategies with me. I could only know the overall process and theoretical aspects.
- LSC has strict regulations on its software and internal documents, where I didn't get excess to learn more. In accordance with that sharing information outside of the company is prohibited, so I couldn't write some internal issues.



## 2. Organization



Figure 2: LSC 3-D Plant Model



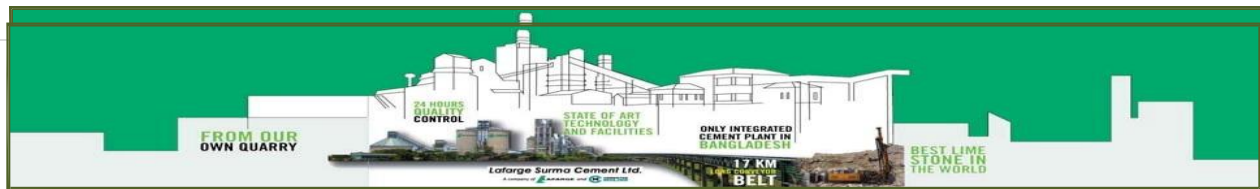
## 2.1 History of Lafarge

Joseph-Auguste Pavin de Lafarge founded the company Lafarge in 1833 in the city of Le Teil in France with the product of limestone. Gradually the company expanded and acquired its first cement plant in 1987. Now it is operating its business in 62 countries along with Bangladesh. Cement, construction aggregates, asphalt and concrete are main products of Lafarge. Country wise these products vary. *“Anticipate needs to drive advances in construction methods”* is the mission of Lafarge Group. *“Respect, Care and Rigor”* are the solid values of Lafarge. The employees of Lafarge throughout the world also believe in integrity, ethics, courage, empathy, openness, commitment, performance, value creation, respect for employees and local cultures, environmental protection, conservation of natural resources and energy. The Group portfolio of businesses is as follows:

- Cement: 63.5%,
- Aggregates and concrete: 35.9%,
- Other: 0.6%.

At present **Bruno Lafont** is the Chief Executive Officer of Lafarge group. From the record of 2013, Lafarge has 64000 employees throughout the globe. In 2013, its sales were 15.2 billion Euros. It has 1636 production sites in different countries. Lafarge head office is now in Paris, France.

Lafarge built the first research center for building materials where the employees are trying to develop their products without hampering the environment.



## 2.2 Background of Lafarge Surma Cement Limited

Lafarge Surma Cement Limited started its operation in 11<sup>th</sup> November 1997 as a private limited company according to Company Act 1994. Later on, it went to public on 20<sup>th</sup> November 2003. It is the joint venture of Lafarge and Cementos Molins, Spanish company with strong global presence in building materials. LSC has more than 24000 shareholders and listed in Dhaka and Chittagong Stock Exchange.

### 2.2.1 Vision & Commitment of LSC

#### **LSC Vision:**

To be the undisputed leader in building materials in Bangladesh through

- Excellence in all areas of operations with world class standards
- Harnessing our strengths as the only cement producer in Bangladesh and
- Sustainable growth that respects the environment and the community

#### **LSC Commitments:**

- Offering highest quality of product and services that exceed our customers expectation
- Giving our people an enabling environment that nurtures their talents and opportunity to give the best for the organization
- Contribute to building a better world for our communities
- Delivering the value creation that our shareholders expect

### 2.2.2 LSC Products:



#### Supercrete:

Supercrete is a premium cement brand made for multi-purpose applications, namely - foundation, beam, column, slab masonry, plastering works, etc. This cement is purely limestone based, free of fly ash or slag, unlike other cements in the country.

#### Unique features of SUPERCRETE are:

- Consistent Quality
- Early Strengths and Setting
- Good Workability
- Superior Finish
- Light Color



#### Powercrete:

Powercrete is innovative formulation from Lafarge Cement's unequalled technical resources has produced cement that is the effective solution to the productivity demands of large construction projects. Unique particles size and extra fitness reduces voids in concrete which protects the concrete from water contact. Powercrete is available in bulk quantity for big construction projects.

#### POWERCRETE has the characteristics of:

- Excellent strength performance at all ages
- Good early strength
- Enhanced durability



### **Local Sponsors:**

Islam Group and Sinha Group with shareholding of 2.8% and 3% respectively are the local sponsors. The equity partners of the project:

| <b>Name of the shareholders</b>                              | <b>Nationality incorporated in</b> |
|--|------------------------------------|
| <b>Surma Holdings BV ( Lafarge &amp; Molins);<br/>58.87%</b> | The Netherlands                    |
| <b>International Finance Corporation; 1.22%</b>              | U S A                              |
| <b>Sinha Fashions Ltd.; 3.02%</b>                            | Bangladesh                         |
| <b>Islam Cement Limited;2.75%</b>                            | Bangladesh                         |
| <b>Othersshareholders-34.14%</b>                             | Bangladeshi &NRB                   |

*Table 1: LSC Shareholders*

## **SWOT Analysis:**



### **Strength:**

- ☐ Only fully integrated Cement Company in Bangladesh.
- ☐ One of the best limestone mines in the world
- ☐ Fully automated 24 hours automated quality control cement plant
- ☐ Best quality cement

### **Weakness:**

- ☐ it has no owned transport vehicle.
- ☐ High price



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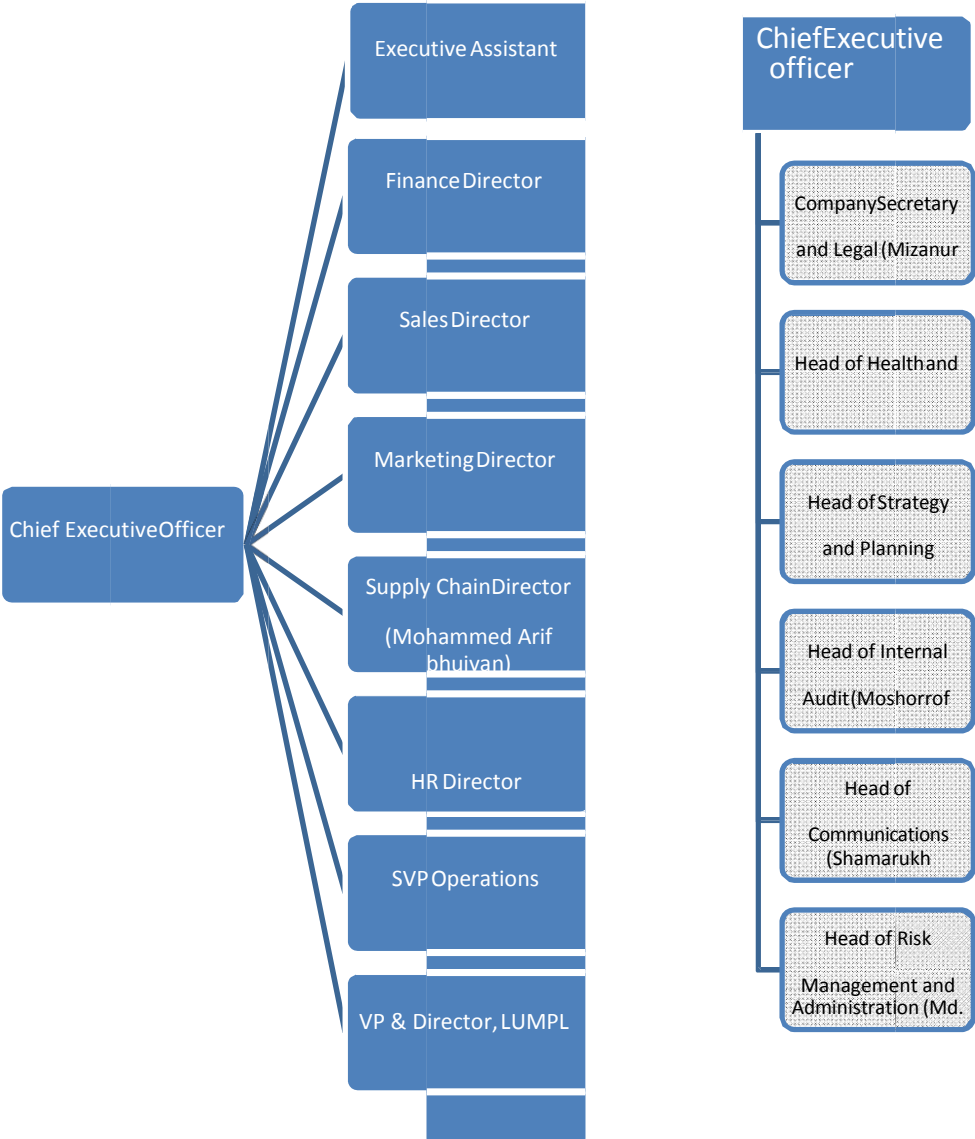
**Opportunity:**

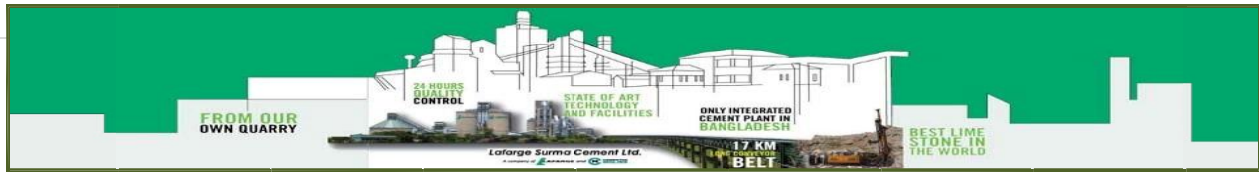
- ☐ Going to be merged that will increase its growth.
- ☐ Opportunity to occupy clinker market in Bangladesh.

**Threat:**

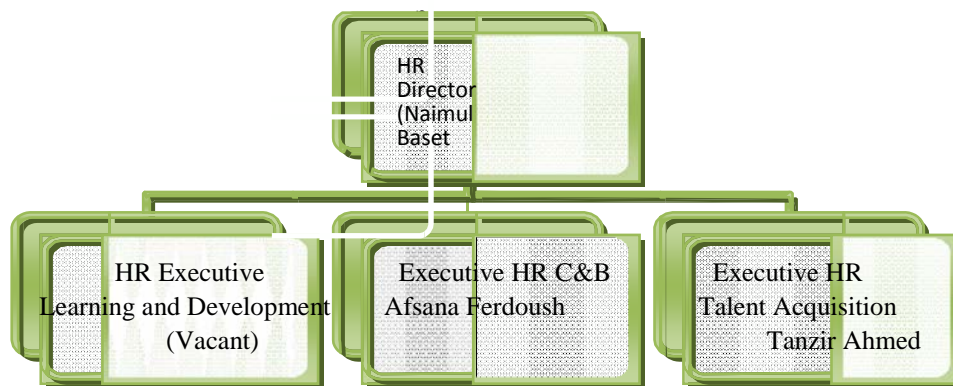
- ☐ Increasing of fuel & gas price.
  - ☐ Legal restrictions
-

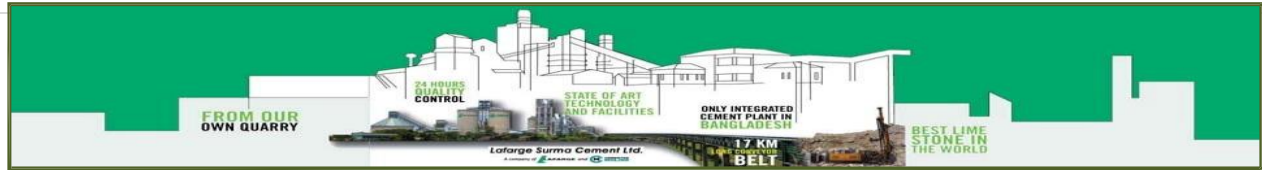
3 Head Office Management Team:





## Human resource Management Team:

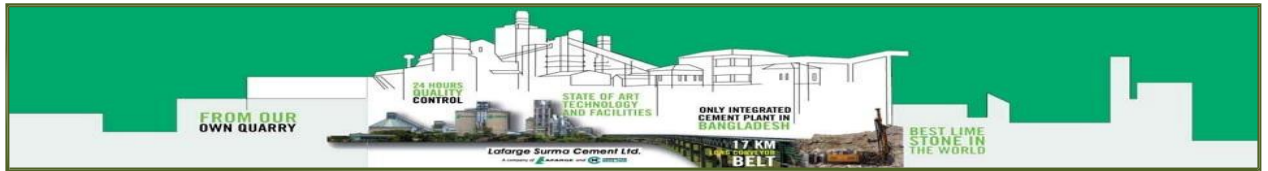




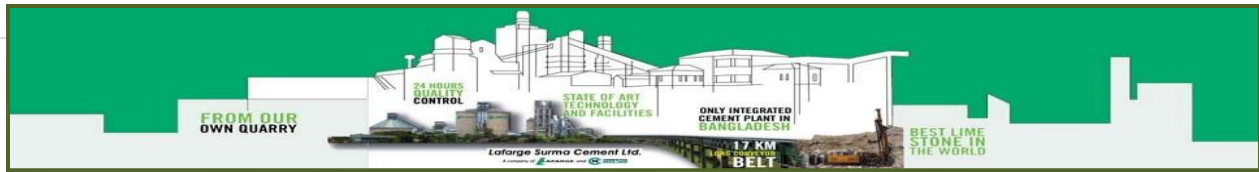
## 2.4 LSC Plant

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Lafarge Surma Cement plant is situated in Chhatak, Sylhet, near the border of India. It is the only integrated cement plant in Bangladesh with 17 km long conveyer belt by which limestone comes from Meghalaya LUMPL<sup>1</sup> quarry. 10 km of this conveyer belt is situated in Bangladesh and 7 km is located in India. The LSC plant is a state-of-the-art and the only fully integrated dry process cement plant in Bangladesh where clinker and cement of high premium quality are produced. The international standard Quality Control and Monitoring Lab ensures that every bag that leaves the plant carries the same consistent premium quality all the way.



## 3. Analysis of Recruitment Process



### **3.1 Human Resource Management in Lafarge Surma Cement:**

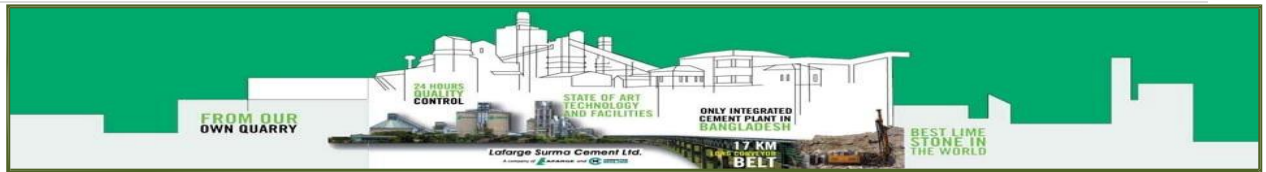
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HRM is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

We have chosen the term “art and science” as HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

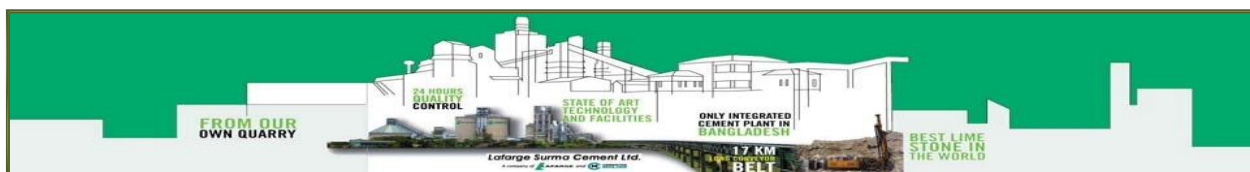
### **3.2 Uses of Human Resource Management in Lafarge Surma Cement:**

- Human Resource Management is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization LSC. It can also be performed by line managers.
- Human Resource Management is the organizational function that deals with issues related to LSC people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.
- HRM is also a strategic and comprehensive approach to managing Lafarge people and the workplace culture and environment. Effective HRM enables Lafarge employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.



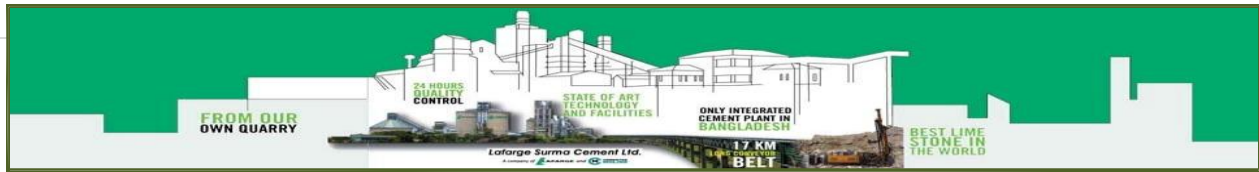
- Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of LSC employees and that employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and HRM metrics and measurements to demonstrate value.
- The Human Resource Management (HRM) function includes a variety of activities, and key among them is responsibility for human resources for deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring Lafarge personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies. However, they should always ensure that employees have and are aware of Lafarge personnel policies which conform to current regulations. These policies are often in the form of employee manuals, which all employees have.
- HRM is widening with every passing day. It covers but is not limited to HR planning, hiring (recruitment and selection), training and development, payroll management, rewards and recognitions, Industrial relations, grievance handling, legal procedures etc. In other words, we can say that it's about developing and managing harmonious relationships at LSC workplace and striking a balance between Lafarge organizational goals and individual goals.



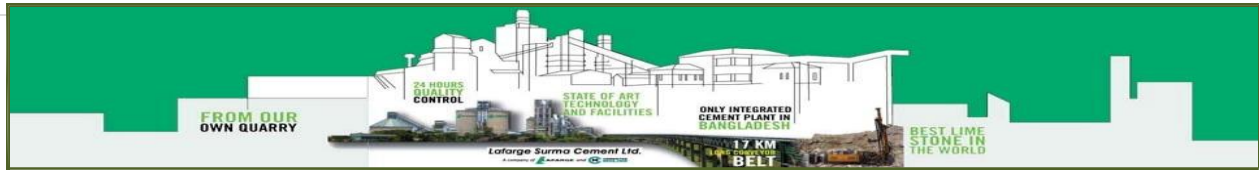


### 3.3 Advantages and Importance of HR in Lafarge Surma Cement:

- **Meeting manpower needs:** Lafarge Surma Cement needs adequate and properly qualified staff for the conduct of regular business activities. Imaginative HRP is needed in order to meet the growing and changing human resource needs of an organization.
- **Replacement of manpower:** The existing manpower in LSC is affected due to various reasons such as retirement and removal of employees and labour turnover. HRP is needed to estimate the shortfall in the manpower requirement and also for making suitable arrangements for the recruitment and appointment of new staff.
- **Meeting growing manpower needs:** The expansion or modernization programme may be undertaken by the enterprise. Manpower planning is needed in order to forecast and meet additional manpower requirement due to LSC expansion and growth needs through recruitment and suitable training programs.
- **Meeting challenges of technological environment:** HR is helpful in effective use of technological progress. To meet the challenge of new technology existing Lafarge employees need to be retrained and new employees may be recruited.
- **Coping with change:** Lafarge Surma Cement HRP enables an enterprise to cope with changes in competitive forces, markets, products, and technology and government regulations. Such changes generate changes in job content, skill, number and type of personals.
- **Increasing investment in HR:** An employee who picks up skills and abilities becomes a valuable resource because an organization like LSC makes investments in its manpower either through direct training or job assignments.



- **Adjusting manpower requirements:** A situation may develop in LSC when there will be surplus staff in one department and shortage of staff in some other department. Transfers and promotions are made for meeting such situations.
- **Recruitment and selection of employees:** HRP suggests the type of manpower required in an organization with necessary details. This facilitates recruitment and selection of suitable personnel for jobs in the LSC. Introduction of appropriate selection tests and procedures is also possible as per the manpower requirements.
- **Placement of manpower:** HRP is needed as it facilitates placement of newly selected persons in different departments as per the qualifications and also as per the need of different departments. Surplus or shortage of manpower is avoided and this ensures optimum utilization of available manpower of LSC.
- **Training of manpower:** HRP is helpful in selection and training activities. It ensures that adequate numbers of persons are trained to fill up the future vacancies in the Lafarge Surme Cement They have arranged training such as COBC training, google apps training for the improvement of the employees.



### 3.4 Recruitment process of Lafarge surma cement:

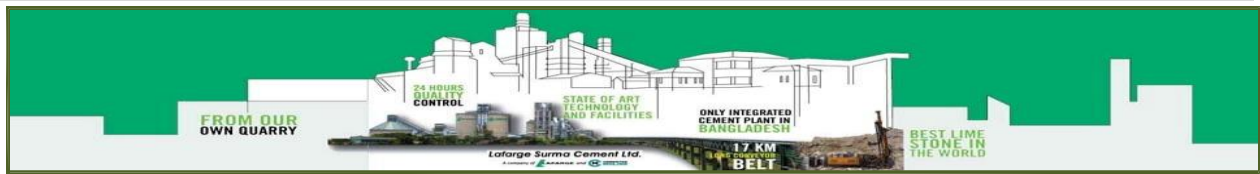
According to Edwin Flippo, "Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the Organisation."

Recruitment is a continuous process whereby the firm attempts to develop a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually, the recruitment process starts when a manager initiates an employee requisition for a specific vacancy or an anticipated vacancy.

It is the process to discover sources of manpower to meet the requirement of staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.

Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organisation so that the management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to expedite the selection process.

Recruitment is almost central to any management process and failure in recruitment can create difficulties for any company including an adverse effect on its profitability and inappropriate levels of staffing or skills. Inadequate recruitment can lead to labor shortages, or problems in management decision making and the recruitment process could itself be improved by following management theories. The recruitment process could be improved in sophistication with Rodgers seven point plan, Munro-Frasers five-fold grading system, psychological tests, personal interviews, etc. Recommendations for specific and differentiated selection systems for different professions and specializations have been given. A new national selection system for psychiatrists, anesthetists and dental surgeons has been proposed within the United Hospital



The need for recruitment may be due to the following reasons:

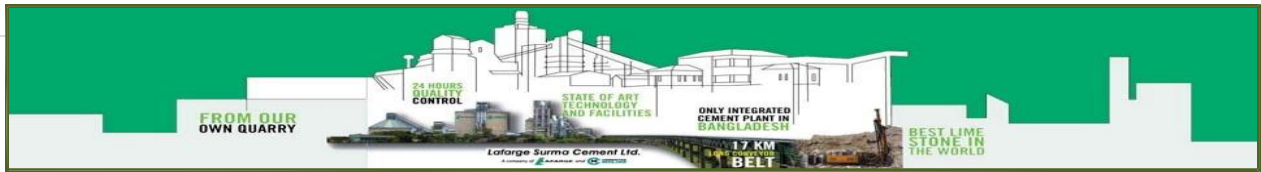
- Vacancies: due to promotions, transfers, retirement, termination, permanent disability, death and labour turnover.
- Creation of new vacancies: due to growth, expansion and diversification of business activities of an enterprise.
- In addition, new vacancies are possible due to job respecification.

The recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength and the strategic advantage for the organisations. Recruitment process involves a systematic procedure from sourcing the candidates to arranging and conducting the interviews and requires many resources and time. A general recruitment process is as follows:

Identifying the vacancy:

The recruitment process begins with the human resource department receiving requisitions for recruitment from any department of the company. These contain:

- Posts to be filled
  - Number of persons
  - Duties to be performed
  - Qualifications required
- 
- Preparing the job description and person specification.
  - Locating and developing the sources of required number and type of employees (Advertising etc).
  - Short-listing and identifying the prospective employee with required characteristics.
  - Arranging the interviews with the selected candidates.
  - Conducting the interview and decision making



### The HR Role in Recruitment changed

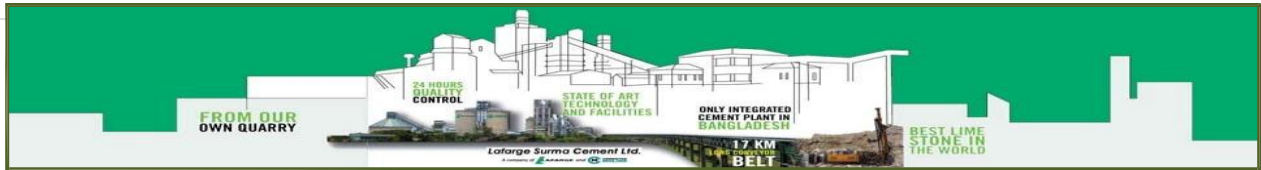
- Decides about the design of the recruitment processes and to decide about the split of roles and responsibilities between Human Resources and Hiring Manager
- Decides about the right profile of the candidate
- Decides about the sources of candidates
- Decides about the measures to be monitored to measure the success of the process

A traditional role of HR in Recruitment was an administrative part of the whole process. The HRM was responsible for maintaining the vacancies advertised and monitored, but the real impact of HRM to the performance of the whole recruitment process was minimal.

But as the role of Human Resources in the business was increasing, the HR Strategy was changed. From making the process working to the real management of HR Processes and the Recruitment Process was the first to manage.

The role of HR in Recruitment is very important as HRM is the function to work on the development of the recruitment process and to make the process very competitive on the market. As the job market gets more and more competitive, the clearly defined HR Role in Recruitment will be growing quickly. HRM is not a function to conduct all the interviews today, the main role of Human Resources is to make the recruitment process more attractive and competitive on the job market. If candidature suits the mentioned profile then kindly send us the following details:

1. your updated resume in MS Word format.
2. Present CTC
3. Expected CTC
4. Notice Period

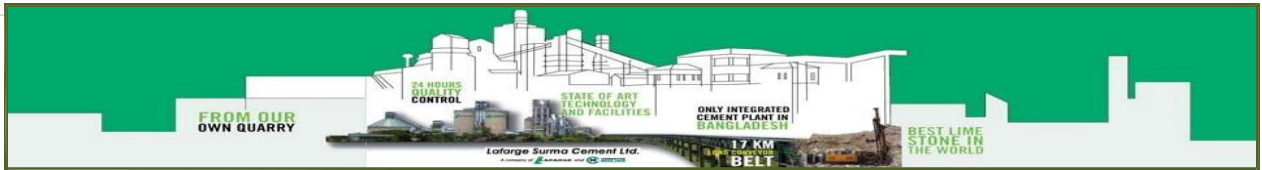


### **Scope of HR Recruitment in Lafarge surma Cement:**

- HR jobs are one of most important tasks in any company or organization.
- To structure the Recruitment policy of company for different categories of employees.
- To analyses the recruitment policy of the organization.
- To compare the Recruitment policy with general policy.
- To provide a systematic recruitment process.
- It extends to the whole Organization. It covers corporate office, sites and works appointments all over India.
- It covers workers, Clerical Staff, Officers, Jr. Management, Middle Management and Senior Management cadres.
- A recruitment agency provides you with career counseling which renders a crystal clear picture of what are the possible career options out there for you and which job option suits you the best.

### **Objective of HR Recruitment in LSC:**

- To obtain the number and quality of employees that can be selected in order to help the organization to achieve its goals and objectives.
- Recruitment helps to create a pool of prospective employees for the organization so that the management can select the right candidate for the right job from this pool.
- Recruitment acts as a link between the employers and the job seekers and ensures the placement of right candidate at the right place at the right time.
- Recruitment serves as the first step in fulfilling the needs of organizations for a competitive, motivated and flexible human resource that can help achieve its objectives.
- The recruitment process exists as the organization hire new people, who are aligned with the expectations and they can fit into the organization quickly.

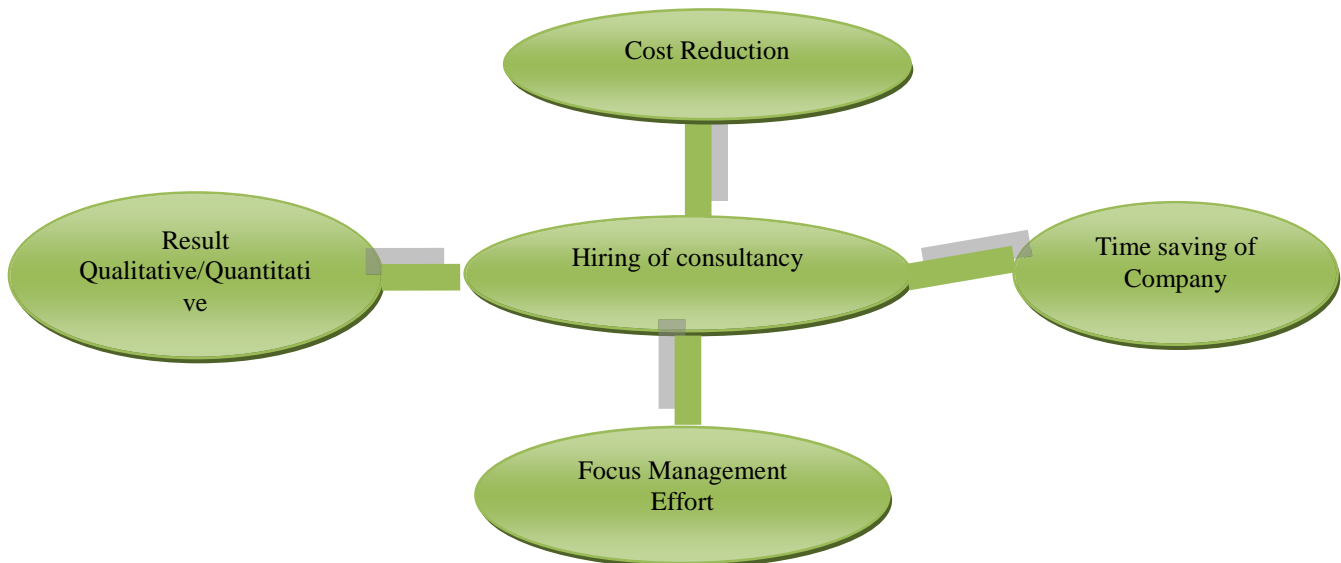


### **Advantage of Outsourcing Recruitment or Hiring of Consultancy in LSC:**

Traditionally, recruitment is seen as the cost incurring process in an organization. HR outsourcing helps the HR professionals of the organisations to concentrate on the strategic functions and processes of human resource management rather than wasting their efforts, time and money on the routine work.

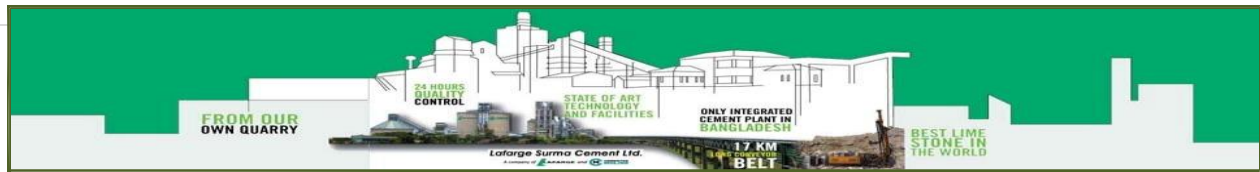
Outsourcing the recruitment process helps to cut the recruitment costs to 20 % and also provide economies of scale to the large sized organizations.

The major advantages of outsourcing performance management are:



Outsourcing is beneficial for both the corporate organisations that use the outsourcing services as well as the consultancies that provide the service to the corporate. Apart from increasing their revenues, outsourcing provides business opportunities to the service providers, enhancing the skill set of the service providers and exposure to the different corporate experiences thereby increasing their expertise.





### **The advantages accruing to the corporate are:**

- Turning the management's focus to strategic level processes of HRM
- Accessibility to the expertise of the service providers
- Freedom from red tape and adhering to strict rules and regulations
- Optimal resource utilisation
- Structured and fair performance management.
- A satisfied and, hence, highly productive employees
- Value creation, operational flexibility and competitive advantage

Therefore outsourcing helps both the organisations and the consultancies to grow and perform better.

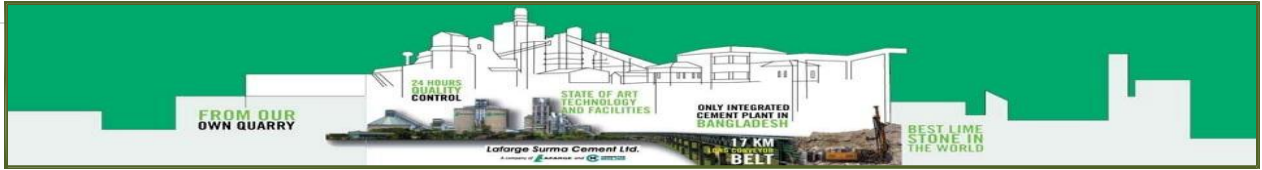
### **Changing Role of Recruitment Intermediaries in LSC:**

Recruitment consultancies, agencies or intermediaries are witnessing a boom in the demand of their services, both by the employers and the job seekers. With an already saturated job market, the recruitment intermediaries have gained a vital position acting as a link between the job seekers and the employers.

But at the same time, one of the major threats faced by this industry is the growing popularity of e-recruitment. With the changing demand, technologies and the penetration and increasing use of internet, the recruitment consultancies or the intermediaries are facing tough competition. To retain and maintain their position in the recruitment market, the recruitment intermediaries or consultants (as they are commonly known) are witnessing and incorporating various changes in terms of their role, functions and the services.

According to a survey amongst top employers, most of them agree with the growing influence of technology and the Internet on the recruitment processes. 70 per cent of employers reported the use of application portal on their company's official website. Apart from that, the emerging popularity of the job portals is also growing.

But the fact that the intermediaries or the consultants are able to provide their expert services, economies of scale, up to 40 percent savings in the recruitment costs, knowledge of the market, the candidates, understanding of the requirements, and most importantly, the access to the suitable and talented candidates and the structured recruitment processes. The recruitment intermediaries save



the organisations from the tedious of weeding out unsuitable resumes, co-coordinating interviews, posting vacancies etc. give them an edge over the other sources of recruitment.

To retain their position as the service providers in the recruitment market, the recruitment intermediaries are providing value added services to the organisations. They are incorporating the use of internet and job portals, making their services more efficient.

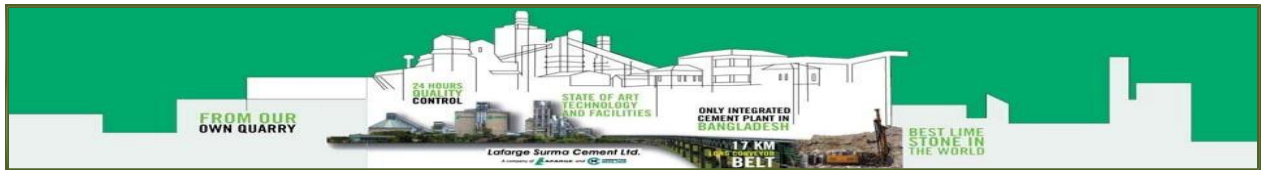
Despite of the growing use of the internet, the recruitment intermediaries are predicted to continue dominating the recruitment market in the anticipated future.

### **Recruitment Management System in LSC:**

Recruitment management system is the comprehensive tool to manage the entire recruitment processes of an organisation. It is one of the technological tools facilitated by the information management systems to the HR of organisations. Just like performance management, payroll and other systems, Recruitment management system helps to contour the recruitment processes and effectively managing the recruitment.

The features, functions and major benefits of the recruitment management system are 4 explained below:

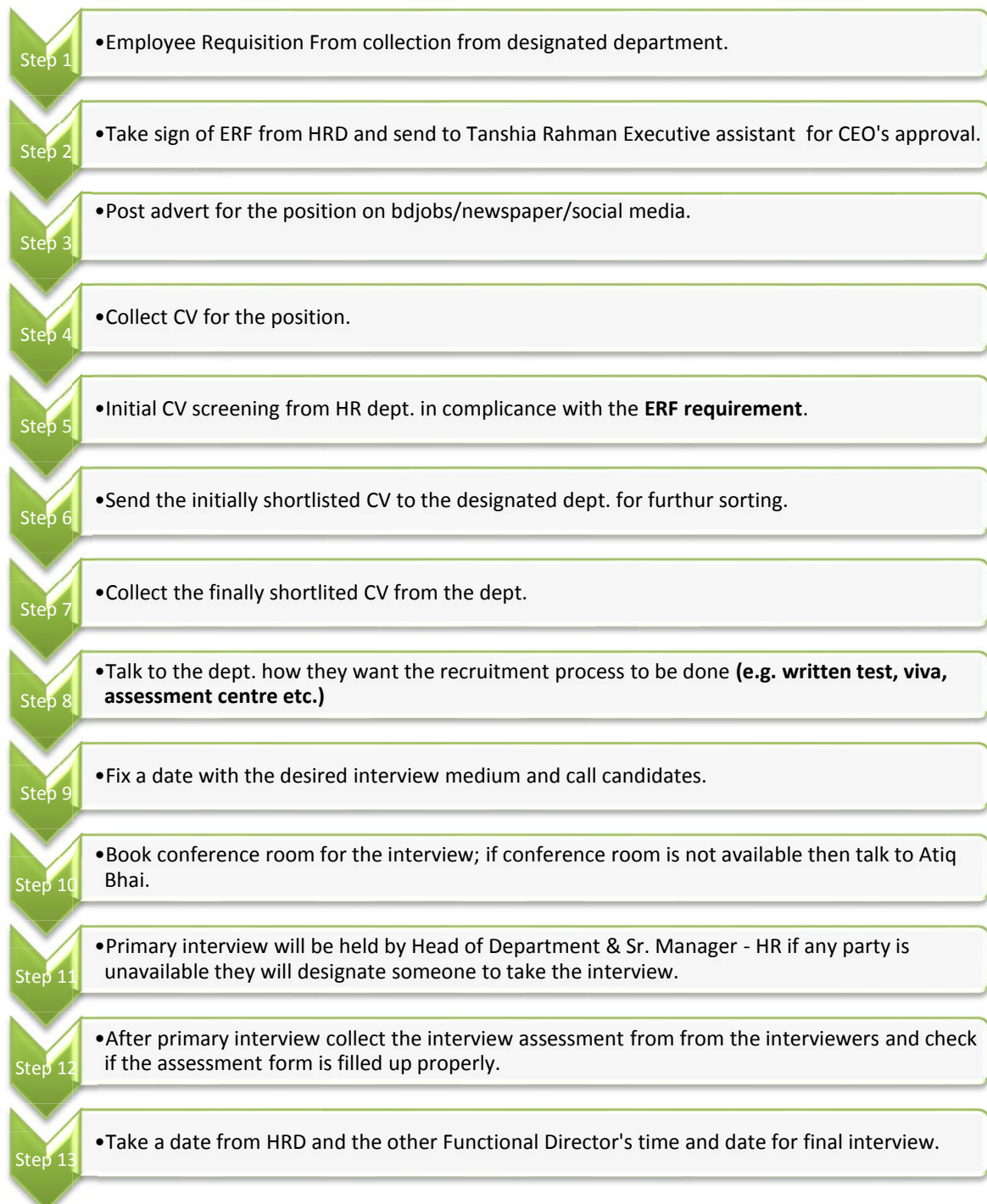
- Structure and systematically organize the entire recruitment processes.
- Recruitment management system facilitates faster, unbiased, accurate and reliable processing of applications from various applications.
- Helps to reduce the time-per-hire and cost-per-hire.
- Recruitment management system helps to incorporate and integrate the various links like the application system on the official website of the company, the unsolicited applications, outsourcing recruitment, the final decision making to the main recruitment process.
- Recruitment management system maintains an automated active database of the applicants facilitating the talent management and increasing the efficiency of the recruitment processes.
- Recruitment management system provides and a flexible, automated and interactive interface between the online application system, the recruitment department of the company and the job seeker.

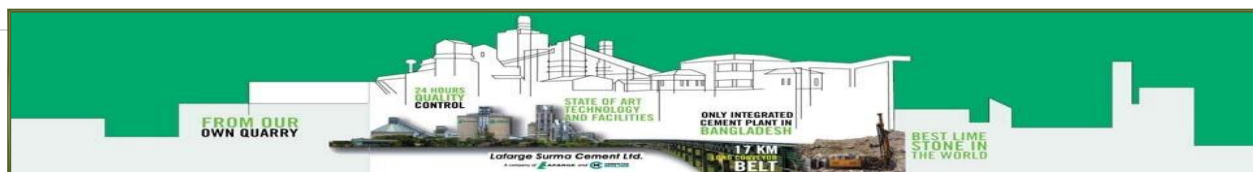


- Recruitment management system helps to communicate and create healthy relationships with the candidates through the entire recruitment process.
- The Recruitment Management System (RMS) is an innovative information system tool which helps to save the time and costs of the recruiters and improving the recruitment processes.

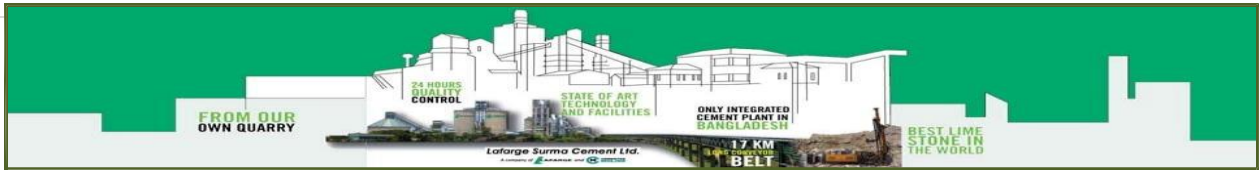


## HR Recruitment Process in LSC:





- Step 14 •After final interview collect back the assessment forms from the HRD and the other FOD.
- Step 15 •Call the finally selected candidate for his current Payslip.
- Step 16 •Prepare fitment, keeping in mind the candidates current salary, years of experience.
- Step 17 •Check **Fitment** with Atiq Bhai and take sign from HRD.
- Step 18 •With HRD's sign send the **Fitment** to designated functional director for his/her approval.
- Step 19 •After getting fitment approval, Prepare **Salary Approval** according to the fitment.
- Step 20 •Take sign from HRD and send it for CEO's approval.
- Step 21 •After getting CEO's approval, prepare **Initial Job Offer** and take sign from HRD.
- Step 22 •Give the **Initial Offer** to the candidate and upon receiving the offer give him a **Medical Letter** (medical letter should be in a sealed envelop with 2 copies of candidates PP size photo attested by HR).
- Step 23 •After getting the medical report, Prepare a **Contract Letter** addressing the candidate if medically fit.
- Step 24 •Take sign of HRD in the **Contract Letter**. For plant position courier contract papers to the Plant for SVP-O's sign.
- Step 25 •Call the candidate to collect the contract letter and ask a joining date from him.
- Step 26 •For plant position: Before joining date send all the scanned copy of the candidates to Tanvir Sarwar and inform him atleast before a week.



## **1. Client need assessment**

- Define objectives and specifications
- Understand client's business and culture
- Understand the job/position specifications
- Understand roles and responsibilities of the prospective candidate
- Develop a search plan and review with the client

## **2. Candidate Identification**

- Identify target sources
- Extensive organization mapping, research & database search of the profile
- Provide status report to client about the available talent pool

## **3. Candidate assessment and Presentation**

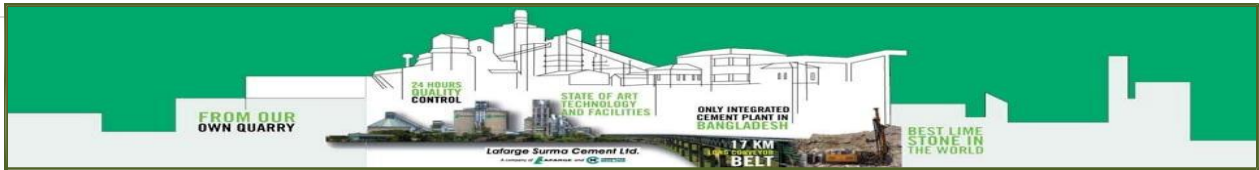
- Screen and evaluate candidates
- Personal Interviews with Candidates wherever possible - assess skills, interest level and cultural fit
- Discuss the shortlist with the client and send resumes

## **4. Candidate interview, selection & Presentation of Offer**

- Facilitate interviews with the client
- Obtain feedback
- Participate in decision making process
- Provide inputs on candidate's desired compensation

## **5. Closure & Follow up**

- Negotiate offer acceptance
- Execute Reference check, Compensation & Job Level Discussions
- Coordinate Joining Formalities and on boarding as per predefined date
- Closing review to understand client's level of satisfaction.



### HR Telephonic Interview Questions for LSC:

- Tell me about yourself?
- Tell me about your job profile?
- How much current CTC, you're getting in current organization?
- How much you're expecting from new organization?
- How the notice period you required if you are selected?
- Why did you want to resign from your previous job

### HR Challenges in Recruitment in LSC :

Recruitment is a function that requires business perspective, expertise, ability to find and match the best potential candidate for the organisation, diplomacy, marketing skills (as to sell the position to the candidate) and wisdom to align the recruitment processes for the benefit of the organisation. The HR professionals – handling the recruitment function of the organisation- are constantly facing new challenges. The biggest challenge for such professionals is to source or recruit the best people or potential candidate for the organisation.

In the last few years, the job market has undergone some fundamental changes in terms of technologies, sources of recruitment, competition in the market etc. In an already saturated job market, where the practices like poaching and raiding are gaining momentum, HR professionals are constantly facing new challenges in one of their most important function- recruitment. They have to face and conquer various challenges to find the best candidates for their organisations.

The major challenges faced by the HR in recruitment are:

- **Adaptability to globalization** – The HR professionals are expected and required to keep in tune with the changing times, i.e. the changes taking place across the globe. HR should maintain the timeliness of the process
- **Lack of motivation** – Recruitment is considered to be a thankless job. Even if the organisation is achieving results, HR department or professionals are not thanked for recruiting the right employees and performers.

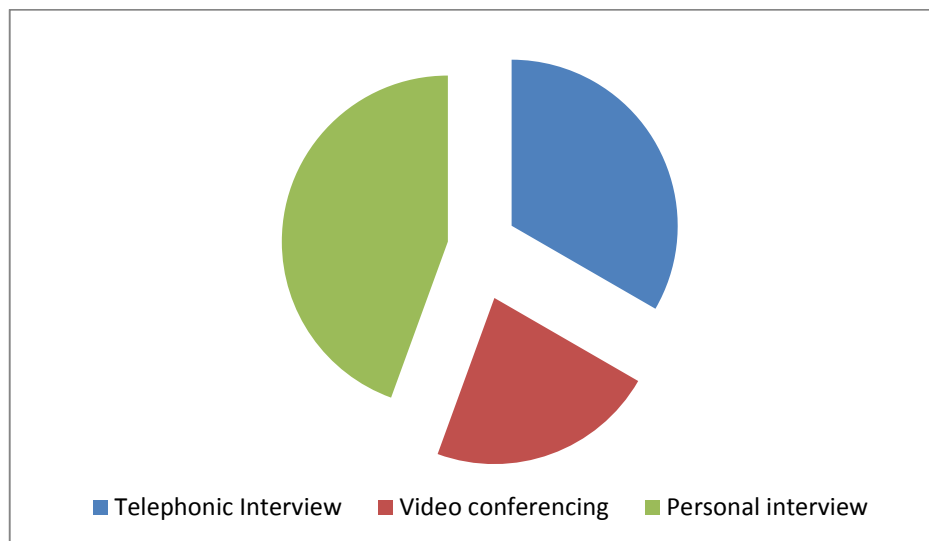


- **Process analysis** – The immediacy and speed of the recruitment process are the main concerns of the HR in recruitment. The process should be flexible, adaptive and responsive to the immediate requirements. The recruitment process should also be cost effective.
- **Strategic prioritization** – The emerging new systems are both an opportunity as well as a challenge for the HR professionals. Therefore, reviewing staffing needs and prioritizing the tasks to meet the changes in the market has become a challenge for the recruitment professionals.

### 3.Data Analysis and Interpretation:

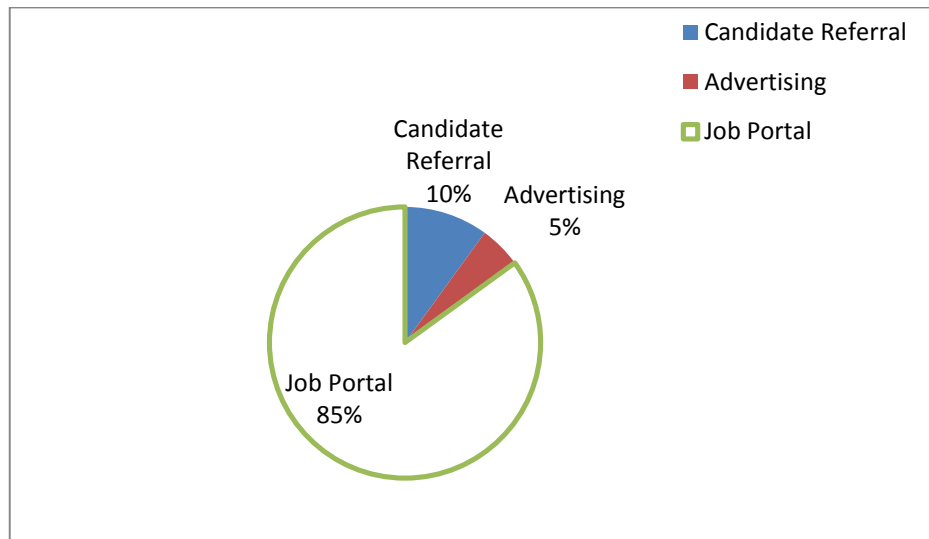
The analysis of the data is done as per the LSC manager survey finding. The data is represented graphically in percentage. The percentage of the people opinion were analyzed and expressed in the form of charts.

#### Question 1: What form of interview did you prefer?



Most of the LSC manager Prefer Personal interviews, 30% prefer to take telephonic interviews where as only 20% goes for video conferencing and rest 10% adopt some other means of interviews.

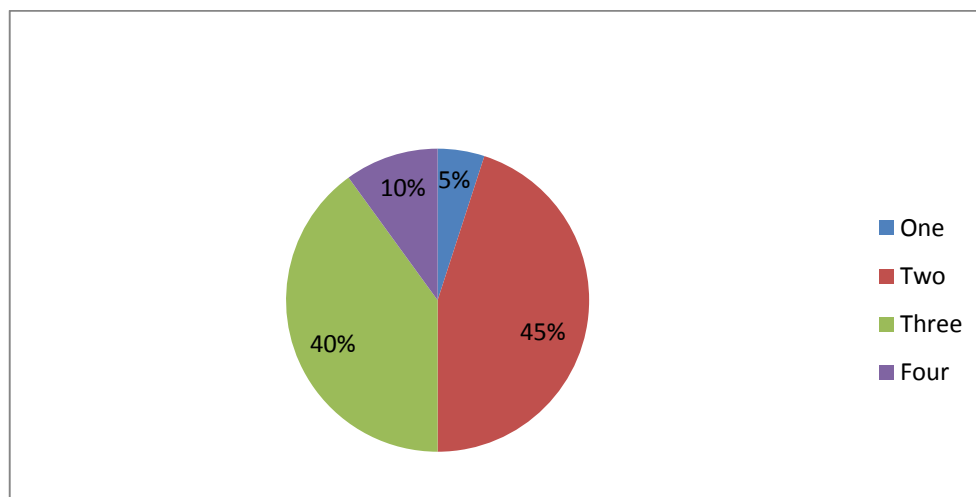
#### Question 2: What source you adopt to source candidates?



Source: Compiled from questionnaire data

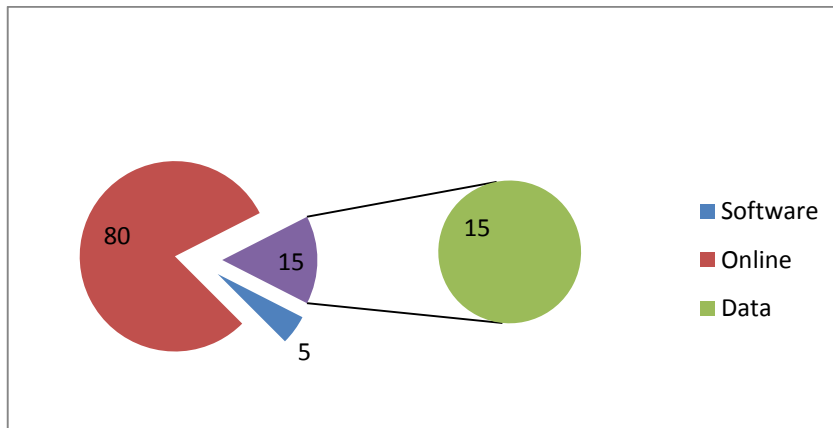
Interpretation: This analysis indicates that most of the LSC manager respondent 85% responded for Job Portal, 10% responded for Candidate referral and 5% responded for Advertising.

**Question 3: How many stages are involved in selecting the candidate? How many Question you are asking during the Telephonic interview round?**



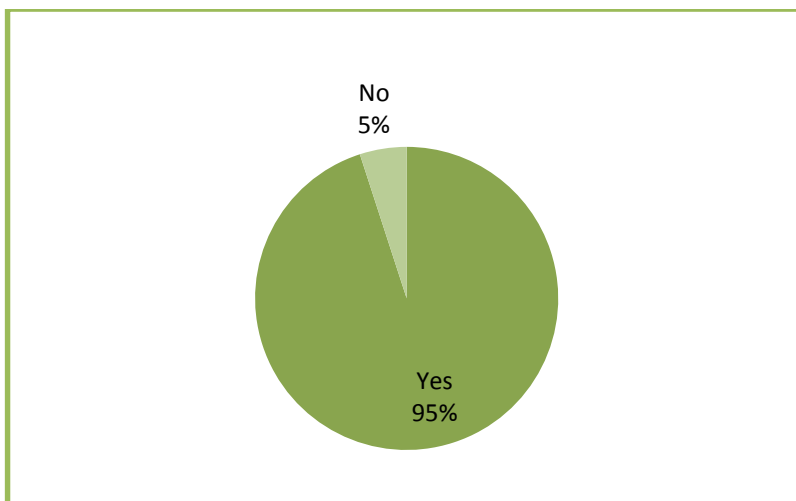
Most of the Lafarge Executives Prefer two stages of interview, 40% prefer to take three stages interviews where as only 10% goes for four rounds and rest 5% sometimes opt for one round of interviews.

#### Question 4: How do you track the source of candidate?



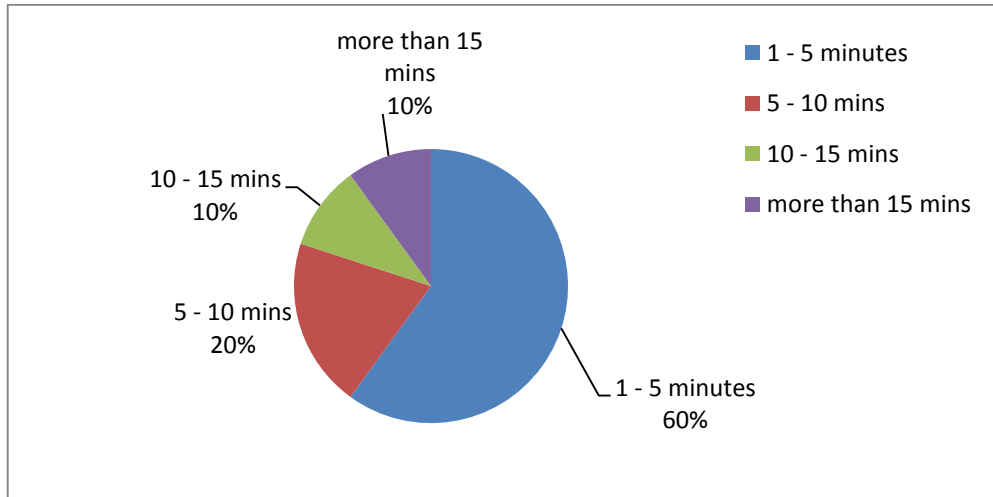
Most of the Executives 80% prefer online, 15% prefer Data where as only 5% goes for software to source a candidate.

#### Question 5: Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?



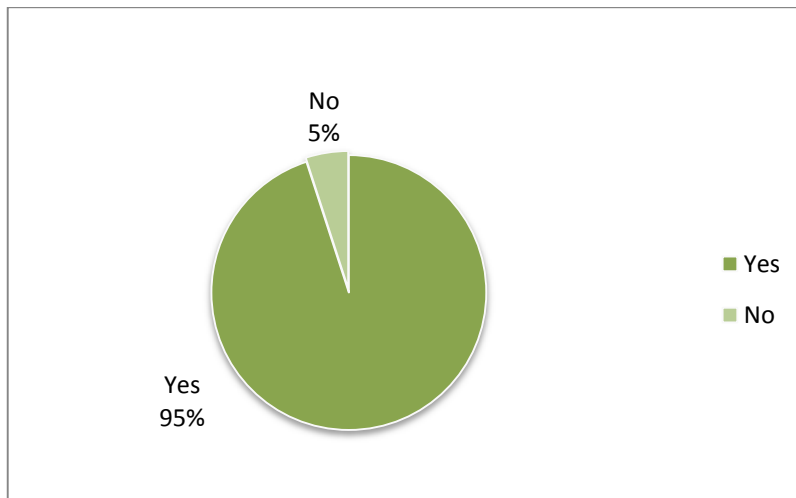
This analysis indicates that most of the respondent 95% responded for Yes and 5% responded for No.

**Question 6: What is the average time spent by executives during recruitment (each candidate)?**



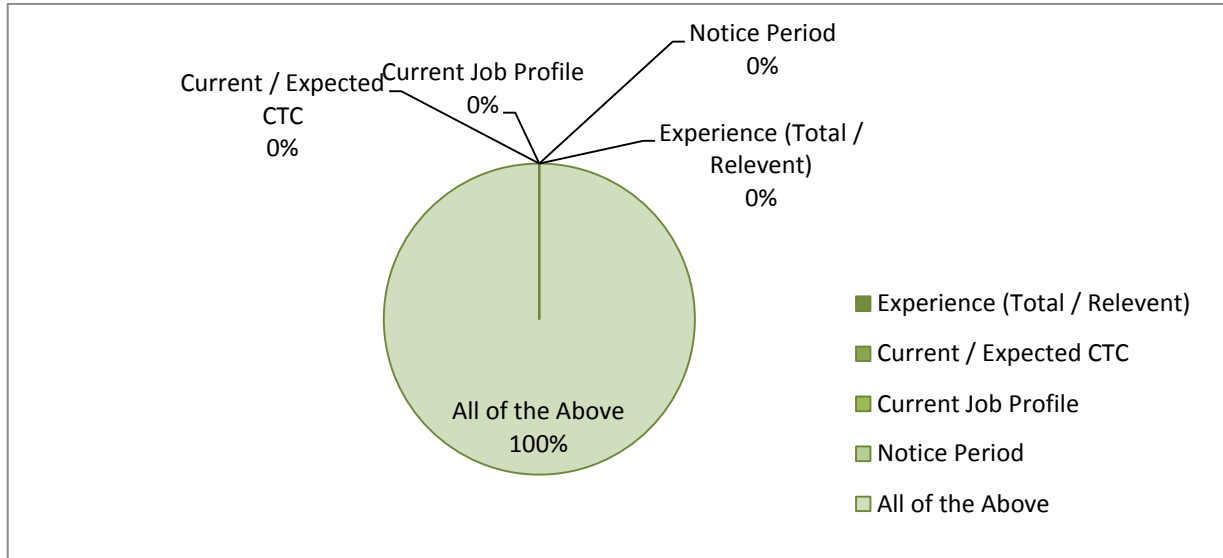
This analysis indicates that most of the respondent i.e. 60% responded for 1 to 5 minutes, 20% responded for 5 to 10 mins, whereas 10% responded for 10 – 15 mins and rest 10% responded for more than 15 mins.

**Question 7: Do you follow different recruitment process for different grades of employees?**



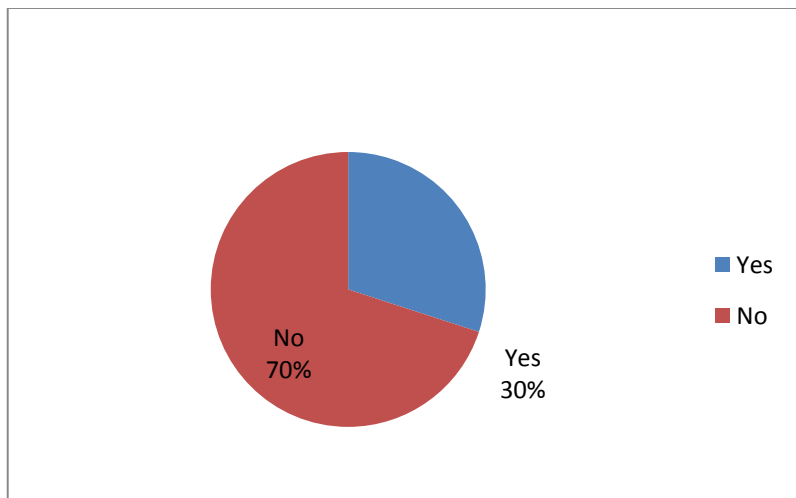
This analysis indicates that most of the respondent i.e. 95% responded for Yes and 5% responded for No.

**Question 8: What are the basic questions you ask to the candidate?**



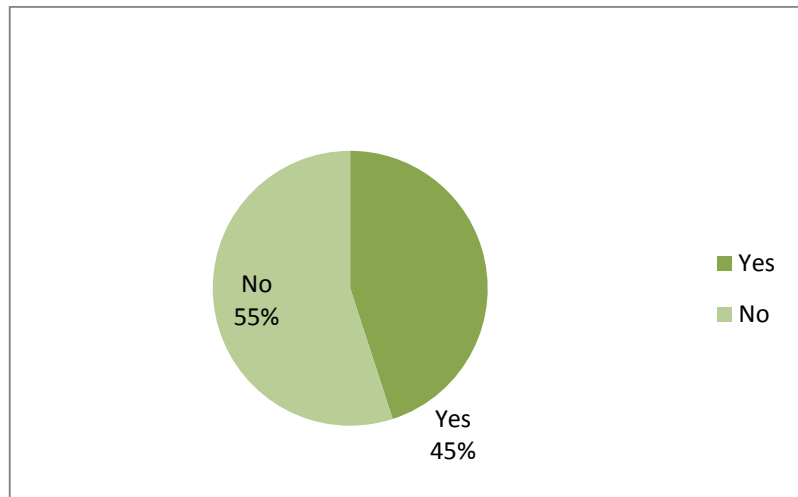
This analysis indicates that the entire respondent i.e. 100% responded for asking all the basic questions.

**Question 9: Do you have any system to calculate cost per recruitment?**



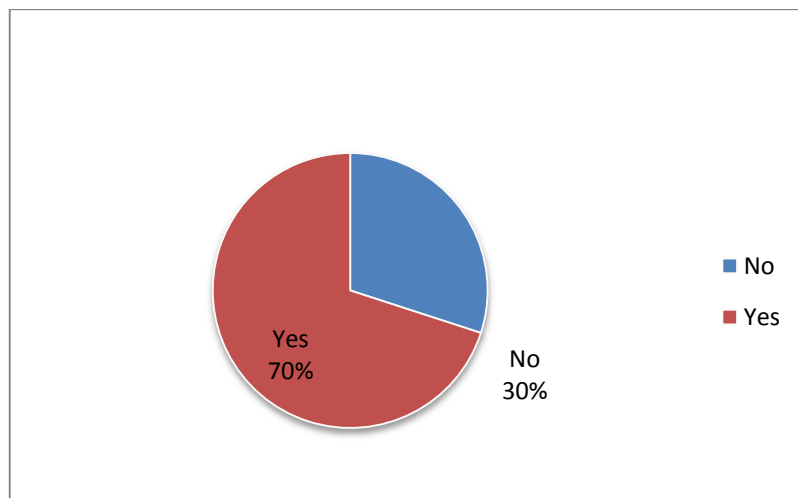
This analysis indicates that most of the respondent i.e. 70% responded for No and 30% responded for Yes.

**Question 10: Is there any provision for evaluation and control of recruitment process?**

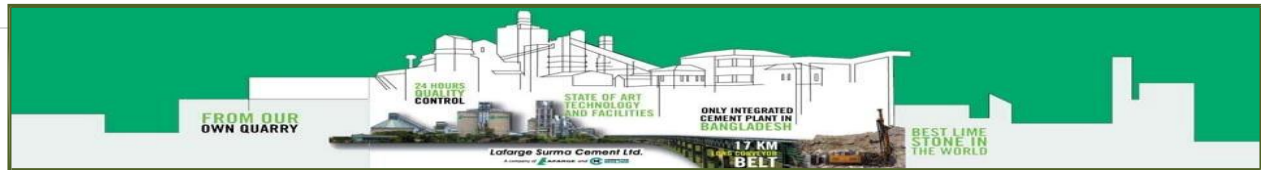


This analysis indicates that most of the respondent i.e. 55% responded for No and 45% responded for Yes.

**Question 11: Is there any facility for absorbing the trainees in your organization?**



This analysis indicates that most of the respondent i.e. 70% responded for Yes and 30% responded for No.



### **3.THEORITICAL FRAMEWORK:** Theories regarding recruitment;

#### **RECRUITMENT IS TWO WAY STREET:**

It takes recruiter and a recruitee: It takes a recruiter and a recruitee recruiter has a choice whom to recruit and whom not;

As per Behling et al, there are three ways in which a prospective employee makes a decision to join an organization.

Accordingly, the following three theories of recruitment have been evolved:

- Objective factor theory
- Subjective factor theory
- Critical contact theory

These theories can be explained as follows:

#### **Objective Factor Theory:**

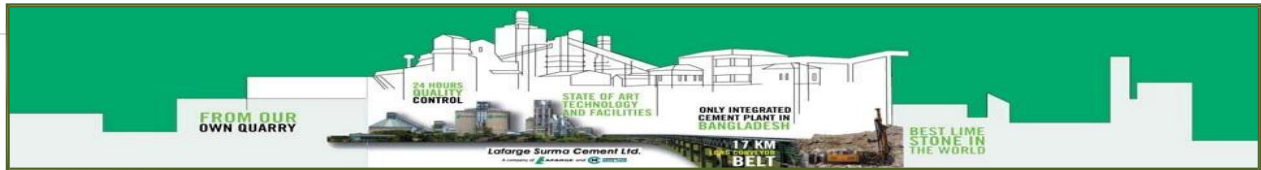
It assumes that the applicants are rational. As per this theory, the choice of organization by a potential employee depends on objective assessment of tangible factors such as;

Pay package, Location, Opportunity per career growth, Nature of work and Educational opportunities. The employer according to this theory considers certain factors among others; educational qualification, years of experience and special qualification/experience.

#### **Subjective Factor Theory:**

The decision making is dominated by social and psychological factors. The status of the job, reputation of the organization and other similar factors plays an important role.

According to this theory, compatibility of individual personality with the image of organization is decisive factor in choosing an organization by individual candidate seeking for employment. These subjective factors are; Personal compatibility for the position, Competence and Best fit.



### **Critical Factor Theory:**

The critical factors observed by the candidate during his interaction with the organization play a vital role in decision making. Recruiter being in touch with the candidate, promptness of response and similar factors are important. This theory is more valid with the experienced professionals.

There are instances when a candidate is unable to choose an organization out of alternative based on Objective and Subjective factor(s) listed above. This is due to many reasons such as limited contact and insufficient data with regards to the organization or its own inability to analyze and come to ant conclusion. In such cases, certain critical factors observed by the manager during interview and contact with personnel of the organization will have profound influence in his decision process.

It must be noted that, the theoretical base given above by Behling et al was mostly influenced by the working condition which existed in developed countries like The United States of America and European countries. In these countries, vacancies are many and there is scarcity of suitable hands unlike in developing countries like Cameroon where vacancies are less and hands are more resulting to large scarce unemployment. The theoretical base given above cannot be applied in developing countries except in hid paid jobs where higher skills and better knowledge are the prerequisites. In such cases, candidates have variety of choices and he is the master of his choice. In production, servicing and clerical jobs, unemployment is where the number of job seekers far exceeds the vacancies.

In such a situation, candidates have little choice and such, grab whatever organization call him or her for employment. In such a case, the potential organization is in a better place to choose the candidates from the many available.

Hence, the recruitment process should be that of filtering and re-distributing potential candidates not only, for actual or anticipated organization vacancies but also searching for prospective employee.



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From Behling's review, it could be assessed that workers output will increase due to certain objectives of motivating them through regular payment. This will help to influence their working conditions thereby making them to be effective at work.

Problems arise when unemployment rate is high and the number of those seeking for jobs far exceeds the vacancies that exist. In this case, candidates have little choice to be offered the job in the institution. Though they possess the knowledge, education, the process should be to filter and re-discover their potentials.

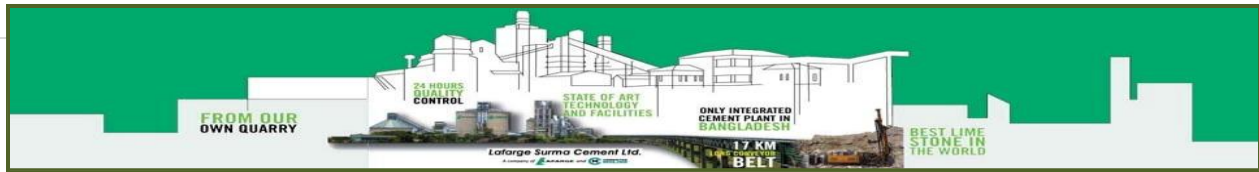
When this happens, right (qualified) employees should be placed in the right positions and as a result, it will lead to an increase in productivity.

Due to the subjective factor of a candidate being best fit for the job, it is not the best procedure to determine whether his output will increase or decrease but it should be assessed from the critical factor observed during interview and the contact with the personnel of the organization that will influence his productivity and his decision making.

### **Personality–Job Fit Theory:**

The personality–job fit theory postulates that a person's personality traits will reveal insight as to adaptability within an organization. The degree of confluence between a person and the organization is expressed as their Person-Organization (P-O) fit. This also referred to as a person–environment fit. A common measure of the P-O fit is workplace efficacy; the rate at which workers are able to complete tasks. These tasks are mitigated by workplace environs- for example, a worker who works more efficiently as an individual than in a team will have a higher P-O fit for a workplace that stresses individual tasks (such as accountancy). By matching the right personality with the right company workers can achieve a better synergy and avoid pitfalls such as high turnover and low job satisfaction. Employees are more likely to stay committed to organisations if the fit is 'good'.

In practice, P-O fit would be used to gauge integration with organizational competencies. The Individual is assessed on these competencies, which reveals efficacy, motivation, influence, and co-worker respect. Competencies can be assessed using various tools like psychological tests, competency based interview, situational analysis, etc.



If the Individual displays a high P-O fit, we can say that the Individual would most likely be able to adjust to the company environment and work culture, and would be able to perform at an optimum level

### **My learning and job during internship:**

#### ➤ **Timing:**

We all know “time is money” and in Lafarge I came to know how important it is to be time specific. If any meeting is on 1p.m then by any means that meeting has to be on time.

#### ➤ **Team work management:**

Every team works to carry out their members to accomplish the given task whether it is HR, Finance, Marketing or Logistics and culture. It seemed to me that everything is structured and organized. department. Working as a unit not as individuals is their main theme.

#### ➤ **Corporate manners and culture:**

In our day to day life the way we intend to do things we just do it but in an organization like LSC I came to know corporate norms, manners

#### ➤ **Real work life experience:**

In these four months I never felt like I was an intern as I always felt that I was working as a real employee.

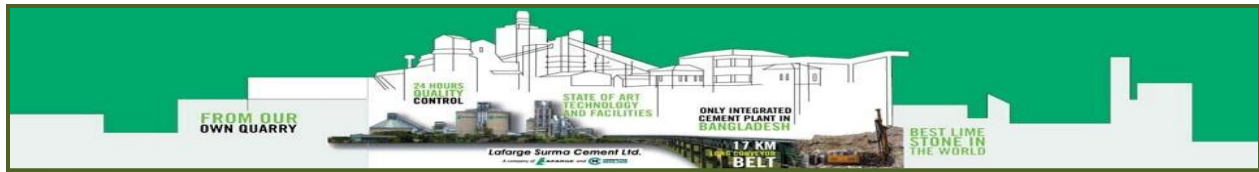
#### ➤ **Business terms and conditions:**

My internship gave me a real chance to closely practice the business terms and conditions.

#### ➤ **Communicate with corporate:**

Just doing a job by sitting on the desk and communicating with corporate people to accomplish a task are two different things. Fortunately I got both the opportunity during my internship. I used to communicate with not only the employees of head office but outside of the head office as well.

Other than that I have learnt more features of excel, how to do scanning and photocopy



### **LSC People Management Strategy:**

Based on department need, LSC recruits highly qualified employees. For recruitment they collect resumes, sort out those based on education and skills. Then call “sort out” candidates for aptitude test and interview. After that second phase of interview is taken by the directors and finally recruit the best employee for the company. After recruiting employees, LSC provide special training for each employee. Some general training is given to all employee.

- Training on Company Policy
- Guidance on Behavioral Expectations
- Training on Health and Safety
- Training on VAT and TAX
- Communication Training

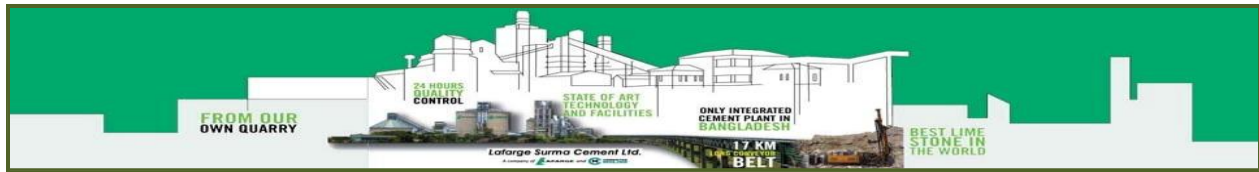
### **Evaluation of employees:**

Every year the employees are evaluated by Key Performance Indicators (KPI). For individual employee KPI is given fixed at the starting of the year. The whole year, performance is evaluated in two ways:

**Management and Leadership Skill:** How good the employee is managing the work environment, how the employee is performing safety measures and how well in leading team members.

**Functional Skill:** How efficiently the employee is performing own job responsibilities

Based on these two skills final evaluation is done. If any employee has lacking on any area, special training is arranged for that employee.

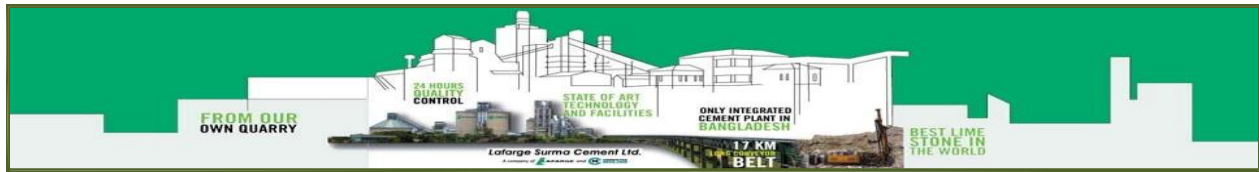


## Standard Process and Policies:

Standard Process and Policies describes how a business runs and what are the rules and regulations it should follow. Having formalized process organizations can reduce time, money and effort. It also helps to set a standard the company should follow.

Effective business's processes, procedures and standards must be:

- Documented (e.g. it's a good idea to create a 'standard operating procedures' manual)
- Grounded in the vision and strategy of business
- Clear about general business procedures as well as role-specific procedures
- Part of staff training program, and made available in a user-friendly format afterwards (e.g. on paper or electronically as a PDF)
- Practiced by management, so other staffs will follow their lead
- Discussed regularly in meetings (including positive and negative feedback)
- Flexible and open to improvement
- Designed to empower and inform, rather than constrain staff
- Regularly reviewed and updated (especially due to legislative or compliance changes that affect your business). (Business processes, 2016)



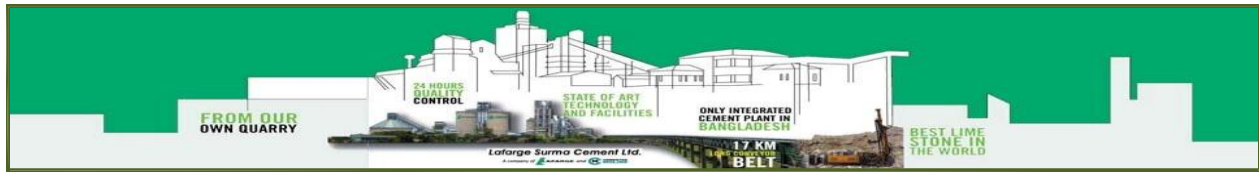
## 4. Safety and CSR



*Figure 3: Plantation in Chhatak*



*Figure 4: Safety Instruction*



## 4.1 Corporate Social Responsibilities

As being a part of society we all have some responsibilities towards our surrounding society. Based on our ability we should fulfill this responsibility. Like individual human being a corporation or business has also some farm duties for the society, in general it is called corporate social responsibility. According to institutional theory, corporate social responsibility consisting of a series of propositions specifying the conditions under which corporations are likely to behave in socially responsible way. The initial objective of a business is making profit, but now the large multinationals and other businesses are focusing on Corporate Social Responsibility, which means they are trying to be ethically, legally and socially responsible towards the society. According to James Brusseau, three theoretical approaches had established for Corporate Social responsibility.

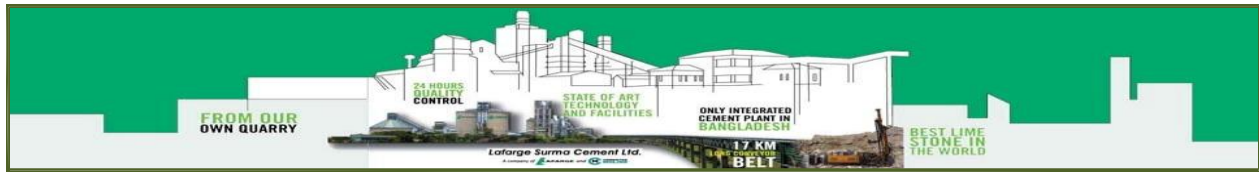
1. Corporate social responsibility (CSR)
2. The triple bottom line
3. Stakeholder theory

#under the point of corporate social responsibility Brusseau had composed four obligations:

**Economic responsibility-** that means a company must have generated money for the livelihood of its employees and for the overall economic development of the country.

**Legal Responsibility-**means obey and follow all rules and regulation a society creates for the well-being of its people.

**Ethical Responsibility-**indicates to do what's right even when not required by the letter or spirit of the law.



**Philanthropic responsibility-** to contribute society's development projects even when they're not related to a specific business.

# the Tripple Bottom Line is incorporated the sustainability of business in three aspects:

**Economic sustainability-** orders that the businesses should be grown in a way so that they have long term volatility and short-term profit.

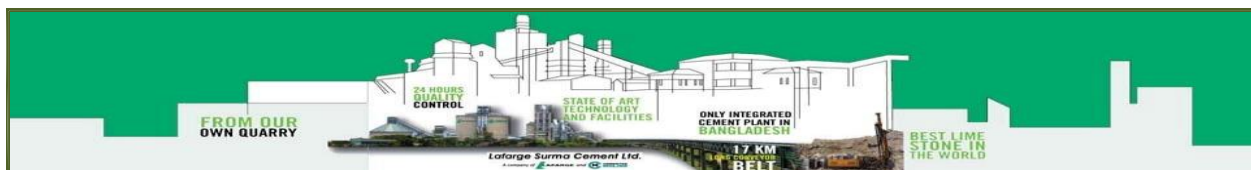
**Social Sustainability-** dictates the business should keep the balance of rich and poor in the society so that everyone has the ability to live life in a similar pattern.

**Environmental Suitability-** the natural resources in this world are limited, so the industries should be concern about the conservation of these resources (oil, coal, water, air etc.).

Edward Freeman derived the stakeholder's theory which affirms that *those whose lives are touched by a corporation hold a right and obligation to participate in directing it.*

#### **4.1.1 LSC Community Development Centre**

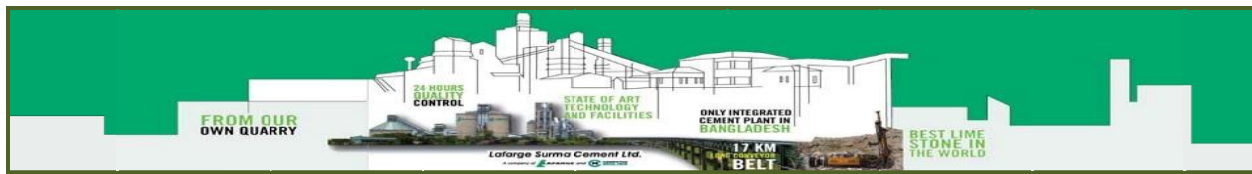
“Business is a priority, but social welfare is a responsibility” with this value LSC do various CSR activities. Like the theoretical approach of CSR Lafarge also committed to ensure sustainable development of the economy, community and environment. For implementation of different corporate social responsibilities LSC has established a hub named Community Development Center (CDC) near its plant Chhatak. There are five sub-centers of this hub also situated in different locations. From CDC and sub-Centers LSC serve society with Health care service, education, employment and infrastructure development.



**Core CSR Activities done till now:**

|                        | Health Care Service  | Education  | Empowering Communities   | Infrastructure Development   | Environment  |
|------------------------|--|--|--|--|--|
| <b>From CDC</b>        | # 82,000 free health services and counseling sessions<br># 9,800 vaccinations provided to people | #“LSC Community Welfare School” for providing free education up to class five<br>#established a library where students can read different types of books<br>#1,618 students have benefitted till now | #provides Small Enterprise Development training in tailoring, embroidery, candle making and the necessary start-up capital to the women of the community<br>#300 women have benefitted from this program | #regularly donates cement and provides technical assistance for developing local infrastructures<br>#distributes blankets during winter, food items during Eid holidays, relief packages during floods, etc. | #developed waste co-processing facilities which contributes to the usage of alternate fuels by the Company<br>#prohibits the use of materials that pose either health or environmental risks or would compromise on cement quality |
| <b>From Sub-Center</b> | #11,200 free health services and counseling sessions<br>#1,460 vaccinations                      | #447 students also received free education<br>#provided education to 110 adults to meet the needs of their daily lives<br>#provides scholarships to 50 students every year for higher education      | #introduced training on solar panel installation and mobile servicing along with the necessary startup capital for the youths of the local communities   |  |  |





## 4.2 Safety and Security

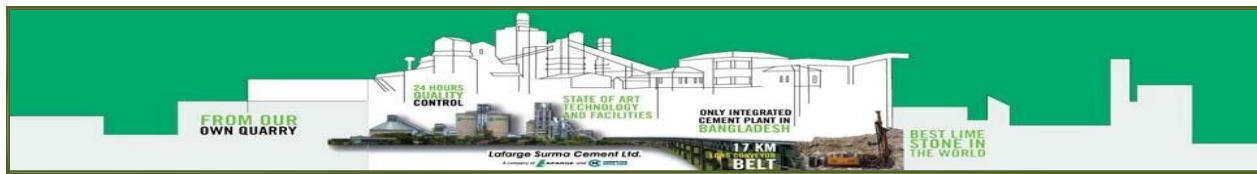
"Do unto others as you would have them do unto you", the known religious and philosophical thought with which we can relate "work as safely with others as you would have them work with you." These sayings are known from generation to generation but in reality practice is very less. In our regular life we rarely uphold the Safety issues, which cause major accidents in our personal and industrial life. From some major hazards in industries now the companies are trying to train up their employees and labor the core safety rules.

John Bernard Taylor wrote about safety culture theories indicate that different levels of an organizational hierarchy have different influences on the safety-culture. These levels need to be differentiated and is considered as having four levels:

- Executive and senior management
- Middle managers
- Supervisors
- The workforce teams (These can be plant designers, the plant operators, maintenance engineers, technicians and contractors, and so on, who are assumed to work under a supervisor. The employees, or the staff, are the aggregate of the workforce and management.

### **LSC Health and Safety:**

"Safety is priority" with this motto LSC serves its stakeholders. All employees of Lafarge must have to follow the safety rules. They are provided special training on safety so that each stakeholder's life can be secured. Lafarge goal on safety is -zero accidents, incidents or occupational illnesses. LSC has 11 rules on health and safety. They are:

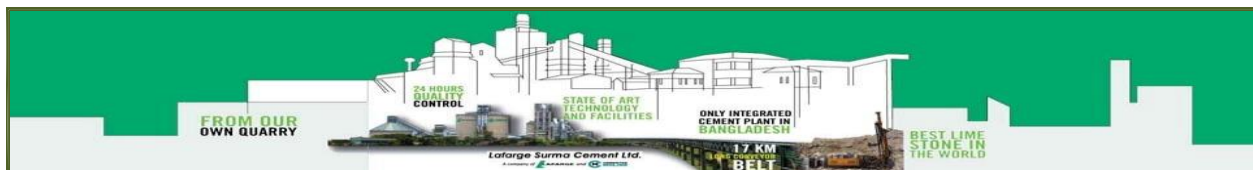


## HEALTH & SAFETY RULES



- 1 RESPONSIBILITY:** Line management is responsible for Health & Safety implementation, communication and compliance.
- 2 TRAINING:** Employees, managers and contractors must be trained to work safely and manage Health & Safety in their area.
- 3 EVERYONE:** Everyone working for Lafarge, including Contractors, must respect Health & Safety rules.
- 4 IMPROVEMENT:** All units must have an annualized Health & Safety improvement plan as part of the Performance Plan.
- 5 ORGANIZATION:** All units must have a Health & Safety committee, composed of managers and relevant experts and partners.
- 6 COMPLIANCE:** All units must comply with the Group Health & Safety standards.
- 7 REPORTING:** All incidents and accidents must be reported at the appropriate level, investigated and learnings shared.
- 8 TRANSPARENCY:** Safety results must be visibly communicated to everyone.
- 9 MEASUREMENT:** All operations must be regularly audited against the Group policy, Health & Safety and Management Systems and Standards.
- 10 SUPPORT:** Health & Safety Organization must be resourced and trained to provide support to the line management.
- 11 CONDITION OF EMPLOYMENT:** Compliance with these rules is a condition of employment and a criteria for career development.



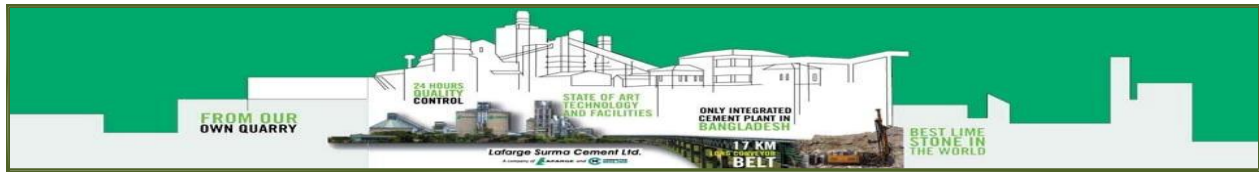


## **Health and Safety Month**

*“Awake the H&S Champion in you* “with this goal LSC arranged Health and Safety Month where sequence of workshop conducted by LSC employees. The execution of this campaign took place of 2016. The objective of the event was “Continue to make people progress in their H&S maturity”. From frontline workers to top manager, everyone was involved in the workshop.

### **Health and Safety Month gave the opportunity:**

- Encourage people to demonstrate their H&S leadership at all levels
- Connecting Ownership and Discipline in Execution
- Creating ownership at all levels of the organisation
- Creating powerful recognition for good performers and excellent performance
- Generating relevance for every worker to do more
- Covering all elements of Health & Safety including Road and Health
- A theme that can run beyond Health & Safety Month
- Allowing countries to expand according to their own needs



During that month People were invited to challenge themselves around three qualities:

**#1  
Committed**

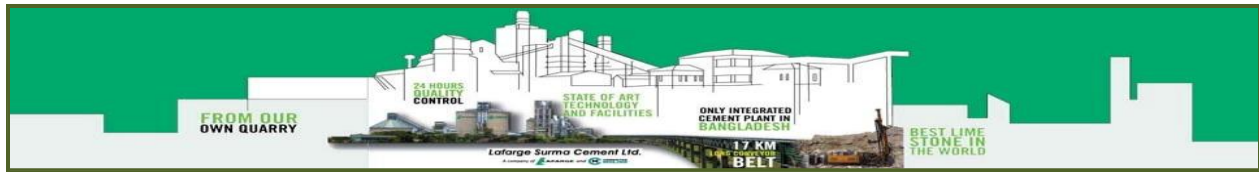
- Personally engaged
- Always aware
- Intervene
- Care for others

**#2  
Open**

- Give feedback
- Receive feedback
- Share & learn
- Discuss & exchange

**#3  
Uncompromising**

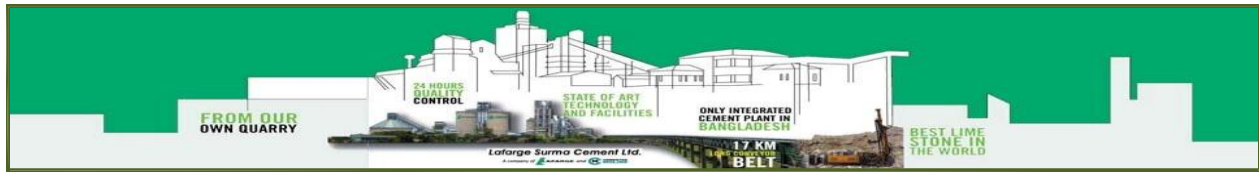
- Follow-up
- Close the loop
- Feel responsible
- Zero tolerance



# 5. Observation & Recommendation



*Figure 5: Night View of Plant*



## 5.1 Observation

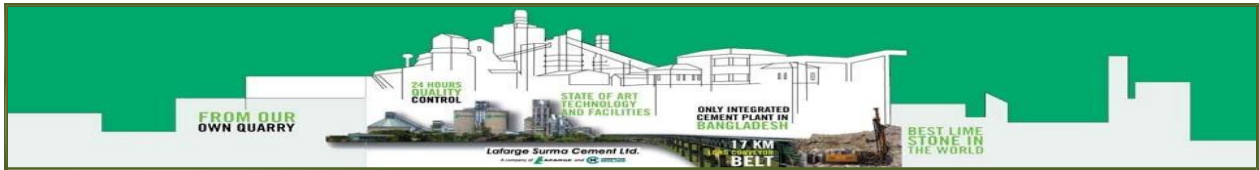
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- From my four months experience I have observed some issues where LSC has lack of efficiency. I am explaining those issues here: According to the Survey, Recruitment differs from company to company for each category.
- According to the Survey, the company do utilize internet sites for the recruitment process and for finding the talent candidate
- According to survey it is observed that the company are utilizing the job description in order to make screening process more efficient

## 5.2 Recommendation

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- Policies adopted by Lafarge are transparent, legal and scientific and the recruitment is fair. The recruitment should not be lengthy.
- To some extent a clear picture of the required candidate should be made in order to search for appropriate candidates.
- Most of the employees were satisfied but changes are required according to the changing scenario as recruitment process has a great impact on the working of the company as a fresh blood, new idea enters in the company.



## **Conclusion:**

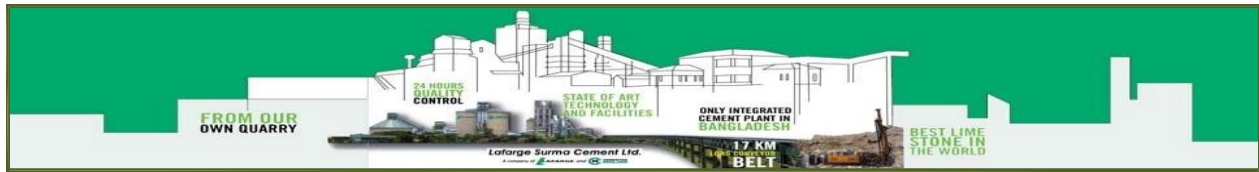
It was an absolute worthwhile experience working at the Lafarge Surma Cement. The friendly welcoming staff and the space they have created for an intern allowed me with ample opportunities to learn and know myself as a worker. This experience brought out my strength and also the areas I needed to improvise. It added more confidence to my professional approach, built a stronger positive attitude and taught me how to work in team as a player.

The primary objective of an internship is to gather a real life working experience and put their theoretical knowledge in practice. I am grateful to the entire team of HRD of the head office for their unprecedented support to make my working experience truly rewarding. Especially working in this department made me realize my competencies and level of understanding regarding the human resources. On completion of this internship period, I came to know about the importance of human resources and the role of HR manager, HR Training Executive, HR C&B Executive and HR talent acquisition executive in an organization.

As an intern, though I had a limited space to work, I still managed to grab plentiful of experiences. I made the best of every opportunity I was given and made the utmost use of my abilities and knowledge to fulfill all my responsibilities. I could implement my academic skills into practice and my efforts were highly acknowledged. There is however some gap between our theoretical knowledge and real life practice, yet the managerial level staff members is quite open towards upgrading current approach, which was extremely motivating.

Hence, I can sum up by saying that my internship experience was a milestone to my academic and professional experience. I thoroughly enjoyed the challenges that came along every single day. I could also bring some minor improvisations during my internship which were able to leave their marks. These lessons that I have learned will be a valuable one for my future endeavors as well

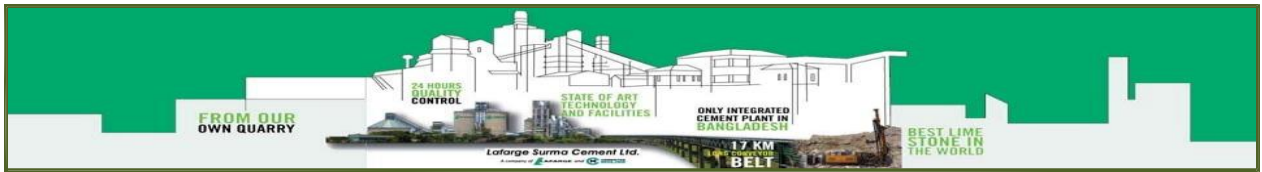




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## **Questionnaire on Recruitment Process**

**Name –**

**Company's name –**

**Designation –**

**Date-**

**Note – Please fill the appropriate option.**

**Question 1: What form of interview did you prefer?**

- a. Personal interviews      b. telephonic interviews
- c. video conferencing      d. Other

**Question 2: What source you adopt to source candidates?**

- a. Candidate referral      b. Advertising      c. Job portals

**Question 3: How many stages are involved in selecting the candidate? / How many Question you are asking during the Telephonic interview round?**

- a. 1    b. 2    c. 3    d. 4    e. More

**Question 4: How do you track the source of candidate?**

- a. Software      b. Online      c. Data

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**Question 5: Does the organization clearly define the position objectives, requirements and candidate specifications in the recruitment process?**

- a. Yes                      b. No

**Question 6: What is the average time spent by executives during recruitment (each candidate) ?**

- a. 1mins to 5mins.                      b. 5 to 10 mins.  
c. 10 to 15mins.                      d. More

**Question 7: Do you follow different recruitment process for different grades of employees?**

- a. Yes                      b. No

**Question 8: What are the basic questions you ask to the candidate?**

- a. Experience (Total/Relevant)  
b. Current CTC/Expected CTC  
c. Job Profile  
d. Notice period  
e. All the Above

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**Question 9: Do you have any system to calculate cost per recruitment?**

- a. Yes                      Please specify –
- b. No

**Question 10: Is there any provision for evaluation and control of recruitment process?**

- a. Yes                      b. No

**Question 11: Is there any facility for absorbing the trainees in your organization?**

- a. Yes                      b. No

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## *Abbreviations*

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- LSC- Lafarge Surma Cement Ltd.
- HR- Human Recourse
- LUMPL- Lafarge Umium Mining Pvt. Ltd.
- JD- Job description
- KPI- Key Performance Indicator
- DOA- Diligence of Authority