



Internship Report on Recruitment and Selection
Process of Haque Group of Industries

Internship Report on Recruitment and Selection Process of Haque Group of Industries



Inspiring Excellence

Submitted to

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Submitted by

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Letter of Transmittal

31st May, 2016

To

Mohammad Ariful Ghani
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Subject: Submission of Internship Report on Recruitment and Selection Process

Dear Sir,

With immense pleasure, I would like to present my internship report on Recruitment and Selection Process of Haque Group of Industries. As a pre-requisite to complete my Bachelors of Business Administration, I have concluded a 12 week Internship program under your supervision. During my internship, I was assigned in the Human Resource Department where I was able to learn about the HR activities in real.

The report displays my insights, learnings and experiences of the whole internship period and focuses on the procedures, policies and alignments of the recruitment and selection process of HR Department.

I would be obliged if you receive my report and grant my final grade in order to achieve my Certification of Bachelors of Business Administration.

Sincerely yours,

Syed Mohammed Rayhan
ID – 12104150
BRAC Business School
BRAC University

Acknowledgement

I would like to take the opportunity to thank the Almighty for sparing me with enough strength to complete my Internship Period with hard-work and efficiency. With all my heart and soul, I thank to all the individuals who were involved directly and indirectly in making the report.

My heartiest gratitude to *Mr. Abdul Malek*, Manager of HR Department who was not only a supervisor but a mentor who have shared thoughtful insights during the whole period. Also, I would express my appreciation to *Mr. Nasrun Hassan*, Senior Executive of HR who helped me throughout the time with learnings and advices in a very supportive manner. I would also like to thank *Mr. Mahabub Alam*, Group HR Head, *Mr. Shamsul Arafeen*, COO of Haque Group and the whole Management of Haque Group of Industries for showing such humble behavior while my stay at the organization.

Most importantly, I would like to thank *Mr. Mohammad Ariful Ghani*, Lecturer of BRAC Business School who have supervised with insights and suggestions to make this report intuitive and standard.

Last, but not the least, I would like to thank all my family and friends for their constant support in order to complete my 4 years of journey at BRAC University and delivering the best time of lifetime.

Executive Summary

Haque Group of Industries, one of the largest and oldest local FMCG conglomerate which have satisfying the need of the whole nation with the tagline “Baker of Nation”. For decades, it is a competitive entity for local FMCG as well as Multi-national entity because of its taste which is satisfying its consumers. The journey started back in 1947 and currently it is strategized to cross national boarder to satisfy more consumers. Among the many product lines, Biscuits and Bakery and Chips and Confectionary are their main source of Revenue.

Among the various functions of the organization, HR Department plays a vital role in formulating and achieving business goals and objective. HR not being a profit generating or transactional department, even though it has its importance in making relationships, aligning business units and ensuring competitive workforce. HR department is responsible for proper flow of employees, ensuring skilled workforce and maintaining knowledge acquisition in the right manner.

Recruitment and Selection activity is a surrounded task for all the employees in the department and most time is spend for this specific function. Recruitment requires various steps starting from searching for potential candidates till job confirmation and in between screening CV’s, approval, written test and interview coordination includes the whole function of Recruitment and Selection Process. In the report, it explains various aspects of recruitment, policies and procedures, selection criteria, identification of specific objectives of the employees and some particular recommendation to improve the service of the department.

The report also focuses on the responsibilities and task done during the internship period and the insights of the experience and observation. An overview of the HR Department of Haque Group of Industries can viewed throughout the report.

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Company Overview

Chapter - 1



1.1 || About Haque Group of Industries

The journey of one of the largest and oldest local FMCG conglomerate, Haque Group of Industries started before the birth of Bangladesh back in 1947. It started its business in India having its Head office in Calcutta and just after partition of Indian Sub-Continent in 1947, the Head Office of the Industry had been shifted to Dhaka in the year 1948. At the beginning of the business, The HAQUE GROUP was the Distributors of M/S. Huntley & Palmers, the famous biscuit company of Reading in England and Union Carbide of America. Back then, the Company's activities were limited to its commercial business only. After the certain period, Haque Group got engaged in building the new factories and expanding the business and also invested heavily in real estate, herbal oil and textile manufacturing units and trading firms. By holding a wide range of property, Haque family build its reputation as a Landlord Family from that time. Having respect and goodwill, they had been investing since then in Biscuits and Battery manufacturing and now has become one of the most renowned local FMCG Brand in the Country. Currently, the industry is following the leadership steps of Mr. Adam Tamizi Haque, Managing Director of the Haque Group of Industries. Though it is a family business, the company has a Board of Directors who are the shareholders of the company and they are being elected through the board sitting.

The Group is widely diversified and has many landed properties in many countries. In the future days, it plans to expand the business beyond the national boarder and considers to have Joint ventures with Foreign Companies who are interested in projects including Snacks, Detergent Powder etc. As a strategic expansion, it is deciding to go Public by incorporating new Public Companies so that investments are possible for setting up Industries needing colossal finances. Side by side, The Haque Group of Industries has started exporting its products to countries, Like U.A.E., Bhutan, Saudi Arabia, India, U.S.A., Canada, Nepal, U.K., Singapore etc. (Source – www.athaque.com)

The Group is also involved with warehouse management system with various multinational and national corporate companies inside its factory premises. Specially within Haque & Company (Drycell) Limited, at 161, Tongi Industrial Area factory compound there are many corporate clients those are managing their warehouse such as LG-Butterfly Ltd, Rahim Afrooz Energy Services Ltd, IBPL (Coca-Cola), Dhaka Industries Ltd (Polar Ice Cream), Airtel Bangladesh Ltd (Total Asia Logistics Pvt. Ltd.), Pacific Group etc. (Source – www.athaque.com)

Haque Group of Industries consists of the following Sub-Units:

- Haque Brothers Ltd
- Haque Brothers (Industries) Ltd:
- Haque Brothers (Carbide) Ltd:
- Haque And Company Ltd:
- Haque And Company (Drycell) Limited:

1.2 || Mission, Vision and Value

Mission

To improve the quality of life of families in our selected markets by providing affordably made world class products. (Source – www.athaque.com)

Vision

Our vision is to serve our consumers with high variety of products at an affordable price and on time delivery while maintaining strategic partnership with the suppliers and becoming employer of choice. (Source – www.athaque.com)

Values

Integrity: Building Trust with customer, communities, and suppliers by fulfilling promises of quality and quantity, complying with regulations and laws and honoring rules of engagement.

Personal Ownership: Taking personal responsibility for the outcome by anticipating needs, being resourceful and following through until the goal is accomplished.

Teamwork: Working across organizational and cultural boundaries to achieve extraordinary performance and deliver to consumers.

Excellence: Building a culture based on excellence in thought and in execution to better serve customers. (Source – www.athaque.com)

1.3 || Products

Fast Moving Consumer Goods (FMCG), the name suggests that an entity which have multiple products those are fulfilling our daily consumption need. Haque Group of Industries has multiple functioning product line starting from biscuits to soap. In the below section, a glance of the multiple product line of Haque Group of Industries are as follows;



Exhibit - 1.3: Various products of Haque Group of Industries

Biscuits

Mr. Cookie
New Cream Crackers
Milk Marie
Mr. Milk
Horliks
Mr. Energy
Zeera Bite
Gem
Digestive Plain
Digestive Chocolate

Fata Fatty
Choco Nutty
Haque G
Haque Milk
Mister Coconut
Double Cream
Sooper Creamy
Bourbon
Lemon Chocolate Biscuit

Chips

Potato Chips
Tarzan & Jane Chips
Giant Jumbo Bar
Chocolate Chips

Choco Pop
Wasabi Pop
Pingo Potato Chips

Wafer

Ding Dong
Crunch Chocolate Wafer

Candy

Lichy Candy
Mango Candy
Milk Candy

Snacks

Mukhorochoch Jhal Chanacur
Mukhorochoch Jomfa Chanacur
Mukhorochoch Jhal Motorvaja

Soap

Haque Rose Soap
Haque Jasmin Soap
Man Soul

Battery

Haque 786

Haque Imperial Pencil Battery

1.4 || Organizational Chart

An organization chart displays the personnel accountable to and who maintains the discipline and work flow. Organizational chart is important because it gives the picture of who reports to whom, supervisory roles and leadership roles.

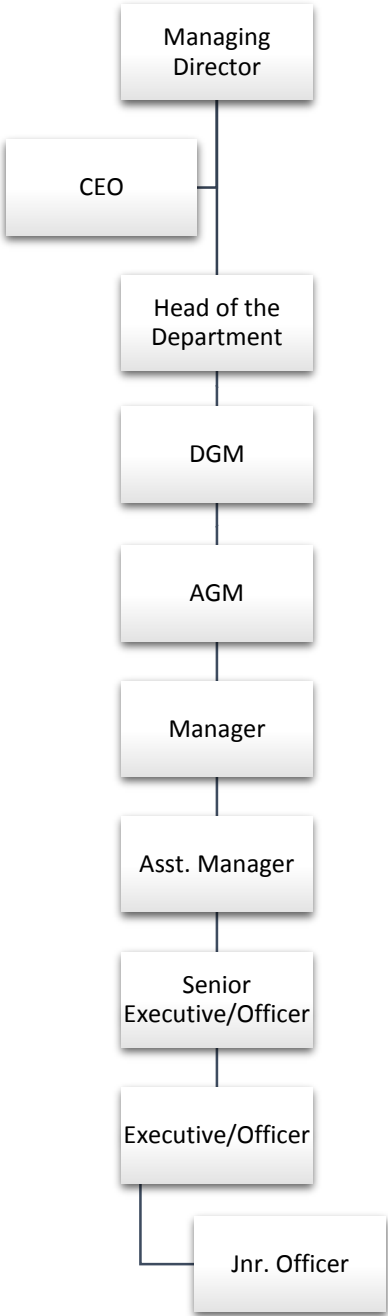


Exhibit – 1.4: Organizational Chart



Role & Activity

Chapter - 2

2.1 || Internship Activity

In order to complete my academic graduation from BRAC Business School, I have completed a 12 week Internship Program from Haque Group of Industries. I was selected at Human Resource Department under the supervision of the HR Manager of the company at the corporate office located in Tejgaon I/A, Dhaka. The objective of the internship was to align my academic knowledge and learnings with the actual business unit. The internship has opened my scope to have a better idea about the business world and corporate life which will help me to build a successful career in the near future. During my internship period, I dealt with business challenges and brought feasible solutions through the rigorous learning from the academic institution. I had the opportunity to manage multitude tasks and responsibilities and observe the managerial skills of the supervisor from different sub-unit. This 12 week time-period has accredited me to implement my 4 years of academic learnings.

2.2 || Duties and Responsibility

- Employee Database update and maintenance
- Daily attendance of the field force and tracking the leave of the sales force
- Individual File maintenance and creation
- Coordinate the Recruitment process like; calling the applicant, scheduling the written exam and interview, manage the written exam, collecting documents and providing Offer letter to the selected candidates
- Conducted a Training Need Assessment by interviewing department supervisors
- Made PowerPoint presentations
- Supported administrative activities like courier and handling vendors

2.3 || Learning Outcomes

- ✓ Privacy of information with ethical standards
- ✓ Identifying, understanding and working with professional criterions
- ✓ Serving stakeholders with appropriate attitude
- ✓ Allocating time effectively, work prioritizing and multitasking

- ✓ Adapting challenging conditions
- ✓ Double check the task because it saves time not waste

2.4 || Performance Appraisal

Throughout the internship timespan, the type that was used to evaluate performance was the Management by Objective. Management by Objective (MBO) is a modern technique to identify employee performance which involves certain goals and task and specific deadline is given to complete the task. Upon completion of the job on the deadline, Managers appraise the employee. During the period, every task provided had a deadline and upon meeting the deadline performance was measured and appraised by the supervisor.

2.5 || Personal Recommendation

- ✓ Proper structure of the duties and responsibilities should be made to bring out the best from the interns
- ✓ Involve interns in special projects and assignments to have an overview of the concepts learnt
- ✓ Provide on the job training to the interns
- ✓ Encourage performance to gain the best outcome
- ✓ Reduce administrative tasks performed by the interns



Report Summary

Chapter – 3

3.1 || Report Summary

Human Resource is a supporting function of the organization that deals with people management and acquisition, retaining them and coordinating processes to make the workforce a skilled and competitive one. HR Department of an organization does not act directly with the profit making or financial assistance rather it supports various functions that helps to gain the maximum profit as well as ensures to achieve the organizational goals.

An HR Department plays a vital role in strategy formulation and achieving because if such a strategy is made but the workforce is insufficient as well as inefficient to attain the goals than the strategy will fail with no doubt. Therefore, a HR Manager should be updated with all the sub-units strategy and goals so that it can plan its own strategy to support the other units. As HR is a support function, it needs to create an alignment with the business unit goals and strategy to set its own objectives. In the following diagram, it is shown why recruitment function implies that importance for any HR Department,

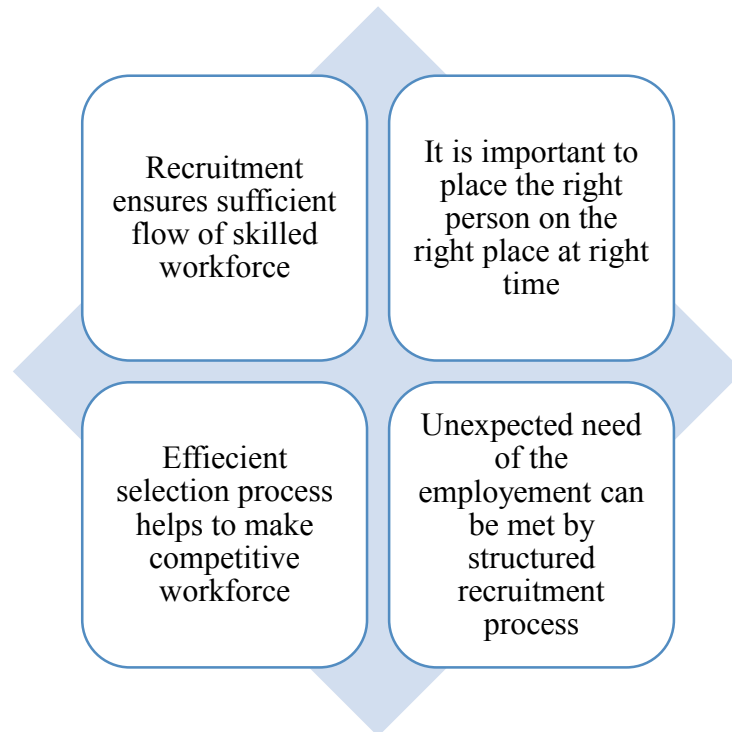


Exhibit – 3.1: Importance of Recruitment and Selection Process

3.2 || Report Objective

In order to complete my Bachelors of Business Administration (BBA), I have completed a 12 weeks internship at the HR Department of Haque Group of Industries. The report is completed on the topic “Recruitment and Selection Process of Haque Group of Industries. The overall report is a display of the experience that was undertaken during the 12 week time period. Also, as an objective, the internship duration has allowed me to build a communication network with organization. The report is supervised by Mr. Muhammed Ariful Ghani, Lecturer from BRAC Business School of BRAC University.

3.3 || Methodology

Internship report is mostly conducted from the experience and observation of the time-period but to have better presentation, citation from the organizational reports and online articles were necessary. Through blending the analysis and observations, the report has been classified and analyzed in a systematic manner to exhibit the best understanding. The report is conducted in both Primary and Secondary data and the details have been shown below;

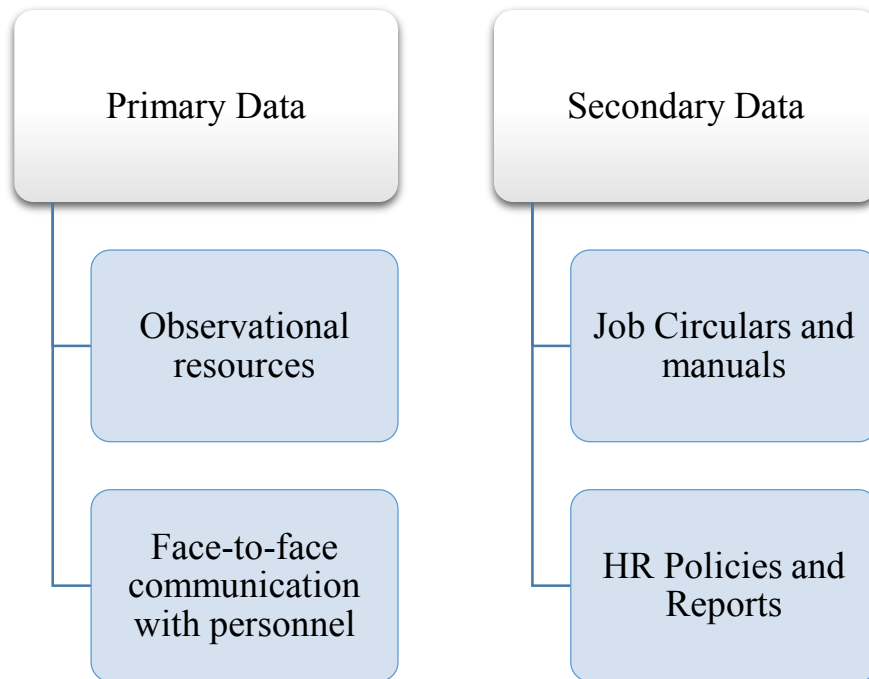


Exhibit – 3.3: Sources of Study

3.4 || Limitations

In every task there remains limitations and to overcome those limitations is always challenging. While completing my internship period, I faced problems that were inconsiderable but to overcome those was thought-provoking. The limitations that are worth mentioning are;

1. Relating to the learnt practices

Every organization have their own style of doing things. It depends on the organizational culture, practices and policy. What we learnt during our study period, it differed in various aspects and it was challenging to relate them with the actual scenario. To be very specific, we were taught that recruitment is planned before a specific time period and the point it differed was most of the recruitment was done based on urgency or unexpected leave of the employees. Though it mentioned that, every policy and procedures varies from organization to organization.

2. Lack of communication

Any new employee is recruited either one employee leaves or to meet the departmental objectives. While conducting the recruitment, HR Personnel's were less informed about the employee need which created lack of communications during gathering information's for the report.

3. Lack of specific policy

HR functions are greatly dependent on the policy and if there is lack of specified policy then it becomes difficult to retain information. As there was no specific policy for Recruitment and Selection, the basics of the process was not clear.

4. Confidentiality

To attain the company values, every employee had integrity of not sharing the confidential information. Accepting the fact that, disclosing such information would violet the organizational values but while conducting the report it acted as a limitation.



Human Resource Department: Background

Chapter – 4

4.1 || Background of HR Department

Organization that is functioning over a decade has followed many transformation. Among them, most revolutionized transformation it faced was to introduce Human Resource Department from the year 2011. Before that time, the department was known as the Personnel Department where the major function was to prepare salary and record the employee information. In wider sense, it would consider the leave management, incentive calculations and salary breakdown was the key role of the employees working in the department. To be more through, what HR actually meant this days, previously no implications were seen those days.

After forming the HR Department, Haque Group of Industries gradually established HR Policies, implemented Performance Appraisal System and executed Employee Development Measures. HR Department is functioning actively and achieving new heights for the overall business process. To add, HR department is also responsible for the administrative works for the organization. As a measure to support approximately 1400 Sales Force, 2000 Workers combining two production units and 70 corporate workforce, HR Department spends very eventful days throughout the year. The department displays a pronounced group coordination among the co-workers and the Supervisors. HR Manager demonstrate learning experience for the employees and support the activities quite handsomely. The whole department shows a friendly, learning and supportive behavior towards each other and showcase decorative execution process. To administer the enthusiasm of the Department, HR Manager said, ‘We love working for the company and relentlessly we support the business process. We are dedicated towards works and believes in hard work and error free support to all the units of the organization’.

4.2 || Functions of HR Department

Human Resource Department mainly coordinates 4 basic functions which also includes administration in the list. The HR Department ensures smooth functionality among all the listed tasks. Individual have responsibilities to accomplish targets and maintain efficient business support towards the Group. Below, details of the HR functions are given;

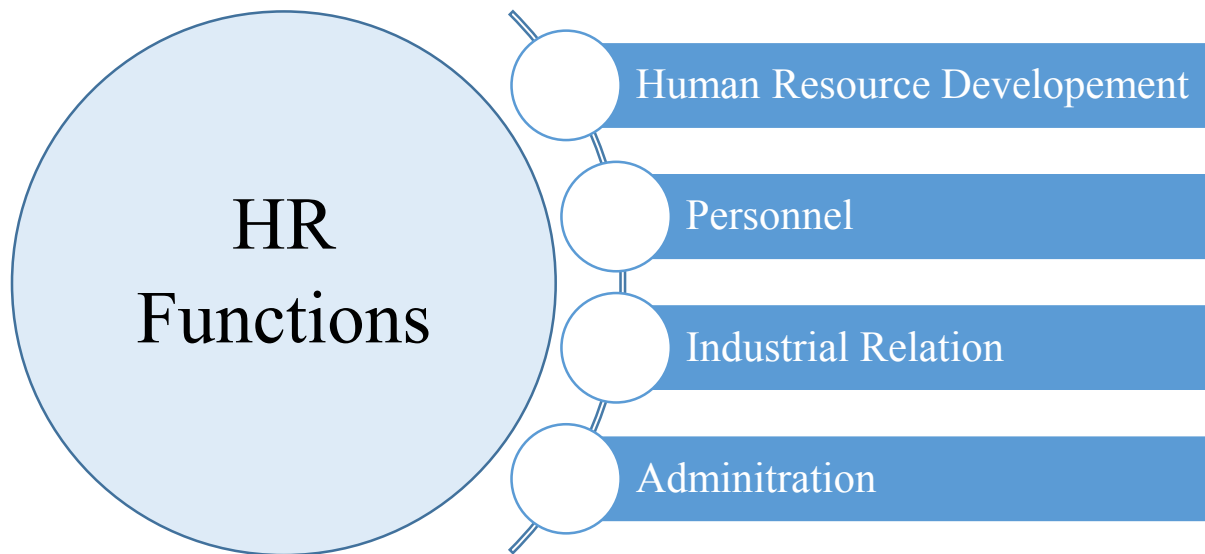


Exhibit – 4.2: HR Functions

Human Resource Development

- Manpower Planning – Manpower Planning which is also called as Human Resource Planning consists of putting right number of people, right kind of people at the right place, right time, doing the right things for which they are suited for the achievement of goals of the organization. Forecasting and Scheduling suitable flow of employee and equaling manpower Demand and Supply is a vital and major role of the HR Department. Considering the Organizational expansion goal and strategies, it suggests other units if there in need of any employee or any specific skill is absent. Consulting with the other departments supervisors, manpower planning is done.
- Recruitment – Systemic arrangement of meeting manpower demand and supply for the overall organization is indeed the first and furthestmost duty of the HR Department. Following various steps of hiring the right person for the right position with the required skills, HR Team employs most of their working time on recruitment.
- Training & Development – Training is an endeavor designed to improve or develop additional competency or skills in an employee in order to increase the performance or productivity. It is the duty of the HR Team to ensure skillful and efficient employee for the company. Every department hinge on for a Productive employee who best suit the departmental goals. To ensure

productivity and effectiveness, arranging training program for the employees and workers is a prerequisite. Considering the fact that, there may prevail skill gap in few of the employees. For better performance, it is needed to analyze deficiency and arrange training program based on that.

- *Career Development* – It is believe that, if you invest on the employees, they will surely be more motivated and committed towards the organization. Every employees are career conscious and they'll stick to an organization where they feel that they have an opportunity to showcase their talent, grow to the maximum possible level and achieve their objectives. Career development of employees is an obligation rather than mere responsibility of organizations to address the ambitions of employees and create such job positions where they can accommodate their growing ambitions.
- *Performance Appraisal* – Recognizing the employee performance, providing non-financial benefits, encouraging and motivating workforce through direct and indirect media helps the employee to be productive in their works and devoted towards the company. Understanding the strengths and weaknesses of the employees is significant as to place right men on right job. The supervisor analyses the factors behind work performances of employees and guides the employees for a better performance.
- *Compensation Management* – HR Manager considers the provision of monetary value in exchange for work performed forms the basis of compensation and how this is managed using processes, procedures and systems form the basis of compensation management. Awarding the right person with right factors is the “glue” that binds the employee and the employer together-noted by the HR Manager.
- *Designing of HR & Personal Manual* – Documentation is an important function for the HR department across the world. Few organization have huge server database to store data over the space and there are few who still have tens of shelves which consist of individual files for the every employee. Haque Group of Industries has that tendency to document files and folder of the employee information. Starting from recruitment requisition form to exit interview evaluation, every single document that belongs to the specific employee is documented quite pleasantly.

- *Event Management / Celebrations* – Among the non-financial benefits, Celebrating birthdays and special occasions with the office colleagues and providing best wishes is an observation in every organization. In such case, HR Team of Haque Group is not lagging behind. Arranging an event for that person is a widely used implication and HR Team ensures everyone’s participation in the celebration.

Personnel

- *Payroll Management* – The administration of the financial record of employees' salaries, wages, bonuses, net pay, and deductions is basically defined as the Payroll Management. Systematic record of the employees financial is important in time of auditing and taxation calculation. For the HR Manager it is very crucial to deal with the payroll management because employees does not react positively in any errors and irregularities. It is also important to note that, accurate and timely payment of Payroll helps to keep the employees moral and keeps up their motivation to work for the organization.
- *Personal Record* – Keeping individual records and files of every workforce of the organization. To calculate the total turnover of the year, every individual file of the employee that leaves the organization is preserved. Moreover, in case of Sales Force, they keep the file for a long time to identify if that employee has committed any violations previously and depending on that, not allowing him to join the organization.
- *Statutory Compliance* – Maintaining the labor law and treating the workforce according to that is an important work for HR Department. Continuing the flow of the business process with compliance with the law and regulations. HR Team keeps a sharp eye on any violation of Statutory Compliance.
- *Welfare* – Employee welfare is a voluntary function of the HR Department. “Assuring Employee safeguard and taking necessary arrangement in order of maintain such responsibility is one of our prime function” – stated by the HR Manager. Fire extinguisher maintenance, workplace safety, safety from electrical hazard and precaution for natural disaster is done for the employee welfare.
- *Employee Communication* – HR Department encourages employee communication and build a productive team force.

Industrial Relation

- *Relations with the employee associations*– HR Department maintains the liaison with the employee associations on behalf of the organization. For any assistance from a third party, other department consult with the HR department and ask for suggestion. It has a list of organizations with whom they maintain the liaison.
- *Disciplinary actions* – Disciplined rules and regulations is to be ensured to maintain the quality of the working environment. Administration is very strict in any violation of disciplinary actions. HR takes instant measures in case of any issue arise and handle the situation quite efficiently so that it does not disturb or hamper the environment of the workplace. Executive who is responsible for the observing the disciplinary action throughout the factory. Among his daily responsibility, visiting the factory every day and looking into the factory activities is a vital part. He is being administered to take immediate measures if there is violation of discipline.

Administration

Providing the development services and administrative support throughout the organization falls under the major responsibility of the whole HR Department. HR in this case works as a business partner towards other business support. Major responsibility of the HR department lies in the administrative support and most of the time of the day passes providing such assistance. Supports like;

- ✓ Guest Relations
- ✓ Transport
- ✓ Hotel Booking & Ticketing
- ✓ ID and Business Card Printing
- ✓ Courier
- ✓ Canteen
- ✓ House Keeping
- ✓ Gardening

4.3 || Organogram of HR Department

Group HR Head is the prime personnel of the HRD. He designs and formulates strategies for the best business process and decorates HR policies. HR Manager is responsible for Preparing Salary, Implementing policies, guiding the administrative works and frames the communication of the Sub-units. In addition, there are three Senior Executive who are accountable for the regular task of the HR Department. Executive of Admin, visits the factory regularly to comprehend the disciplinary actions and do other administrative works. Time office mainly keeps record of the factory worker, maintain daily attendance, assure overtime and provide the necessary information to the upper level. Whereas, Executive of the Tongi factory is also responsible for the above tasks of that specific factory.

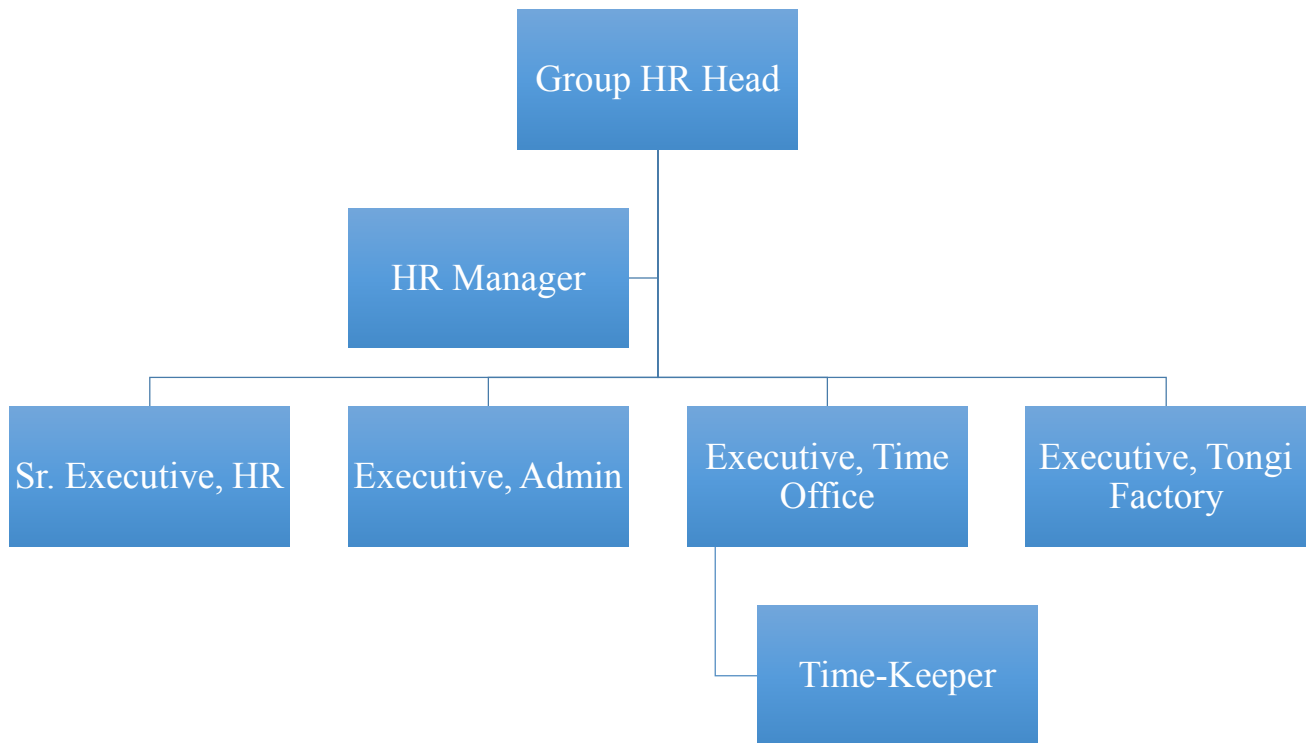


Exhibit – 4.3: Organogram of HR Department

4.4 || HR as a Business Partner

With the emergence of globalization and increasing demands for efficiency conditions in the work setting have changed. The need for organizational flexibility and increased performance as a result of external pressures has led to a re-evaluation and modernization of internal functions and professional roles. One particular function which has developed significantly is human resources (HR). The traditional view of HR as administrative support has been replaced by an increasing focus on HR adding value as a strategic and business oriented function.

- ✓ *Alignment with Strategic Goals* – Implementation of effective goal alignment throughout the organization in support of a well-defined strategy is one of the most important functions of the HR department. Effective goal setting allows quicker attainment of the company goals and strategy. Using goal alignment to communicate target, document advancement, and identify employee strengths and weaknesses enables management to act and make strategic decisions rapidly. By ensuring the specific set of targets, HR department ensures proper flow of work progress and helps other employee to let know what they are expected to do.
- ✓ *Providing Metrics and analytics* – Every time there is the time to set a decision, HR provides the top management with metrics and analytics. For example, when the top management is on the verge of passing the yearly budget for Training and Development, it seeks the HR team to deliver the report on total training given last year, number of employees who attended training and their details, cost associated with those trainings, and Need Assessment from the other department defining the skills requirement. HR Department provides a wide range of support to decision making by providing the metrics and analytics to the required prospects.
- ✓ *Skills Management* – It is important to ensure that right people with the right skills is placed in the right position. Depending on the skills required to attain the business goals, job description is to be set for the new recruit. On the other hand, if there prevails any skills gap, it is the sole responsibility of the HR team to take necessary steps to retain the skills required.
- ✓ *Business Support* – HR acts as an administrative support throughout the organization. ID card requisition, business card printing, birthday arrangement, stationary support, refreshments arrangement, premises management, and other administrative support are given to the whole business unit by the HR department. As a result, HR plays a vital role in business support though the group.

4.5 || Key Strategy: 2016

In the world of competitiveness and competencies, strategic decisions are being implemented. For the sake of expansion and target existing, HR Department has initiated the following strategies;

- ✓ Ensure all HR processes needed to support the business plans of 2016 and beyond are in place and practiced;
- ✓ Develop leadership, teamwork and value driven work culture;
- ✓ Foster Haque Group culture to be the Employer of Choice;
- ✓ Ensure the timely and quality recruitment of staff to support the existing business, the new labor market and the expanded manufacturing lines planned for the year;
- ✓ Ensure automation of HR process through HPMS;
- ✓ Ensure role clarity and accountability with appropriate employment to support the business for the Year 2016 and beyond
- ✓ Ensure faster and accurate HR services to support the business for the Year 2015 and beyond are in place
- ✓ Ensure effective performance management, Key Performance Indicator (KPI) & Individual Development Plan (IDP) for all management staff. (Officer & above).

4.6 || Facts

Providing information based on the analytics and metrics is a generated activity by HR Department. Human data helps the top management to formulate the business model in better shape. Bird's eye view on such data gives them a competitive advantage in the market. The below facts and metrics are from the year 2015.

Active Average Sales Force 698	Active Average Employee (Corporate) 263
Active Average Worker 707	Recruited Sales Force 1100

Exhibit – 4.6: HR Fact



Recruitment and Selection process of Haque Group of Industries

Chapter - 5

5.1 || Definition: Recruitment

In common, recruitment is the process of hiring people of any vacancy in the organization. In broader sense, Recruitment is a process of finding individuals with sufficient qualification & skills and locate them to the specified job vacancy in the most timely and cost-effective manner. It is also sometimes known as a process of identifying and hiring the best-qualified candidate for a job vacancy.

According to Edwin B. Flippo, “Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization”.

In the words of Dale Yoder, Recruitment is the process to “discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

So recruitment is a continuous process through which the firm endeavors to support a pool of qualified applicants for the future human resources needs even though specific vacancies do not exist. Usually the process begins when new recruits are sought & ends when their applications are submitted.

Recruitment Needs:



Exhibit – 5.1: Recruitment Needs

1. Planned - the needs arising from changes in organization and retirement policy.
2. Anticipated - Anticipated needs are those movements in personnel, which an organization can predict by studying trends in internal and external environment
3. Unexpected - Resignation, deaths, accidents, illness give rise to unexpected needs.

5.2 || Recruitment Philosophy

- ✓ References from the Top Management is considered as a trusted source of employment. Most of the employees working for Sales Department are being sourced from various orientations of top management but it is to be noted that, HR Team does not compromise on quality and efficiency of the employee.
- ✓ In case of corporate recruitment, employers seek for high commitment; they considers such candidates who can devote themselves for the organization for a long period of time.
- ✓ Recruitment is considered the vital role of the HR employees. Most of the employees devotes major of its time to recruitment process.
- ✓ Unexpected recruitment is high in case of sales recruitment. Rate of employees resigning and leaving is high which turns to unpredicted hiring of sales representatives.

5.3 || Mode of Recruitment

Haque Group of Industries follows a wide variety of recruitment mode throughout the organization. Depending on the business strategy, SBU Development Plan, and urgency, HRD process the recruitment. Common type of mode of recruitment are of five types;

1. Full Time
2. Temporary
3. Contractual
4. Out-labor
5. Internship

5.4 || Types of Recruitment

Planned: Considering the departmental objectives and organizational strategy and goals, HR plans recruitment for the overall organization. This sort of recruitment may be yearly and monthly.

Unanticipated: Early leave, emergency resign, force terminate and death may cause unanticipated recruitment. If such situation occurs, HR look for internal reference to fill out the job vacancy.

5.5 || Sources of Employee Search

Out of several sources of employee search, HR Department of Haque Group of Industries depends on the following sources. Depending on the nature of the job and department, it search for the sources. The most important and trusted source of employee is the internal referral in case of sales team whereas, online portals are considered the best for the corporate sections. The sources are mentioned below;

- [Bdjobs.com](#) - When the employee requisition comes from the corporate section like, branding, supply chain or finance department, their first and foremost choice is bdjobs. Firstly, they give an advertisement on the source and the applicants from all the part of the country apply based on the qualifications mentioned. Then HR matches up the required skills and knowledge with the applicants given qualifications. Then the best CVs are shortlisted and that's how they come up with the initial screening.
- [Facebook Groups](#) – In the advent of the social media generation, it is easier to reach the potential employee through social media sites. Facebook with a highest number of employees have become a renowned source for searching the job seekers. Any of the current employee of Haque Group post a recruitment notice on university groups, alumni association pages and job seeking groups where applicants apply via sending the CV's to the designated email address.
- [LinkedIn](#) – LinkedIn is the source to post job advertisement where many professionals create attractive profile. Who is looking for a good candidate can go through the LinkedIn Profile and see experience, publications, skills and connections with different professional group. Through LinkedIn, a candidates networking and communication skills can be identified. Like others, Haque Group's HR team also seeks the job seeker in LinkedIn by posting job advertisement.
- [Job Fair](#) – Job Fair is still one of the best source to look for candidates. In a job fair, employers can have a first impression towards the candidates and for few that impression turns to a moving advantage.
- [Internal Referral](#) – In case of Sales Team, Internal Referral is an important source for finding candidates. Area Managers, Deputy Sales Manager (DSM) and Sales Manager (SM) becomes the medium to hire Territory Sales Officer and in case of other senior post, Assistant General Manager of Sales Department act as a vital role player in referring DSM and SM. Other than

this, other department's references are also given importance. HR team collects the CV's, screen the CV and call the best candidate for the next phase of the Recruitment.

5.6 || Recruitment Timeline

Starting from the need of the employment till the joining of the new employee summarizes the Recruitment Timeline. Recruitment starts from the time when HR receives an employee requisition from other department supervisors and it ends till the HR ensures a Joining Date by completing every requirements. Below, the overall timeline has been displayed;

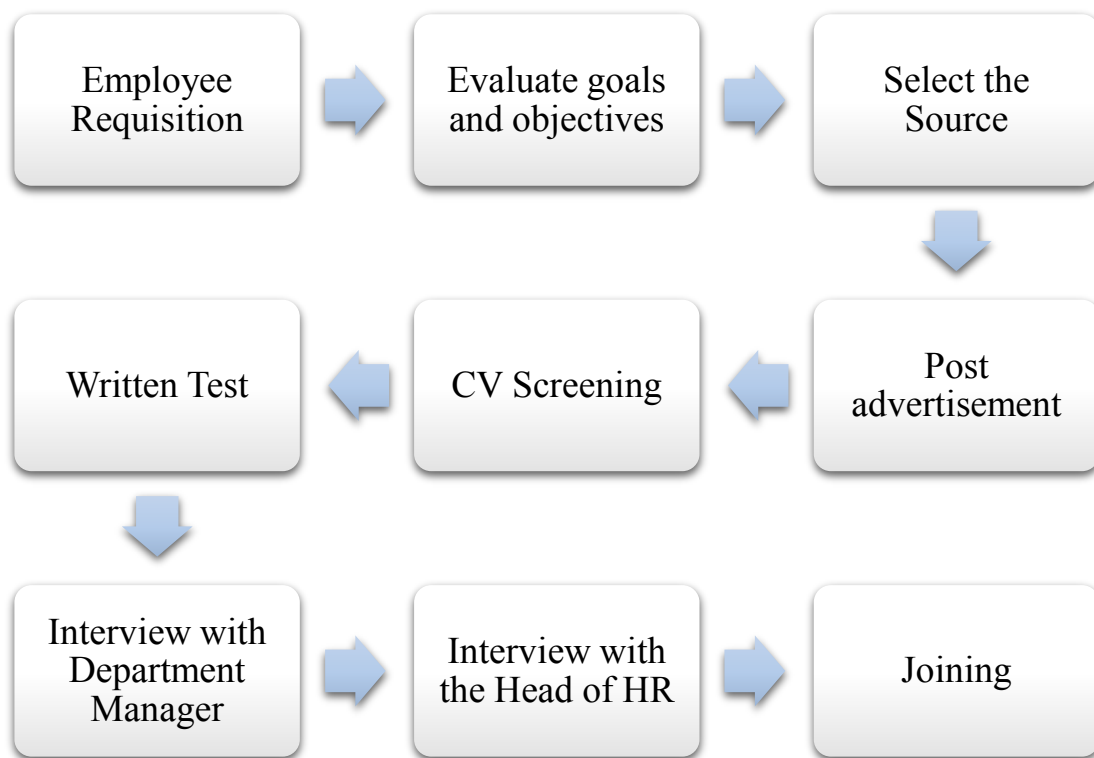


Exhibit – 5.6: Recruitment Timeline

1. **Employee Requisition:** When there occurs a need for a new employee, every department supervisor has to collect the requisition form from the HR department. In the form, it is clearly mentioned the position of the employee, job responsibilities, salary range, skills, and from when the supervisor wants him/her to join the department. Depending on the time

mentioned, HR plans the timeline and move to the second stage of the whole Recruitment Timeline.

2. **Evaluate Goals and Objectives:** after receiving the requisition, HR team evaluates the departmental goals and objects. It is important because, HR has to identify if the employee is much needed or not to fulfill the goals. If there prevails any chance that, this recruitment was not a much needed one or that much important to accomplish the departmental goal, then HR has to answer to the top management about the indiscretion of recruitment. HR team carefully evaluated the recruitment need and proceed to the next stage.
3. **Select Source:** Depending on the department, HR decides from which source they would source the candidates. For Example, if the requisition is for Business Development and Logistics Department, it might fetch CV's from Bdjobs.com or post an ad in the job portal. If the recruitment is urgent, then posting online sources like Facebook or LinkedIn would be the best choice.
4. **Post the Advertisement:** When the source is selected, next task comes is to post the advertisement. While posting the advertisement, Job responsibilities and required skills have to be mentioned for the better understanding of the Candidates and to fetch the potential candidates from the pool. In the advertisement, it has to be mentioned about the deadline of submitting the Application. After the deadline is over, HR pass to the further stage which is CV screening.
5. **CV Screening:** HR holds the responsibility to select the best candidates for the post comparing to the skills required. In screening the CV's few important things are given focus which are
 - Experience
 - Level of Education
 - Specialized Training on the specific tasks
 - Extra-Curricular Activities
 - Age and Location Preferences

Candidates who have such factors present in the CV are given first preference. Each above factors have its importance which are to be looked in high consciousness. Best CV's being screened and then forwarded to the respective department supervisor.

6. **Written Test:** Out the CV's screened, department supervisor requests for the top candidates written test exam. In the written test, departmental questions, specific skills questions, mathematics question, general English and analytical questions are given. In special case or position for top ranked officer like DSM or SM, some situational questions are given. For example, When there arise any crisis in your department how did you solve it or mention a situation where could show your negotiating skills. Written exam takes place in between 30 min. to 90 min. depending on the position applying for.
7. **Interview with the supervisor:** After successfully completing the written test, few of the candidates are again eliminated and the best of them are being called for an interview with the specific supervisor. In this interview, specific job skills are evaluated like if the interview is for Supply chain and procurement, the candidates will be evaluated about his/her knowledge about import/export, trade issues, delivery management etc.
8. **Interview with the HR Head:** At the interview with HR Head, the specific attributes that are being evaluated are the leadership skills, communication skills and other social skills. Negotiation on the salary is also done here at this stage. Candidate who best match with the required skills and expect the salary that have been set for that specific job are being selected. The final step for that employee to join the company leaves is the joining part.
9. **Joining:** For joining, every employee has to submit the required documents and HR finds out about the authenticity of the documents submitted. If there is any fault with the documents, joining may delay or cancel on prior discussion and notice. The documents are;
 - Academic Certificates and Mark sheets
 - Experience Certificates or Documents
 - National ID Card or Birth Certificate
 - Reference's NID Card
 - Signature of Reference on the Joining Form

It is mentioned to the candidate, if there is any error identified during verifying, joining to the company will be canceled. If there arises some issues like that, the second best candidate who was interviewed is being called over for joining. HRD of Haque Group is very strict in such documents and takes immediate actions for the faulty candidates.

5.7 || Recruitment Requirements

There are different requirements for various positions in the organization. Depending on the job nature and grade, requirements are set for the potential candidates. In the following section, two types of requirements for two different positions are mentioned below;

1. **Territory Sales Officer:** Territory Sales Officer (TSO) is responsible for sales function and works upon specific sales targets. Skill that is mostly evaluated in a TSO is the Negotiation skills and their ability to peruse a distributor to buy the products. Below it is mentioned about various requirements for a TSO to join the company;
 - **Academic Requirement** – Minimum SSC/Dakhil from National Education Board or Vocational Certificate from Bangladesh Technical Education Board.
 - **Experience** – No experience required but surely for such candidates, Negotiation skills should be impressive. Prior experience from FMCG Company adds value to the interview.
 - **Age** – Should not be below 18 years of age
 - **Reference** – It is must for the TSO because there is high turnover rate in this position and they are directly involved with the distributors sales which results in some financial dealings as well. If there is theft or burglary takes place, immediate actions can be taken. For such, first blood should be added as reference.
2. **Executive:** Executive of any department is hired to support the senior management. Their main job is assist the supervisor in making the work easy and effective. Meeting deadline is very important for an executive for which, multi-tasking ability, prioritizing the important works and some soft skills knowledge is searched for.
 - **Academic Requirement** – Minimum Graduation from any reputed university and Post-Graduation will add value to the recruitment.
 - **Experience** – Prior experience in the following job field is a must. Exceptions may be considered for extra-ordinary candidates.
 - **Age** – Between ranges of 25-30 Year.
 - **Soft Skills** – Knowledge and compatibility of Microsoft Office, Operating System and other basic computer knowledge is essential. Any other acquaintance adds value for the candidate.

5.8 || Recruitment Mode

There are mainly four modes of recruitment. Mode of recruitment suggest that, types of recruitment that HR department conducts. Depending on the work function and responsibility the overall recruitment mode is designed. The followings are the modes of recruitment at Haque Group of Industries.

1. **Corporate Recruitment** – Departments which are considered as the corporate division are; Branding, HR, Purchase & Procurement, Management Information System, IT, Business Development and Finance & Accounting, Logistics & Distribution, Quality Control, Audit and Legal. Recruitment for these departments are mostly conducted in the same manner. Steps for recruiting the corporate employees are;

- Employee Requisition
- Select the source
- Post advertisement (If external source is selected)
- CV shortlist
- Written Exam
- Interview with department supervisor
- Interview with HR
- Collecting information and documents
- Joining

2. **Sales Force Recruitment:** Among the other recruitments of the organization, Sales force recruitment process is variant. The rate of leaving the job or being terminated is higher considered to the new recruit. In the following the trend analysis of the sales force recruitment is illustrated to have an actual picture of this recruitment.

In the below chart we can see that, the number of Territory Sales Officer (TSO) new hire is higher than the other positions. For January it was 95 which decreased to 78 in March but again increased to a great extend in the April to 110. While the trend for Area Manager (AM) or Deputy Sales Manager (DSM) is opposite. Hiring for this two position is less compared to TSO. The factors affecting this high recruitment for TSO level are;

- ✓ Higher Rate of discontinue (Leave, Terminate & Resign)
- ✓ Opening of new territory and rerouting the sales points

- ✓ Engaging more than one TSO in one territory to meet the target sales
- ✓ Business Expansion and introducing new product

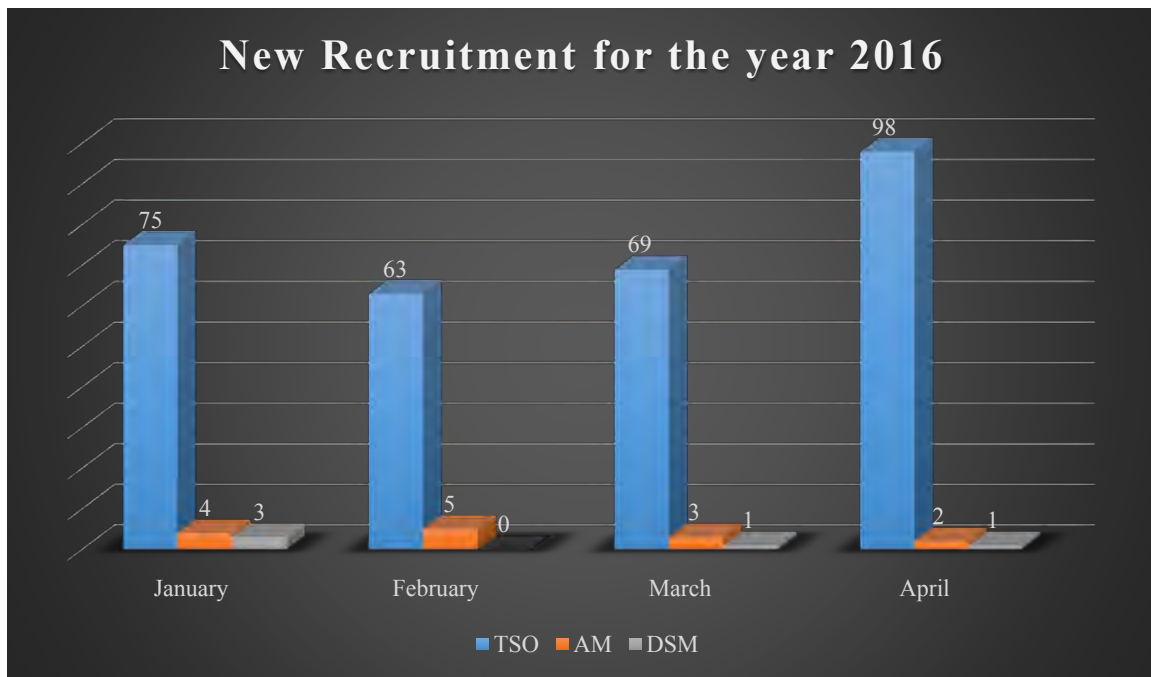


Exhibit – 5.8: Trend Analysis of Recruitment of Quarter 1, 2016

a. Recruitment Process – Now the process how this sales force is being recruited is given under;

- ✓ From references and internal source, sales force joins the sales team in designated area under the Area Manager.
- ✓ Area Manager trains him for couple of weeks and gives him the overview products and distributor
- ✓ HR Department sets a date for sales force recruitment and informs the respective Sales Manager (SM). By getting the information, SM informs the DSM about the date.
- ✓ On the date, AM (if any) and TSO comes to the corporate office to attend the written test. Upon completion of the written test, they are requested to wait and HR team along with the SM checks the written exam copy at completion of the exam.
- ✓ HR team and SM takes the interview of the selected sales force on the same date
- ✓ After evaluation, they are being negotiated with the salary and confirms the job.
- ✓ As documentation and reference check is important, all the selected sales force are requested to submit the required documents and HR team cross-check the document to

- find any faults and if anything comes up like fake certificate, fake NID Card or fake reference, instant decision is taken and that individual is rejected from the post.
- ✓ Individuals who successfully pass the phase, receives the final confirmation and starts to work from the next day.

b. Selection Criteria – For three different role in the sales force, there is different selecting methods and evaluation criteria. For TSO, Negotiation skills and product knowledge is important and it is being evaluated that, if they can manage the conversation with the distributor. Similarly, AM is also evaluated on the same manner but to some extend leadership quality is also look over. On the other hand, Managerial skills and leadership quality is the major criterion to evaluate a DSM. He is responsible for a role region and all the Area Manager and TSO works under his direction and also he is the contact person for HR to get the daily attendance, sales target information and discontinue status. Therefore, DSM are being assessed thoroughly compared to AM and TSO.

3. *Factory Worker*: Workers are responsible for production, packing and storing and to continue these functions there is a need of a huge workforce. If compared, workers sums up to around 40% of the total workforce in the Haque Group of Industries. Mostly, workers are being employed from internal reference and their recruitment process is simple and easy going. When there is a need of worker, current workers bring in their relatives or known person who are eligible to work. The Employee from the HR Department who is responsible for administrative works do a screening of the worker and checks the background. If he finds the applicant is suitable and eligible to work with required expertise than the worker is selected on the basis of the salary set on the company policy. Things that is a must to get selected for the being the worker are;

- ✓ Age should be 16 years and above
- ✓ Should have primary education
- ✓ No criminal record and if found later, the worker is terminated in a while

4. *Out-labor*: When there is a need of extra worker who would work on daily basis, walk-in interview is the best option choose by the HR. Sometimes, third party organization who give manpower support are being contacted for these extra-needed workers.



Findings
Chapter- 6

Findings

After an experience of 12 weeks working for one of the largest local FMCG Company, HR function is directly involved in the strategic role of the organization. Success of the organization and goal attainment is to a great extent depends on the efficient functionality of the whole HR Department. HR plays various role in needed time and acts based the situation demands. Following are the findings from the experience of internship at the HR department of Haque Group of Industries;

Recruitment as a means of strategic role for HR

Nowadays HR is considered the strategic role player for the organization and in the modern era of industrialization, Human capital is the significant competitive advantage for the entity. Skilled and efficient workforce may not only result in high productivity but also with high financial advantage. To attain the departmental goals and target, it is important that the personnel understand the goal properly and know how to attain that. For Haque Group of Industries it no other different and HR plays a vital role is achieving the strategic goal by making correct decision on selecting the best employee for the organization. HR Department of Haque Group thoroughly evaluates the ability to cope with organizational culture and intensity to achieve the set goals. While setting the goals, HR Manager deliver his inputs in decision making and his consideration is given importance because the HR Manager and his team is responsible for ensuring quality and skillful workforce to attain the goals.

Recruitment function to help business operation

There comes time when the other departments solely depends on the HR to provide the needed employee in the right position with right salary. Top Management sets a range for every department and the department supervisors need to plan in such a way that, every penny that is paid as salary does not go in vein. HR Manager sets a proper negotiation for the potential candidate and decides whether that employee deserves the expected or not. Putting the right person in right time with right salary ensures a clear flow of business operation for other departments in the organization.

Recruitment as a means of building bridges within the sub-units

When an employee requisition arrives, HR team communicates with the respective supervisor and decides the recruitment process. In the communication, recommendation are considered from both the end and finally comes to a decision about the recruitment. Moreover, while making the questions for written exams, both the departments have their respective part to play and in the time of interview, both departments' supervisor seats together to evaluate the candidates. As a result, it creates a bridge of relation in between the sub-units which helps them to achieve the goals in a more concise manner.



Recommendations

Chapter- 7

Recommendations

With an experience of just 12 weeks, it is difficult to identify major problems in the organization and provide feasible recommendations to those problems. Recommendation part is simplified into two categories, which are 1) recommendation for recruitment & 2) recommendation for the whole HR Department.

1) Recommendation for Recruitment Process-

- ✓ HR recruitment and selection policy should be designed to attract more efficient workers for the organization for improvements.
- ✓ A recruitment team should be introduced whose sole responsibility will be to make the recruitment process smoother
- ✓ Online recruitment system is not upgraded. It should be upgraded
- ✓ Contracting Head Hunting agencies to ensure skillful workforce

2) Recommendation for HR Department -

- ✓ Recruit efficient manpower in HRD to reduce the work pressure
- ✓ Make a competitive salary structure
- ✓ Provide some motivational or recreation activities to retain efficient employees
- ✓ Acquaint with more training to specialize skills for the employees in the whole organization
- ✓ Introduce Human Resource Information System (HRIS) and more computerized system like Enterprise Resource Planning (ERP)



Conclusion

Chapter- 8

Conclusion

The 21st Century business world is one of the unexpected and dynamic cluster where fast flow of competition is expanding. To have sustainability in this competitive world, the organization have to formulate new strategies and business plan with maximum efficiency levels in all sectors. Competency and Skilled workforce acts as competitive advantage for the organization. HR Department is the responsible function to ensure such competitiveness where the organization becomes capable of achieving the business goals and objectives. Introducing automation, varied training programs and talent management helps the HR Department to keep the alignment of business strategies with its goals. Recruitment and Selection process is the first phase of keeping that enthusiasm in the department and indeed the one of the utmost important function of the HR Team. Haque Group of Industries is trying to go with the flow of globalization and attaining strategies to expand the business to achieve the long term objective. With the vision in mind, HR Department is formulating the activities in the most efficient manner and keeping up the pace with the fast growing industry.



Appendix

Appendix - 1

Haque Group of Industries circulates its jobs in job website like bdjobs.com where number of position, job responsibilities, educational qualifications, additional requirements and job experience are mentioned to screen and short-list the potential candidates.

HAQUE GROUP OF INDUSTRIES

Position : HR Executive/ Sr. Executive

No. of Vacancies: 04

Jobs Responsibility/Description

- Assist in employee recruitment by coordinating in recruitment & selection process (written test/ interview assessment) and also employee branding.
- Coordinate Orientation, Training & Development program in a effective manner (training enrollment notification/ training administrative support and training program evaluation)
- Drafting HR Manuals & implement the existing Policies & Procedures.
- Facilitate on-time performance evaluation/ job confirmation evaluation of employees.
- Prepare relevant documents of employees and update the personal file.
- Ensure proper distribution of employee uniforms and other logistics.
- Circulate important office announcements as per the management decision.
- Facilitate employee relation activities & Workforce Management.
- Ensure workplace safety & Security & Take corrective hygiene measures.
- Ensure effective administration and compliance in the Factory Time office operation.
- Assist in other HR functions as and when require.

Educaional Qualification

- BBA / MBA in HR from a reputed university

Jobs Experience

- 1 to 3 year(s)

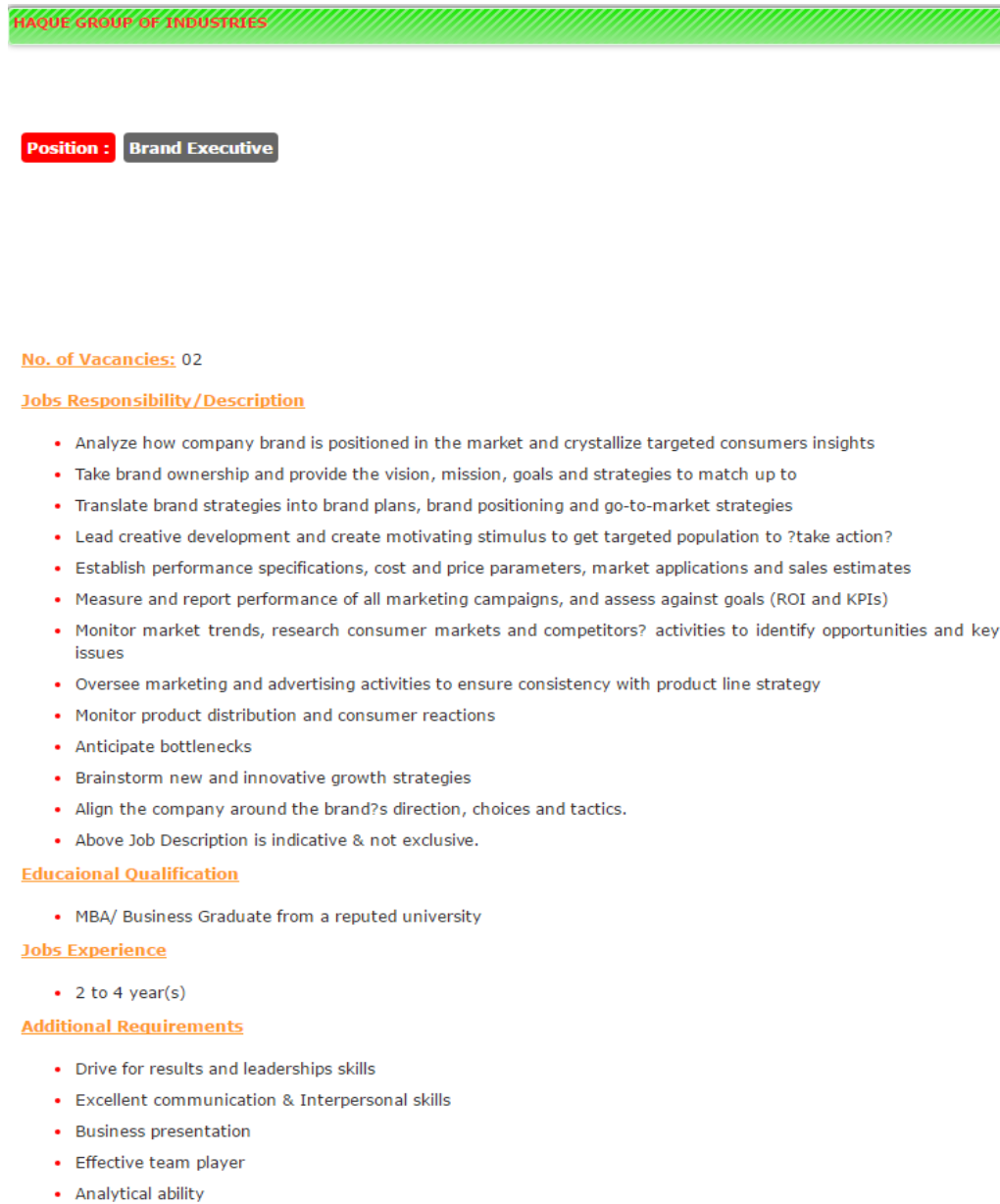
Additional Requirements

- Excellent communication & Interpersonal skills
- Business presentation
- Effective team player
- Analytical ability
- Problem solving & Decision Making

[Exhibit – Job Circular at bdjobs.com](#)

Appendix - 2

Haque Group of Industries circulates its jobs in job website like bdjobs.com where number of position, job responsibilities, educational qualifications, additional requirements and job experience are mentioned to screen and short-list the potential candidates.



HAQUE GROUP OF INDUSTRIES

Position : Brand Executive

No. of Vacancies: 02

Jobs Responsibility/Description

- Analyze how company brand is positioned in the market and crystallize targeted consumers insights
- Take brand ownership and provide the vision, mission, goals and strategies to match up to
- Translate brand strategies into brand plans, brand positioning and go-to-market strategies
- Lead creative development and create motivating stimulus to get targeted population to take action?
- Establish performance specifications, cost and price parameters, market applications and sales estimates
- Measure and report performance of all marketing campaigns, and assess against goals (ROI and KPIs)
- Monitor market trends, research consumer markets and competitors' activities to identify opportunities and key issues
- Oversee marketing and advertising activities to ensure consistency with product line strategy
- Monitor product distribution and consumer reactions
- Anticipate bottlenecks
- Brainstorm new and innovative growth strategies
- Align the company around the brand's direction, choices and tactics.
- Above Job Description is indicative & not exclusive.

Educaional Qualification

- MBA/ Business Graduate from a reputed university

Jobs Experience

- 2 to 4 year(s)

Additional Requirements

- Drive for results and leaderships skills
- Excellent communication & Interpersonal skills
- Business presentation
- Effective team player
- Analytical ability

[Exhibit – Job Circular at bdjobs.com](#)

Acronyms

HRD – Human Resource Department

ERP – Enterprise Resource Planning

TSO – Territory Sales Officer

SM – Sales Manager

DSM – Deputy Sales Manager

AM – Area Manager

FMCG – Fast Moving Consumer Goods

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