



**Internship Report on**

**“Manpower recruitment process and Risk management of RFL Group”**

**Submitted To:**

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## Letter of transmittal

April 25, 2017

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**Subject:** Submission of report on “Manpower recruitment process and Risk Management of RFL Group”

Dear Sir,

It gives me enormous pleasure in preparing this internship report that was assigned to me in fulfillment of our course requirement. This report has been valuable to me as it assisted us to combine the practical experience to my theoretical knowledge in organizational Manpower recruitment process and Risk management of RFL Group.

I would like to mention that we are extremely grateful to you for your valuable assistance, extreme understanding effort and constant attention and when required in accomplishing the report.

I shall be very pleased to answer any query you think necessary as and when needed.

Sincerely,

**MD. SHAKIR MAHMUD**

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## Acknowledgements

First of all I give our heartfelt thanks to the Almighty for giving me the ability for preparing this report successfully.

I would like to thank my Manager, Mr. Asaduzzaman & Mr Rajib Kumar Ghosh for giving me the opportunity to work with him during my report research. I have been able to compile and complete this report in a comprehensive manner due to the guidance, support and counseling that he has provided me with during this period. I have tried my best to implement his constructive suggestions while doing my report.

I acknowledge my heartiest gratefulness to all who have extended their hands of cooperation in preparing the report. I express my gratitude and acclaim, my indebtedness towards my relevant supervisor Mr. Khan MD. Raziuddin Taufique for his overall guidance, advice and support in encouraging our responsibilities consciously while creating this internship report.

## Executive Summary

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In light of Bangladesh's substantial economic growth, increasing tendency and client penetration rates, and the liberalization process is taking place in the light engineering industry. RFL is one of the largest plastic manufacturers around the world (3rd largest in Asia). RFL is a sister concern of PRAN-RFL group. The group has a turnover in the vicinity of USD \$0.78 billion annually. Primarily Rangpur Foundry Ltd (RFL) was founded by Maj. Gen. Amjad Khan Chowdhury (Retd) in 1981 with a vision to leveraging the farmer in irrigation through cast iron products like centrifugal pump as well as ensuring drinking water through Tube well. It commenced its operation in plastics business in 2003. The factory sites are in company owned industrial parks of 400,000 sq meters, which is fully equipped with state of the art injection molding machines with a conversation capacity of over 20,000 tons per month. RFL Plastics currently utilizes 7500 molds through 620 machines having own tooling facilities. Presently, it is one of the biggest sectors of Bangladesh. As a populous country, its huge market has attracted many foreign investors to invest in this sector.

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## **Chapter: 1**

### **Company Overview**

#### **1.1 RFL at a glance**

RFL started its journey with cast iron (CI) products in 1980. The initial main objective was to ensure pure water and affordable irrigation instruments for improving rural life. Today the company has its wide ranges of CI products like pumps, tube wells, bearings, gas stoves etc and has achieved the prestige as the largest cast iron foundry and light engineering workshop in Bangladesh. With a vision to serve the common people of Bangladesh with quality necessary products, RFL diversified its operation into PVC category in 1996 and in plastic sector in 2003. At present it is market leader in all these three sectors-cast iron, PVC and Plastic in the country. Sizeable amount is also exported to different countries.

It is equipped with in-house R & D facilities to design and develop new products. A well organized owned testing laboratory is used to ensure quality products. RFL has been awarded with BSTI certificate and ISO9001 Certificate for its strict compliance with the standard set by both the organizations.

The factory sites are company owned industrial parks of 500,000 sq meters, which is fully equipped with state of the art injection molding machines, extrusion with Conversion capacity of over 20,000 tons per month.

RFL currently utilizes 1600 molds through 500 machines, 04 foundry and 250 extrusion machines having own tool facilities.

We are very strong organization of 12,000 employees dedicated to supplying customized and quality plastics, PVC & CI products.

RFL has become a benchmark for competitors on the lines of quality by manufacturing premium quality products to give clients excellent services and true value for money. The unmatched products have given a big name in the domestic market. This is possible because the company is professionally managed and promoted by people who ensure creativity.

We welcome the opportunity to become your manufacturing partner in your business journey.

## **1.2 Vision, Mission & Aim**

### **VISION**

Poverty & Hunger are Curses. The organization thinks that poverty and hunger is a curse for nation and they are trying to overcome the poverty.

### **MISSION**

Improving Livelihood. Improving the people living standard in society and create the respects and prosperity for the nation.

### **AIM**

To Generate Employment and Earn Dignity & Self Respect for our Compatriots through Profitable Enterprises.

## **1.3 Company Structure**

**Total Companies: 13**

**Business Types:** Agro Processing, Plastic Manufacturing, Cast Iron, PVC, Electronics, Melamine, Lifts, Pumps

**Employees:** 48,000

**Products:** More than 4,000

**Factories:** 13 (700 acre area)

**Dealer:** 47,000

**Dependents:** More than 1,000,000 people around the world

**Export to:** 192 Countries

**Export (2015-2016):** US \$ 194 Million

**Main Export Market:** India (43%)

**Strength:** Distribution Channel and Devoted Employees

## **1.4 Awards and Certification**

For excellence in export market including product development, market development etc; we have been awarded numerous trophies in home and abroad. In recognition of contribution towards earning foreign currency, PRAN achieved “Best National Export Award” for 11 consecutive fiscal years (FY 2002-03, 2003-04, 2004-05, 2007-08, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16).

In recent times, PRAN is awarded “UDC BUSINESS AWARDS 2016” as the best food & beverage products manufacturer in Malaysia.

PRAN-RFL for the first time has received IMS certificate as the first food processing company in Bangladesh. IMS is known as combination of Environmental Management System ISO14001:2004 and British Standard Occupational Health Safety Assessment Series (BS OSHAS) 18001:2007.

In 2016, PRAN-RFL Group has got BEST BRAND AWARD from the Bangladesh Brand Forum.



## **Chapter: 2**

### **[The Project]**

#### **2.1 Objectives of the Study**

This report has been designed to accomplish two objectives;

Board Objective:

- To evaluate manpower recruitment process and risk management of RFL Group.

Specific objective:

- To understand the overall PRAN-RFL Group structure.
- To get an overview of RFL manpower recruitment process
- Fire safety assessment in RFL group.
- To develop the risk assessment and safety hazard issues.
- Ensure safety and risk measurement in different aspects.

#### **2.1.1 Significance of the Study:**

Human Resource management and strategy formulation play an important role for every business to sustain in long run. In case of light engineering sector these two aspects are an essential consideration. Through considering this entire atmosphere I have selected the topic on “Manpower recruitment process and Risk management of RFL Group”.

#### **2.2 Methodology of the project**

Report was conducted on the basis of secondary information. Information was collected from relevant research and development done by HRM department and other divisions of RFL group. The steps that are taken as follows:

- Identifying the required data category and relevant sources.
- Collecting the secondary data from the respective sources.

- Compiling the data and analyzing them by using necessary tools and software.
- Making conclusions and recommendations.

### **2.3 Limitations of the Study**

Some limitations can be mentioned which may have to be faced during the preparation of the report, which are-

- Limitation of this report is the lack of organized data.
- The limited scope of primary data restricted the fulfillment of some additional enrichment of the findings.

#### **2.4.1 The Human Resource department**

An organization success depends on its human resources. No matter how much an organization invests on other assets, if its human resource does not have the competence then the organization will be unsuccessful. Even when deciding on which fixed assets to invest, any organization goes through many industries. Therefore, when it comes to human resource it has to be even more careful. Pran- RFL group also consider their employees as their best asset. They have their own human resource department with a strong management system. They give values to their employees' creativity and innovation to get best output in return.

The objectives of Human Resource Department are-

- Recruitment policy and procedure
- Conformation policy and procedure
- Placement of employees
- Human Resource Development
- Organizational structure review and modification

- Career planning
- Hiring and firing
- Job description preparation
- Conducting appraisal at the end of each year
- Induction, Attendance and leave
- Maintaining and developing employees personal files
- General services
- Safety-security
- Welfare activities for employees

#### **2.4.2 Recruitment and Selection Process in PRAN-RFL:**

PRAN-RFL is looking for top-caliber people who want the flexibility and resources to grow in their career. If someone is that kind of person who has always stood out, they offer a place where one can continue to excel. PRAN-RFL has thousands of diverse people from different cultures and backgrounds working in a variety of different jobs in different fields. Merit is the sole criteria for selection. Attitude is given as much weight as functional competencies. Panel interviews comprising of Functional Head & HR Head. Sources for recruitment are through campus, consultants, employee referrals, internal job postings and the internet. All positions involve written tests. Antecedent verification is an integral part of our recruitment process. Medical fitness is pre-requisite for all positions. They are an equal opportunity employer and do not discriminate on the basis of race, community, religion or sex.

#### **2.4.3 (a) Recruitment process:**

A responsibility for recruitment usually belongs to the HR department. This department works to find and attract capable applicants. Job description and specification provide the needed information upon which the recruitment process starts. The functions of the recruitment section of PRAN-RFL are given below.

1. Need Assessment
2. Defining the position description
3. Checking the recruiting options
4. Advertisement
5. Screening and Short – listing Applications
6. Written test
7. Selection interview (3 – tier)
8. Employment decision (Application Bank)
9. Offer letter
10. Orientation / Induction

#### **2.4.4 (a-i) Source of Recruitment:**

Bangladesh is done in four ways depending on the job category of the vacant position. Therefore, the recruitment process of this organization is classified into four types, which are done based on the job grade/ group. These are as follows:

- Entry-level management
- MT (Manager Trainee)
- Mid or / and senior level management
- Graded staff / Non- management staff

There are two most important sources that have been followed by PRAN-RFL.

1. Internal Source.

## 2. External Source.

### **Internal Source:**

There could be a person competent for the required job working within the organization. If there is, the existing manpower is then shuffled to place the selected person in the new post. If there is no such person inside the company, then the management goes for the second step.

### **Job-posting programs:**

HR departments become involved when internal job openings are publicized to employees through job positioning programs, which informs employees about opening and required qualifications and invite qualify employees to apply. The notices usually are posted on company bulletin boards or are placed in the company newspaper. Qualification and other facts typically are drawn from the job analysis information. The purpose of job posting is to encourage employees to seek promotion and transfers the help the HR department fill internal opening and meet employee's personal objectives. Not all jobs openings are posted. Besides entry level positions, senior management and top stuff positions may be filled by merit or with external recruiting. Job posting is most common for lower level clerical, technical and supervisory positions.

### **External Source:**

After considering above option, the company goes for external recruiting if needed. Those who best meet the skills, qualifications, experience and competencies required for the position should fill vacancies. Therefore, if there is no candidate within PRAN-RFL, who is suitable for the role, external advertisement should be placed to attract the potential candidates followed by the selection procedures.

### **Advertisement:**

The Company gives advertisement in national dailies to attract the talents from the market. PRAN- RFL puts two types of advertisements in the newspapers. It sometimes keeps the identity concealed in the ads, mentioning a GPO BOX number only. The purpose of the concealed identity is to avoid the unwanted pressure from the stakeholders for the employment of their desired candidates. But this way the company may lose the talents out there in the market who would have applied for the same post had they known the name of the organization. This is why the company kept the identity open in their recent job

advertisement when the quality of the candidate was a very important factor to consider. By revealing the BPL identify, the company attempts to attract the best potentials among all the others.

### **Employee referrals:**

Employee referral means using personal contracts to locate job opportunities. It is a recommendation from a current employee regarding a job applicant. The logic behind employee referral is that “it takes one to know one”. Employees working in the PRAN-RFL, in this case, are encouraged to recommend the names of their friends working in other organization for a possible vacancy in the near future.

### **Employment Agency:**

An agency finds and prescreens applicants, referring those who seem qualified to the organization for further assessment and final selection. PRAN- RFL also takes help from such employment agency. They post their job vacancies on job portal like: BD jobs, BITAC.

### **Walk-ins and Write-ins:**

Walk-ins are some seekers who arrived at the HR department of BPL in search of a job; Write-ins are those who send a written enquire .both groups normally are ask to complete and application blank to determine their interest and abilities. Usable application is kept in an active file until a suitable opening occurs or until an application is too old to be considered valid, usually six months.

### **Consulting the CV Bank:**

The unsolicited applications stored in the data bank are consulted. If the quality of a person matches with the requirements mentioned in the position description, then he / she is called for interview. If not, then the third step is followed.

### **2.4.5 (b) Selection Process:**

Selection is the process of gathering information for the purpose of evaluating and deciding who should be employed in particular jobs.

#### **2.4.5 (b-i) Screening and Short-listing Applications**

The responses to the advertisements are sorted and screened. The CVs as well as the Covering letters are judged. In the covering letter, the style and language of writing, the emphasis put on the areas asked for in the advertisements and the quality of the letter (whether it is specifically tailored to the advertisement or just a standard response) are the aspects that are judged. Different weights are assigned to the selection criteria mentioned in the man specification depending on their relative importance. (For example, educational institutions like IBA, BUET are given the highest weight among the local ones and the foreign universities of UK, Australia, etc. are put at par with the best of the country). Based on the presence of these factors to the desired extent (experience, educational degree, computer literacy, etc) the cumulative weights for all the applicants are counted and the short list of a sizable number of the top most candidates is generated.

However, the HR officials also study the CVs with the respective line manager to check whether any valuable deciding parameter is missed that are mentioned in the CVs. Then the candidates selected in the short list are called for the written test.

#### **2.4.5 (b-ii) Written Test**

Written test is a regular part of the normal recruitment process. It is conducted as and when required. Previously no written test was taken for the management employee; the applicants had to go directly through the interview process. After the introduction of the manager trainee program, the written test before the interview process has proved to be effective and a useful tool to select the desirable candidates. The written test includes psychometric test, test on behavioral competency, and written test on communication skills. The candidates are called for the preliminary (first) interview based on their performance in the written test.

#### **2.4.5 (b-iii) Selection Interview**

The interview process is a three-tier one. A preliminary interview is conducted which follows the “elimination method”. After that, the second interview takes place with a very few number of candidates. Then they finally selected person is called for the final interview. The interview time is kept convenient for the candidate especially if s/he is working elsewhere at the time of interview. In that case the chosen time is after the business hour or in any holiday.

#### **2.4.5 (b-iv) Reference Checks**

Reference checks allow obtaining information and opinions regarding the person's character, quality of the work and suitability for the position. It is an opportunity to validate the information received from the candidate via their resume and the interview. Speaking to the candidate's manager or other people whom they have worked with should also check internal candidates. The opinion of a referee who has worked can for an extended period is likely to be more accurate than the assessment from one to two hours of interviewing.

The candidate's immediate supervisors are needed to be contacted. Permission should be obtained to contact the candidate's referee especially if their current employer is contacted. It is not unusual for a candidate to be uncomfortable with the organization's speaking to a current employer. If they are uncomfortable, an alternative person other than the current employer has to be chosen by the candidate (work colleague, for example). Unless the candidate is a graduate or school leaver with no prior work experience, only contact work related referees should be contacted. At least two reference checks should be done, however the more the better. There is a sample reference-checking guide that is more or less followed. It is important to prepare a reference check guide that asks the referee about the key skills, competencies and experience required for the position. Reference checks need to be done by line manager or personnel of the HR department. During the interviews, the candidates would have given some examples of incidents, tasks or projects that can be asked about. The referee should be asked what the candidate did in those examples, which ascertain whether the information received from the candidate is consistent with that of the referee.

#### **2.4.5(b-v) Employment Decision**

If the candidate has no problem with the stated terms and conditions of the job and the organization mentioned and discussed in the final interview, s/he is offered an application blank. The application blank is a standard format of employee-information that includes all the information the organization needs regarding the personnel. The candidate has to fill this blank and submit this to the company along with a CV.

#### **2.4.5 (b-vi) Offering the Role:**

Once the above activities are done, the candidate is given an offer letter specifying the salary package, job responsibilities, utilities that will be provided by the organization. Even at this stage the selected candidate has the chance to withdraw her/himself from the job offer.



S/he is always free to discuss whatever difficulty may arise regarding pay structure/ facilities, etc. the door of HR is kept open for any sort of relevant discussion.

**Verbal offer:**

The verbal offer of the role to the candidate is given once the employment decisions and reference checks have been successfully completed. The discussion cover the following:

Tell the candidate that company would like to offer them the role.

Congratulate them.

Tell them the remuneration package that is being offered, including superannuating.

Ask them if they are happy with it.

Ask them if they verbally accept the position.

Tell them that company will be sending them a written letter of offer and introductory package.

**Written letter of offer:**

A written letter of offer forwarded to the candidate. Once the candidate has verbally accepted the position, the appropriate letter of offer is organized. This letter sends to the candidate within two or three days of making the verbal offer. An introductory package also sent to the successful candidate, along with the letter of offer. At least one week before the person commencing in their new position, an appointment notice will be placed on notice boards and/or the internet.

## **Chapter: 3**

### **JOB AND THE PROJECT**

#### **3.1 Introduction**

RFL (Rangpur Foundry Limited) has stated the safety awareness and risk assessment program from the factory in the beginning of 2011. They have started their program from the factory. Currently there are 13 factories are located in different location of Bangladesh. They firstly wanted to aware the employee about safety and stated the risk assessment program. I also took part in that program, that how the employee of the corporate office and factory aware of fire safety and security. I will go some analytical research for the project.

**3.2 Problem Statement:** “Research on fire safety and risk assessment awareness among RFL employees”

#### **3.3 Objectives:**

- To develop the risk assessment and safety hazard issues among employees.
- To know how employees think about fire safety and security.
- Ensure safety and risk measurement in different aspects.

#### **3.4 Methods:**

For doing this research I did some study regarding safety and risk assessment. Some of them are NFPA 20 (Fire Pump System) NFPA 72 (Fire Detection System) NFPA 10 ( Fire Extinguishing System), BNBC and some code from ACCORD, ALLIANCE & BV. First I select some category for my survey regarding awareness program. The categories are:

- Admin Department
- HR Department
- Marketing Department
- Sales Department
- Factory Engineers
- Factory workers
- Fire marshal of the organization

### 3.4.1 Sample size

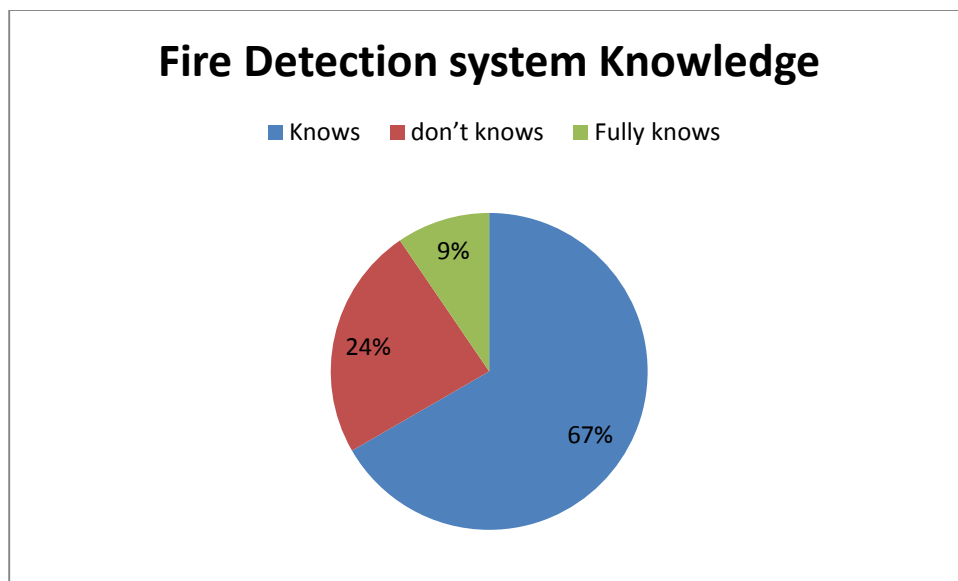
Among the above category I chose in every category 3 persons. I divided the 7 category equals to 21 persons. So, I run the survey among 21 persons.

### 3.4.2 Data collection & Analysis

I made some questions regarding the safety awareness and risk assessment for collecting my data.

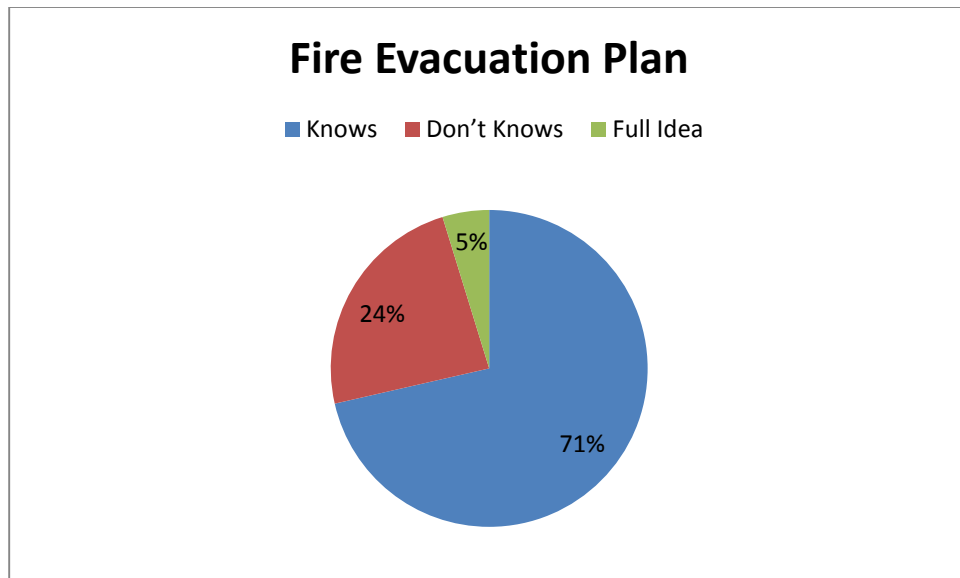
1. My first question was **“do you know about fire detection system? And how it works”?**

Among them 14 give answer. 5 employees answer was not right. Only two can tell how it works. The system is very new to them and they want to know about the use of this system.



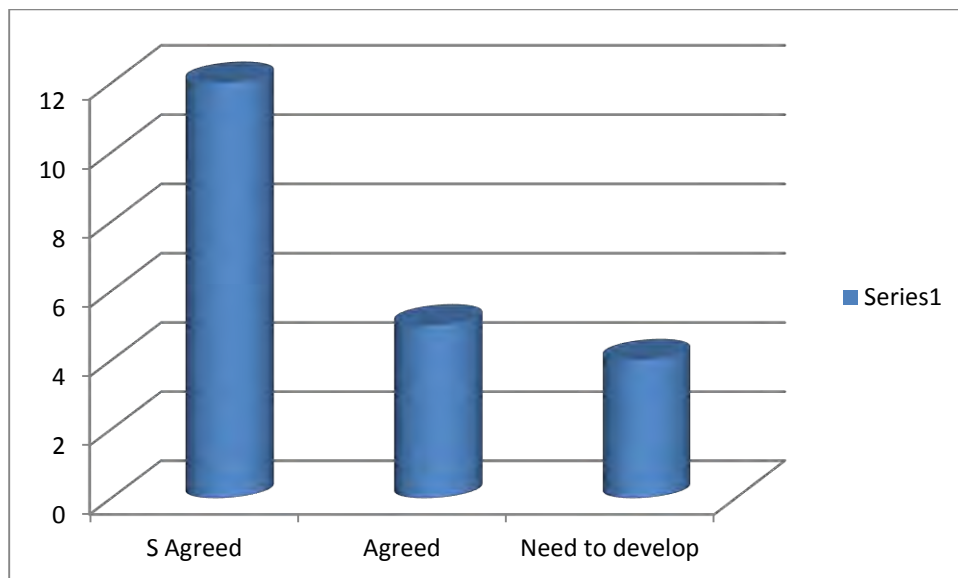
2. My 2<sup>nd</sup> question was **“did you know how to evacuate a building during fire”?**

Among them 5 could not answer anything. 15 employees answer was right. Only one can tell how the evacuation plan is executed.



3. My 3<sup>rd</sup> question was that **“the training for the fire safety & evacuation plan is properly done by RFL management”**?

Among them 12 are strongly agreed, 5 are agreed, 4 are thinking need to develop the system of training.



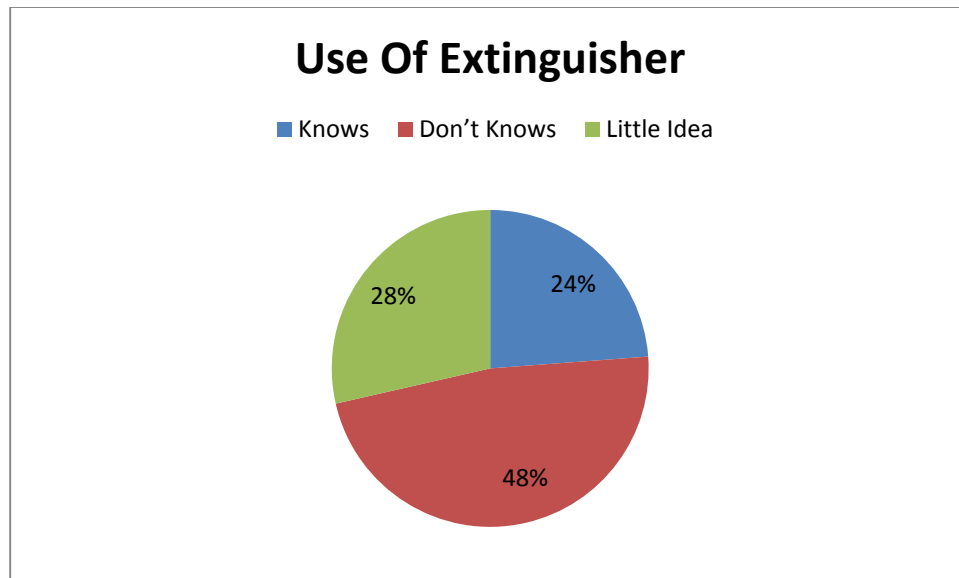
4. My 4<sup>th</sup> question was **“The safety arrangement and percussion plan RFL is now doing is satisfactory”**

Among them 13 are strongly agreed for the satisfactory action of RFL regarding safety measurement, 5 are agreed, 4 are thinking need to develop the system and need to be more advance system.



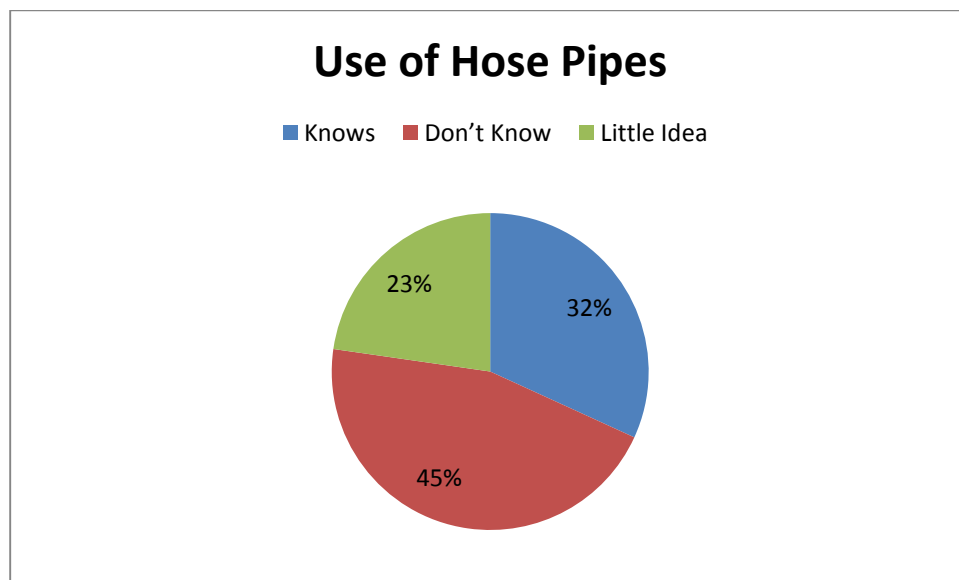
5. My 5<sup>th</sup> question was **“do you know how to use extinguisher & how it works?”**

Among them only 5 are know how to properly use the extinguisher and 10 does not know about the extinguisher and how to use it and 6 have little knowledge about extinguisher but it was not enough, need proper training.



6. My 6<sup>th</sup> question was “do you know about fire hose Pipe and it use?”

Among them only 7 are know how to properly use the hose and 10 does not know about the hose and how to use it and 5 have little knowledge about hose pipes but it was not enough, need proper training.



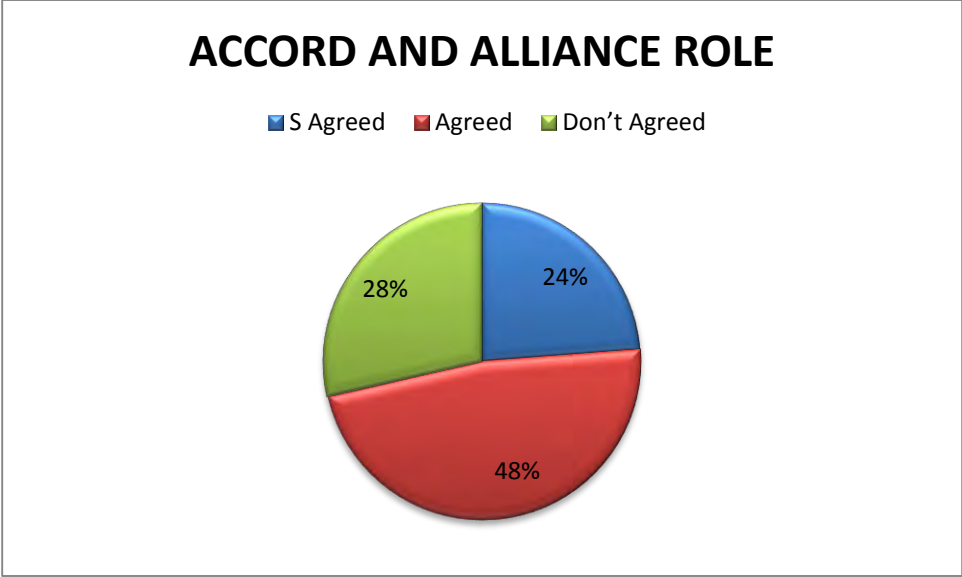
7. My 7<sup>th</sup> question was **“For Safe evacuation RFL installing the fire door is feeling safe for you”?**

Among them only 15 are strongly agreed & 5 are agreed & 1 do not agreed with the current plan, he think that it is huge investment for safety.



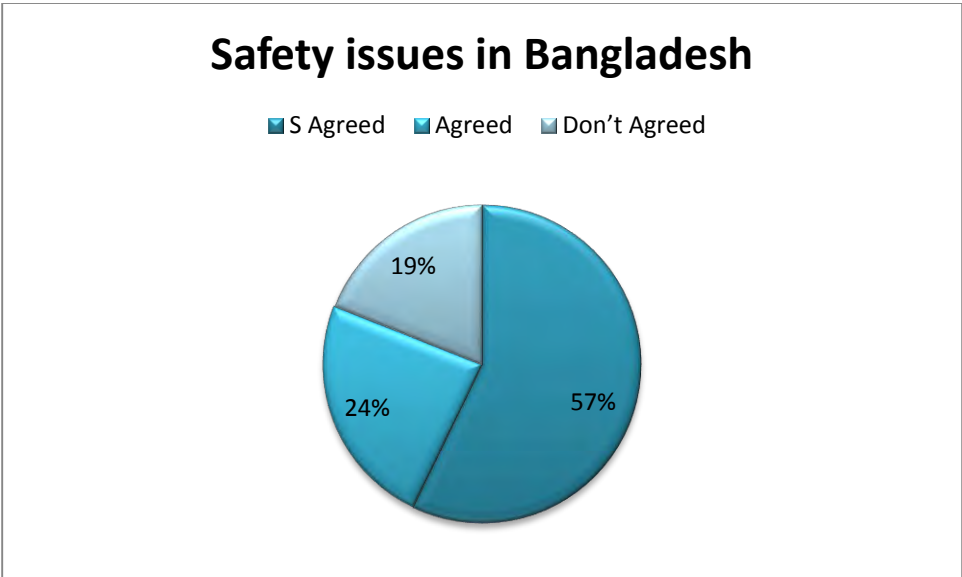
8. My 8<sup>th</sup> question was **“The role of ACCORD and ALLIANCE in Bangladesh is satisfactory”?**

Among them only 5 are strongly agreed & 10 are agreed & 6 do not agreed with the current plan, they think that they are doing business in Bangladesh. The Business name is certification business. Like UL & FM listing product, 3<sup>rd</sup> party certification etc.



9. My 9<sup>th</sup> question was “**After the incident of RANA PLAZA and Tazrin Fashion the safety awareness and risk assessment in Bangladesh is satisfactory increased?**”

Among them only 12 are strongly agreed & 5 are agreed & 4 do not agreed with the current plan, he think that it is huge investment for safety.





10. My 10<sup>th</sup> and last question was that “IF RFL comes to the fire safety and security solution provider in market, it is good decision from management”?

Among them 15 are strongly agreed, 5 are agreed and 1 think that RFL already done huge expansion on his lots of business, new business will be a new risk for them.



### **3.5 Result and Discussion:**

After doing the above data analysis we can say that RFL management is very serious about the safety management and risk assessment of the company. They think that percussion or pro active activity is most needed for safety. They are doing huge investment on safety and need to do more research on new innovation for safety issues. Recently they have introduced the safety and security business all over the country. They are selling extinguisher and fire detection, Fire protection, Sprinklers items for their in house safety and also supply many garments and small industries.

Among the employee the safety Awareness is growing. The owner of the company Mr. Ahsan Khan chowdhury is very much serious on safety issues. In recent year RFL did not face any big fire in factory also in cooperate office. Everyone is concern about the safety issues. When the fire is small it should be killed. This is the main topics on training. People here are not panic to seeing the fire, they first alarm the people and try to extinguish it by their own arrangement.

## **Chapter 4**

### **Risk Management of RFL**

#### **4.1 Theoretical Aspects of Risk Management**

Risk management is the systematic process of planning for, identifying, analyzing, responding to, and monitoring project risks. It involves processes, tools, and techniques that will help the project manager maximize the probability and results of positive events and minimize the probability and consequences of adverse events as indicated and appropriate within the context of risk to the overall project objectives of cost, time, scope and quality. Risk management is most effective when first performed early in the life of the project and is a continuing responsibility throughout the project's life cycle.

#### **General Risk Management Process:**

1. Establishing Context
2. Risk Identification & Analysis
3. Risk Evaluation
4. Risk Treatment
5. Risk Monitoring & Review
6. Techniques to assist managers with Risk Management

There is a well-known Six Risk management processes, most of the business are following this model more or less:

- 1. Risk Management Planning**
- 2. Risk Identification**

*Considerations:*

- ▲ Threats
- ▲ Opportunities
- ▲ Triggers

*Further Considerations:*

- ▲ Residual risks
- ▲ Secondary risks
- ▲ Risk interaction

### **3. Qualitative Risk Analysis**

### **4. Quantitative Risk Analysis**

### **5. Risk Response Planning**

*Strategies for Negative Risks or Threats include:*

- ▲ Avoid
- ▲ Transfer
- ▲ Mitigate

*Strategies for Positive Risks or Opportunities include:*

- ▲ Exploit
- ▲ Share
- ▲ Enhance

Strategy for both Threats and Opportunities:

Acceptance

There are two types of acceptance strategy:

- ▲ Active acceptance

Contingency Plan

- ▲ Passive acceptance

Workaround

### **6. Risk Monitoring and Control**

Risk monitoring and control keeps track of the identified risks, residual risks, and new risks. It also monitors the execution of planned strategies on the identified risks and evaluates their effectiveness. Risk monitoring and control continues for the life of the project. The list of project risks changes as the project matures, new risks develop, or anticipated risks disappear.

Risk control involves:

- ▲ Choosing alternative response strategies
- ▲ Implementing a contingency plan
- ▲ Taking corrective actions
- ▲ Re-planning the project, as applicable

#### **4.2 RFL Risk Management Plan**

Risk management has been considered as a central part of the organization's strategic management. It is the process by which RFL methodically addresses the risks attached to the activities with the goal of achieving sustained benefit within each activity and across the portfolio of all activities.

The focus of good risk management is the identification and response to these. The objective of a good Risk Management Plan is to add maximum sustainable value to all the activities of the organization. It assembles the understanding of the potential upside and downside of all those factors which can affect the organization. It increases the probability of success, and reduces both the probability of failure and the uncertainty of achieving the organization's overall objectives.

Eliminating risk to zero level is not possible. That is why the goal of this risk management plan is to manage the risks associated with pursuing opportunities that deliver RFL's business

objectives in such a way that it can minimize the adverse effect. Planned policy requires the establishment and maintenance of a systematic process to identify, assess against criteria which are relevant to each business area or project, and respond appropriately to each risk. RFL Group is under process to establish other Policies in different area to provide a framework for managing specific risks which arise from business direction and strategic environment.

Gaining a clear understanding of the risks associated with a particular plan or decision should not be associated with negativity. On the contrary, effectively managing the risks reduces uncertainty and increases the likelihood of successful outcomes. This Policy supports:

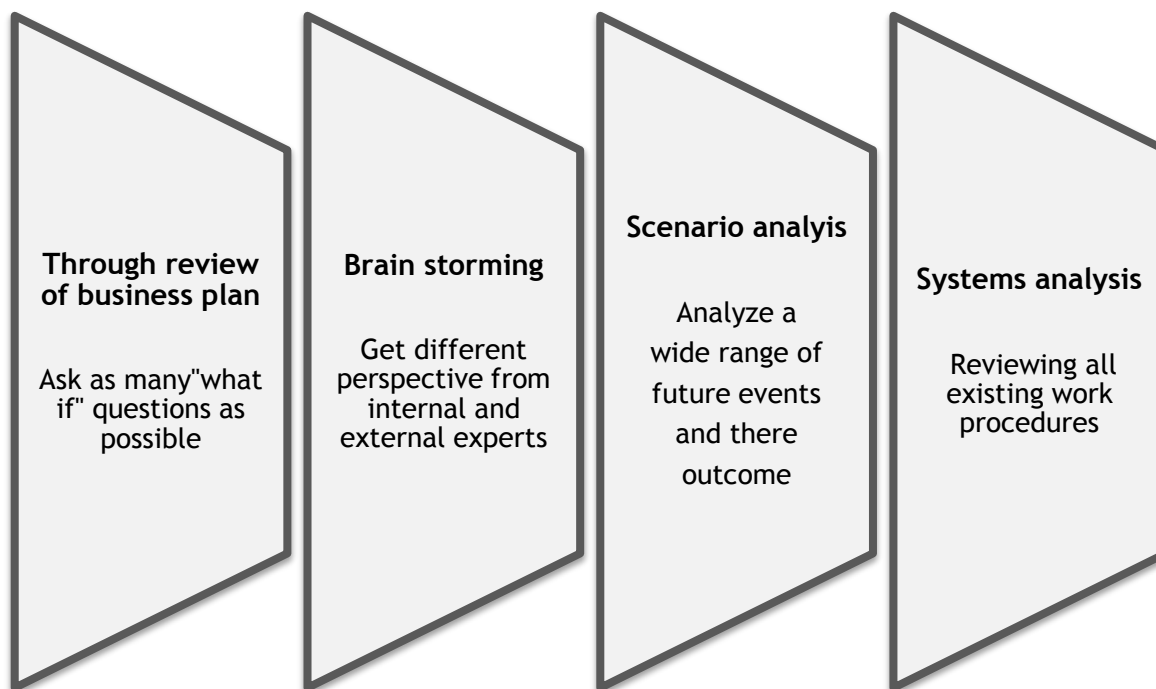
- RFL Values by empowering it's people to face reality through robust risk identification and assessment processes, and by promoting a risk-aware culture that encourages honesty in reporting and responding to risk.
- Individual accountability through increased understanding of risk, assigning of risk ownership, and avoidance of misplaced blame for adverse outcomes where decisions have involved explicit disclosure and acceptance of risk.

This risk management plan documents the processes, tools and procedures that will be used to manage and control those events that could have a negative impact on this project.

### **1. Risk Identification Process**

Every business faces risks that could present threats to its success. Risk is defined as the probability of an event and its consequences. Risk is the potential that a chosen action or activity (including the choice of inaction) will lead to a loss (an undesirable outcome). Almost any human endeavor carries some risk, but some are much more risky than others. To RFL, risk is the 'effect of uncertainty on objectives'. Uncertainties include events (which may or

not happen) and uncertainties caused by a lack of information or ambiguity. RFL believes that being proactive to identify risks can help to avoid more than 90% of the loss that can occur. RFL ways of identifying risks are as follows:



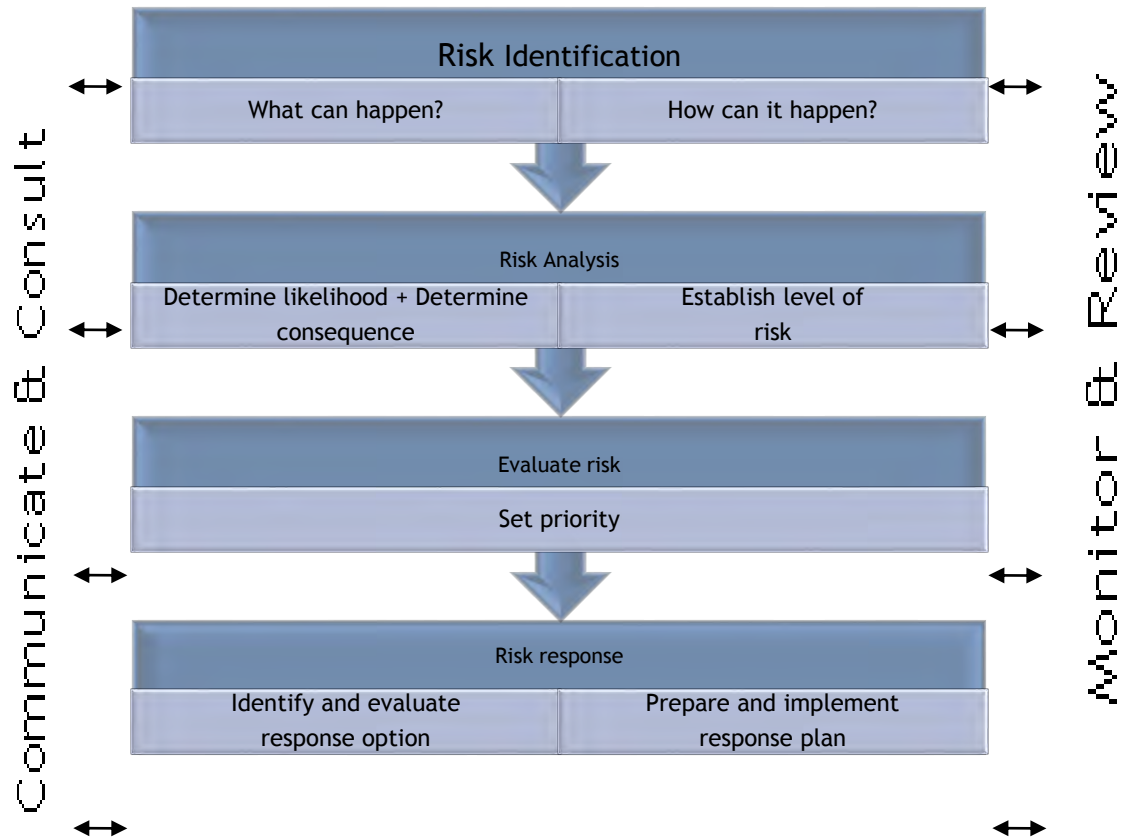
## 2. Identified Risks

A risk is any event that could prevent the project from progressing as planned, or from successful completion. Risks can be identified from a number of different sources. Some may be quite obvious and will be identified prior to project kickoff. Others will be identified during the project lifecycle and a risk can be identified by anyone associated with the project. Some risk will be inherent to the project itself, while others will be the result of external influences that are completely outside the control of the project team. RFL team has overall responsibility for managing risks. Risk awareness requires that every project team member be aware of what constitutes a risk to the project, and being sensitive to specific events or factors that could potentially impact the project in a positive or negative way. Risk can be categorized as following:



#### **4.3 RFL Risk Response Strategy & Plan**

Risk response strategy and plan is the practice of using processes, methods and tools for managing these risks. RFL risk management focuses on identifying what could go wrong, evaluating which risks should be dealt with and implementing strategies to deal with those risks. Businesses that have identified the risks will be better prepared and have a more cost-effective way of dealing with them. After identifying the risk RFL management will analyze, evaluate to identify the correct response.



## 1. Risk Response

For each identified risk, RFL has identified the response. The RFL team will need the best possible assessment of the risk and description of the response options in order to select the right response for each risk. The probability of the risk event and the impacts will be the basis for determining the degree to which the actions to mitigate the risk should be taken. One way of evaluating mitigation strategies is to multiply the risk cost times the probability of occurrence. The possible response options planned by RFL are:





a) **Avoidance Plan**

Strategically RFL follows risk avoidance plan with highest priority for all its operations. RFL takes steps to reduce the probability and/or impact of a risk like- taking early action, close monitoring, more testing, etc. before approaching for service to customers and suppliers.

RFL always keeps in survey to ensure its market reputation, footprint etc. RFL engages it's highly professional technical team to visit overseas suppliers. But still to move forward with the business and technological advancement some risks may appear. In those cases the response is properly planned and other risk response methods have been adapted as and when required.

**b) Transference**

Risks which will be transferred to a third party fall into this category. RFL will transfer those risks which cannot be mitigated by RFL itself. Still RFL is closely tracking and guiding the activity of the third party time to time.

**c) Mitigation**

Risk mitigation is the second most vital risk response method which has been adapted by RFL. RFL aims to equip itself in such a way which will enable it to mitigate most of the risks which cannot be avoided on its own. RFL has recruited a highly skilled technical, research team, marketing and financial team to be able to reduce the risk impacts themselves. In risk transfer cases, a corresponding team from RFL will work closely with the customer, supplier or third party for faster solution.

**d) Acceptance**

There are some others risks which are accepted by RFL. Before choosing acceptance as a response RFL gives its concern deeply to analyze if mitigation method can be taken. In acceptance cases RFL accepts the cost, schedule, scope, and quality impacts if the risk event occurs and diverts the original operation to contingency operation.

**e) Deferred**

A determination of how to address this risk will be addressed at a later time by RFL.

**2) Response Strategy and Plan for Identified Risks**

## a) Strategic

Strategic risks are those which can create obstacles to move a business entity towards its goals. Generally these types of risks are longer term. Common strategic risks responses are:

### i) Management and Administrative Risks (Avoidance & Mitigation)

RFL has comparatively flat organizational structure where all the employees and management can properly update with most of the operational activities as well as the progress of the technology. This mitigates the scopes of wrong business decisions regarding technological up gradation.

RFL has installed strict access policy to the system to ensure the security of the equipments and information. All the premises have been properly equipped with firefighting solutions, fire exits and access control system. Besides this all the critical points of all the premises have been under surveillance of CCTV camera. In case of any incident the management is able to backtrack by going through the tapes and take measures so that it does not happen again.

### ii) Failure to Maximize Customer Value (Avoidance & Mitigation)

RFL has train its entire customer facing employees to enhance their skill of customer service delivery. RFL also runs regular survey on its customer satisfaction and dynamically upgrade the business process to improve the service. RFL also arrange regular training for its employees to enhance their skills for customer support.

### iii) Market Risk (Acceptance)

RFL management and partners have adequate knowledge and experience in telecommunication market to foresight and compete in the existing and changed market scenario. RFL investors and shareholders have emergency fund management to sustain loss with reduced market share in crisis situations. Management team reviews the marketing strategy time to time.

iv) Risks with Supply Chain (Mitigation)

RFL understands and values the relationship with its stakeholders. RFL and its shareholders already have good relationship with all the layers of the supply chain. In case of any degradation with the relationship the top management will be involved and they will put their maximum effort to rebuild the relationship.

b) **Financial Risks**

The objective of financial risks responses are to ensuring enough fund to cope up with any sort of financial risks.

i) Credit Risks (Mitigation)

To sustain the credit risks RFL will arrange cash from following sources:

ii) Capital Risks (Avoidance)

RFL has taken insurance for all critical and expensive assets. This will provide great safety and help to avoid capital risk.

iii) Increased Interest Rate (Acceptance)

RFL has premium corporate agreement with the banks. The banks always send advance acknowledgement to RFL regarding change in interest rate. This helps RFL to get prepared

and readjust its business plan. If the rate is adjusted from central bank, RFL will accept and adapt with contingency plan.

**c) Operational Risk**

Operational risks are associated with the business' operational and administrative procedures. These include:

**i) System Failure (Mitigation)**

RFL has planned its network considering redundancy at each level to avoid any single point of failure. RFL technical team continuously audits the system and work in close communication with the vendors to minimize the system failure. Nodes are being upgraded to the latest available version with close supervision of vendors to minimize the system failure risks.

**ii) Inappropriate Business Practice (Avoidance)**

RFL is providing structured training to all its front line employees (technical, customer care and marketing, finance team) to enhance their skills and organizational behavior. RFL also reviews the motivation level of its employees to get their best performance.

**iii) Technical Operation Risk (Avoidance and Mitigation)**

RFL maintains and continuously updates proper standard operational procedures (SOP) for all its major operations. Vendor escalation and inventory backup has been maintained in an organized way. RFL also ensures properly skilled technical personnel at responsible places and provide vendor training where necessary.

iv) Stake Holders Behavioral Change (Mitigation)

In case of any behavioral change of stakeholders due to changed market scenario or degradation with the relationship, the top management will be involved and they put their maximum effort to rebuild the relationship.

v) HR Allocation and Management (Avoidance & Mitigation)

RFL HR maintains strict policy for recruitment. Managers of each department will make sure that their teams are properly skilled, occupied with right responsibility and motivated. If still any scope of risk is identified in this area, HR department will take the lead to address it by resource reallocation.

vi) Technology Shift (Acceptance)

In case of technological shift RFL management has no option but to arrange new investment and adapt with the new technology.

vii) Internal Fraud (Avoidance & Mitigation)

RFL HR maintains strict NDA with all its employees and continuously follows up and also educates each of them about the value of the information. RFL will also try its best to keep its employees motivated. In extreme case RFL will go for legal action.

**c) Environmental Risk**

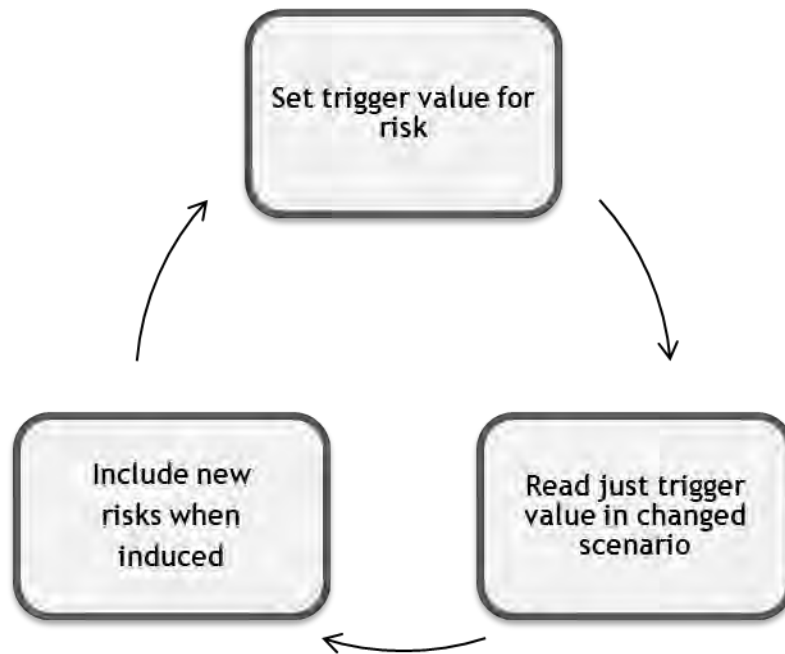
i) Natural Disaster (Acceptance)

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- ii) Political and Economic Instability (Avoidance & Acceptance)

### 3. Risk Tracking

RFL usually tracks each risk and triggers value to set for each one for quantitative analysis of status. RFL also analyzes the effect on the trigger values due to changed scenario (market or technology) and try to adjust the trigger value accordingly. RFL will also include new risk factors which will be induced with time.



#### **4.4 Safety management**

The RFL management carries the main responsibility for health and safety at work. The staff as a whole including supervisors and top management needs to be com-mitted to safe practices in everyday work and also in operational planning and development work. Safety management should not be a set of scattered actions. The aim is to manage occupational safety and health risks and to prevent accidents, work-related illnesses and sick leaves.

”RFL management has designed and choose the necessary measures for improving the working conditions as well as decide the extent of the measures and put them into practice. The following principles shall be observed as far as possible:

- Preventing the creation of hazards and risk factors;
- Eliminating the hazards and risk factors or, if this is not possible, selecting a less hazardous or harmful alternative;
- Adopting safety measures which have a general impact before individual measures; and
- Taking account of technological developments and other available means.

RFL continuously monitor the working environment, the state of the working community and the safety of the work practices. Employers shall also monitor the impact of the measures put into practice on safety and health at work.

Planning is central to business operations and to developing the working environment. Occupational health and safety should be included in planning of every business operation and change in the working environment. The company management states the aims and provides adequate resources.

When designing the structures of the working environment, working premises, working or production methods or the use of machinery, work equipment and other devices used at work as well as the use of health-hazardous substances, employers shall ensure that their impact on the safety and health of employees is taken into account and that they are suitable for the intended use.

The properly made risk assessment together with the occupational safety and health policy encourage the staff to employ safe working practices and to suggest improvements.



#### **4.5 Safety culture**

The safety culture of RFL will determine the status of safety and health issues in the company. It is mostly stemmed from the attitude that employers have toward safety. Safety practices can be developed by making necessary changes. RFL have clear and high aims for developing safety and working conditions as well as promoting health and work ability of all employees. A zero accident vision shows that the company is com-mitted to preventing accidents and cares about the employees. Employees must report hazardous situations and take note of them. Everyone has the right to get home from work in good health.

Safety culture means

- prioritizing safety and health
- Clear and high level goals and responsibility
- Intentions and strong commitment
- Openness and trust
- Safe working practices always and everywhere
- Professional skills and competence
- Continuous improvement
- A methodical approach
- Concrete measures, tools.

RFL Expertise and professional skills are the foundation of good and safe working practices. Everyone should take an active part in developing the working environ-ment. The company should provide for continuous and appropriate occupational safety training.

Assess

Monitor

Implement

Plan

Continuous improvement

#### **4.6 Identifying risk and risk assessment objects:**

The physical working environment

- Machinery, powered tools and hand tools
- Working spaces, structures and furnishings
- Order and tidiness
- Hot work
- Working in enclosed spaces
- Electrical work
- Safe stops, lock and tag system
- Use of chemicals
- Scaffolding
- Hoist work and hoisting in general
- Ladders
- Forklift trucks
- The use of personal protective equipment
- Access, exits, emergency routes
- Pedestrian and vehicle traffic.

Physical, chemical and biological hazards

- Noise
- Vibrations
- Temperature (hot, cold, draughts)
- Lighting
- Radiation
- Handling hazardous chemicals
- Air impurities
- Infection risk.

#### Physical workload

- Difficult working posture
- Unsuitable workload
- Monotonous work
- Working pace and rest periods
- Manual lifting and moving
- Inappropriate tools.

#### Psychosocial stress

- Lack of job security
- Lack of influence in the work
- Atypical working hours
- Solitary work
- Monotonous work

- Threat of violence
- Personnel conflicts
- Inappropriate treatment
- Harassment.

## Chapter-5

### Recommendations

At the conclusion of the report I would like to say that the PRAN-RFL has practiced the standard human resource management by ensuring the safety and security among employee. Here I have some recommendations that identify avenues for improving the safety Hazard issues of RFL:

1. RFL should recruit proper trained people in factory to deal with safety training among workers and employee.
2. After this study I found that many of us don't know clearly about safety and risk assessment. People only know about the extinguisher. And they think that it is the safety issues.
3. For risk assessment RFL should think more widely for the awareness of employee.
4. RFL are doing a lot of investment in recent years, they are now investing in big factories and lots of manpower is in involvement there, so here safety and risk measurement is very important.
5. RFL is now doing the automatic fire sprinkler system for the new construction of their new buildings.
6. Ensuring more safety and safety first is the main slogan of RFL employee.
7. A proper safety regular training and the safety instrument using training is required regularly.

## **Conclusion**

PRAN- RFL group of industries are now one of the most successful industry in our country. They are trying to increase their business line and their own brand. From this report we will able to know about the recruitment section of PRAN-RFL group of industries. After doing this report I would like to conclude by saying that it had been a great experience for me. Moreover the survey that I conducted gave me a stronger and more helpful knowledge about the entire research. This report may contain few flaws yet I have tried my best to maintain accuracy. I hope this report can be a helpful resource to use in future.

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