



Internship Report on

**An Explanatory Study on the Recruitment and Selection
Process of the Sales Officers of Square Toiletries Limited**

Submitted To

Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School
BRAC University

Prepared By

Rafiqul Ahsan Mohin
ID: 13104136

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BRAC Business School
BRAC University

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Mr. Zaheed Husein Mohammad Al-Din
Senior Lecturer
BRAC Business School
BRAC University

Subject: Letter of Transmittal

Dear Sir,

I am very pleased to submit the Internship Report on “An Explanatory Study on the Recruitment and Selection Process of the Sales Officers of Square Toiletries Limited”, which you have assigned me as an important requirement of BUS 400 course. I have found this topic quite valuable & insightful. I have tried my level best to prepare an effective & creditable report.

The report contains in-depth and informative aspects of the Recruitment and Selection process of the Sales Officers of Square Toiletries Limited.

Here I have gathered all information mostly based on my job experience, since I worked on the Recruitment and the Selection process of the Sales Offices most in my internship period. However, I also took few information for their official website and their Annual Report.

I want to thank you for all your support for me and I appreciate the opportunity provided by BRAC University through assigning me to work in this thoughtful report.

Yours sincerely,

Rafiqul Ahsan Mohin
ID: 13104136
BRAC Business School
BRAC University

Acknowledgement

Nothing can be accomplished alone. Without the help of the number of persons the success remains silent. First, I want to pay my gratitude to almighty Allah for the preparation of the report successfully. Then, I want to thank my respected internship supervisor, Mr. Zaheed Husein Mohammad Al-Din for giving an overall concept on the process of preparation of an Internship Report on this important topic. However, I am really acknowledged to him since without his instruction, such of my endeavor could not be possible.

I should not forget to mention my thankfulness to Mrs. Monami Haque, AGM-HR, Square Toiletries Limited, under whose supervision I went through my internship. Moreover, I am also thankful to Mr. Muhammad Shahnur Rajib, Senior Executive, HR and Khandker Nabil Abrar, Junior Executive, HR of Square Toiletries Limited for their caring assistance and most importantly for giving me a significant learning opportunity during the internship period. I am also very grateful to the other colleagues of Square Toiletries Limited who provided me immeasurable support and helped me to adapt and learn from corporate environment which was very new to me.

Last but not the least, I am grateful to BRAC University for giving me this opportunity of doing Internship which has been my most learning semester of my BRAC University career.

Executive Summery

Square Toiletries Limited is one of the biggest successors of Square Group. It markets twenty different brands that is exported in twenty-five countries. It is a large company that is run by twelve energetic departments, where Human Resource Department is one of the key departments among all. Since Square Toiletries Limited is a Fast-Moving Consumer Goods (FMCG) organization it requires a vast amount of sales force. Under the Sales Department Square Toiletries Limited has a huge amount of sales force in different management and non-management level. Sales Officer is the most bottom position of this sales force and the Human Resource Department of Square Toiletries recruit most number of employees for this Sales Officer position. Sales Offices work at the small markets and collect orders from the retailers. They look after the availability of the products of Square Toiletries Limited in the retail shops and approach the retailers to purchase more new products. They take order from the shops and takes further steps to deliver the products and deal with the issues of retailer frequently.

The recruitment and selection activities of Sales Officers is a more than a month-long process. At the beginning the Sales Department raise the requisition for man power for their vacant markets to the Human Resource Department. After getting the requisition the HR department post advertisement in daily newspaper to attract the potential candidates. The Advertisement contains the Job description, specification and further instructions that how and where to send the CV.

The selection process starts by screening the CV according to the criteria mentioned in the job specification. The sort listed candidates get SMS to sit for a written test. General knowledge, general Math and English and job-related knowledge are examined in the written test. Qualified candidates face interview where they are the confidence level, appearance and communication skills are judged. The selected interviewees are sent to Field Training for two weeks where they assist and observe their activities the existing sales offices so that they can learn their real job responsibilities. Those who complete the field training and invited for a one week long head office based In-house training where they get opportunity to learn about all the products of Square Toiletries Limited, incentive and bonus policies, accounts related activities and important sales terms and their implication. After that, a second interview is conducted to see how much they learned about their job. After qualifying the interview, job is offered to the Sales Officers and it turns the end of Recruitment and Selection process of Sales Offices.

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Chapter 1: Introduction

1.1 Objective

General Objective

The objective of the study is to give a thorough idea about the recruitment and selection process of the Sales Officers of Square Toiletries Limited. Moreover, the report is also focused about the experience and the learning I had being an intern in the Human Resource Department (HRD) of Square Toiletries Limited.

Specific Objectives

- Identifying the Job Description and Job Specification for the position of Sales Officer.
- Identifying the recruitment activities.
- Identifying the process of taking Written test and Interview and the justification of these two steps of the Selection phase.
- Identifying the importance of Field Training and In-house training and the learning outcome of the trainees.
- Identifying the Joining related activities of the newly joined Sales Officers

1.2 Methodology

Selection of the topic

The topic of this study has been selected from the discussion with my assigned internship supervisors and from the area where I worked most in my internship period. Since, I was in the process of recruitment and selection of the Sales Officers I thought studying in depth of this topic will be worthwhile. Moreover, the suggestion of my internship supervisor also encouraged me to work on this topic.

Primary data

Since, I gave most of my working hour in the recruitment and the selection process of the Sales Officers I took most of the information of this study from my own working experience. In addition to that, the executives under whom I worked at Square Toiletries Ltd. helped me a lot by giving information of my queries.

Secondary data

Besides my own experience, observation and quires I took few information form the official website of the Square Toiletries Ltd. Moreover, I also took few information form the Annual Report of Square Pharmaceuticals Ltd. 2015-2016 to know a bit more about Square Group.

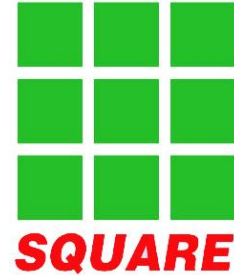
1.3 Limitations

Since, working in the corporate environment was a new experience for me, it was challenging for me to get adjust with environment for few days. Similarly, identifying the Study topic and gathering information for the report was also very challenging. In many sensitive information, I did not have any access and I also could not write many sensitive official information in this report. Overcoming all these challenges was a very good learning experience for me and my learning carve was upward moving indeed.

Chapter 2: Brief about Square Toiletries Limited

2.1 Square Group

In the year 1958, 4 friends started a small pharmaceutical organization having an equal partnership as owner. (Square Pharmaceuticals Ltd. , 2016) They decided the name of four friend's firm will be Square. The firm became a private limited company in the year 1964. Till date Square have been operating for long 59 years and diversified in to seven different industries. (The Daily Star, 2012) They operate in pharmaceutical and health care



industry, textiles industry, media industry, IT industry, banking and insurance industry, agriculture and veterinary industry and Fast Moving Consumer Goods (FMCG) industry. However, under each industry, they have several companies. For instance, under Pharmaceutical and Health Care industry they have Square Pharmaceuticals, Square Hospital. In the Media industry they have Maasranga TV, Maasranga Production, Mediacom Ltd. They have been extremely successful in the FMCG industry and Square Toiletries Limited (STL) is one of the main successors of Square Group in the FMCG field.

2.2 Square Toiletries Limited

Square Toiletries Ltd. is one of the largest and most successful manufacturers of toiletries and cosmetics brands of Bangladesh. It is one of the biggest FMCG companies in Bangladesh. Square Toiletries Ltd. is marketing twenty (20) brands in different sectors like hair care, oral care, home care health & hygiene, fabric care. (Haque, 2017)



Square Toiletries Ltd. is one of the few Bangladeshi companies that is successfully exporting its products in twenty-six foreign countries. Besides serving the people of Bangladesh, STL is exporting its products in the following countries (Square Toiletries Ltd., 2017)

Asia	India, Bhutan, Nepal, Malaysia, Myanmar, Japan, Singapore, Maldives
Middle East Asia	Saudi Arabia, United Arab Emirate, Bahrain, Qatar, Kuwait, Jordan, Oman, Lebanon
Europe	United Kingdom, Germany, Sweden, Italy, Ireland
North America	USA, Canada
Africa	South Africa, Djibouti
Australia	Australia

2.3 Vision

Attempting to understand the unique needs of the consumers and translate that needs into products which satisfy them in the form of quality products, high level of service and affordable price range in a unique way.

2.4 Mission

To treasure consumer understanding as one of their most valued assets and thereby exerting every effort to understand consumers' dynamic requirements to enable them in offering maximum satisfaction.

To offer consumer products at affordable price by strictly maintaining uncompromising stance with quality. With continuous R&D and innovation they strive to make their products complying with international quality standards.

To maintain a congenial working environment to build and develop the core asset of Square Toiletries Ltd (STL)– its people. As well as to pursue for high level of employee motivation and satisfaction.

To sincerely uphold the responsibility towards the government and society with utmost ethical standards as well as make every effort for a social order devoid of malpractices, anti-environmental behaviors, unethical and corruptive dealings.

2.5 Corporate Social Responsibility (CSR) activities

Senora: Tension among women with their Period related problem is very common. Senora promises that they are with women from the first day of Period. Senora provides free medical consultation over phone (08-000-888-000) for Period related issues. This service has benefited 3,500,000 women in the last four years. (Square Toiletries Ltd., 2017)

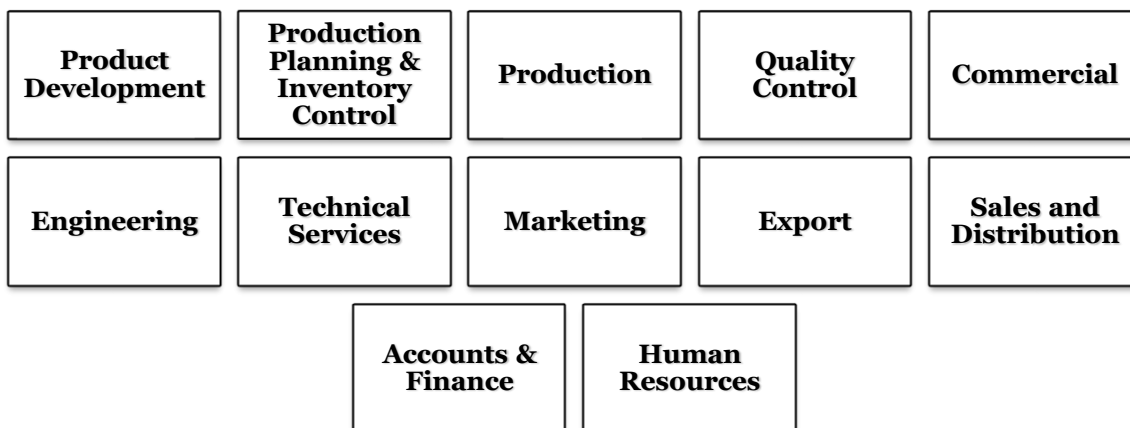
Meril Baby Supermom: It is a is a telephonic service by which doctors give advice to mothers from pregnancy to childhood development. Concern parents can give call to 01678737666 and can get the advice form a specialized doctor.

Care-Jita: For the last three years 3000 women are being helped to become employed and independent, by selling the products of Square Toiletries Ltd. door to door.

Meril-Prothom Alo: Square Toiletries Ltd. and Prothom Alo jointly initiated a fund of 1.7 crore for the victims of Rana Plaza incident at Savar. The fund was raised form the banner of Meril-Prothom Alo Awards, one of the prestigious awards of Bangladesh.

2.6 Departments of Square Toiletries Ltd.

Square toiletries Ltd. is operated by proactive twenty different departments. The ecosystem between the departments is very smooth and competently interconnected. The accomplishment of Square Toiletries Ltd. demonstrates the success of their each departments. (Haque, 2017) The departments of Square Toiletries Ltd. are:



2.7 Manpower Distribution

With physical appearance, Square Toiletries Ltd. operates in three places where a total number of 2938 employees work currently. One of them is the Head Office at Dhaka and the another two are the two factories of it located at Pabna and Rupshi (Narayanganj). Total 1072 employees works at the Head Office which is the 27% of the total manpower in numbers. The highest number of employees works at Pabna factory that has man power of 1447 which is the 63% of all employees. (Haque, 2017) The rest 10% employee work at Rupshi factory where work the number of people work are 327.

Man power Distribution	Total Manpower	Percentage
Head Office (Dhaka)	1072	27%
Pabna Plant	1447	63%
Rupshi Plant	327	10%
Total	<u>2938</u>	<u>100%</u>

Figure 1: Manpower Distribution of Square Toiletries Ltd.

2.8 Management Hierarchy

At Square Toiletries Ltd. the entry level position in the management level starts with the position Junior Executive. On top of that there are Executive and Senior Executive position. Executive level stops with senior executive and then Manager level starts. Manager level starts with Assistant Manager then Manager, on top of that Senior Manager belongs.



Figure 2: Organizational Chart of Square Toiletries Ltd.

After that strategic level of management starts. Assistant General Manager (AGM) sits in the strategic level of the management. On top of AGM, Deputy General Manager (DGM) belongs. The General Manager (GM) sits at the top most position of the management level (Haque, 2017)

Chapter 3: All about Sales Officer position

3.1 Activates of the Sales Officers and Position in the Hierarchy

Sales Officers work directly to the market to sell the products of Square Toiletries Ltd. They collect the sales order form retails. They always be alert about the availability of the products in their assigned markets and take immediate steps to feel up the retailers shop with new products. A certain amount of sales target is assigned to them and one of their main purpose is to achieve their sales target.

This position is under Sales Department and it belongs at the bottom of the hierarchy of the Sales Department. Under the Sales Department there are five sales position who are the sales force of Square Toiletries Ltd. Divisional Sales Manager, Regional Sales Manager and Area Sales Manager are management level sales force. Territory Sales Officer and Sales Officers are the non-management sales force. Sales Officer’s immediate supervisor is the Territory Sales Officer.



Figure 3: Field Force of the Sales Department

3.2 Job Description of sales officer

Square Toiletries Ltd. has official Job Description for the position of Sales Officer where the official job responsibilities of Sales Officers are included. (Dessler & Varkkey, 2011) In the official Job Description of sales officers the job responsibilities included are:

1. Order securing from parties.
2. Insure party wise product distribution.
3. Ensure customer service and maintain customer relation.
4. Meeting sales target for month and year wise.
5. Implement company policy in route level.
6. Handel distributors.

3.3 Job Specification of sales officer

In the official Job Specification of Sales Officer position the qualities of the job candidates are included that must be required to be selected for this job. CV's of sales officers are sorted according to the job specifications set for this position. Job specifications of this position are:

1. Must be a male.
2. Age should not be more than 30.
3. Minimum educational requirement is HSC. If having education of at least Honors no experience is required. If having education of up to HSC, 2 years of job experience is required form any field.
4. Need mentality to work anywhere in Bangladesh.

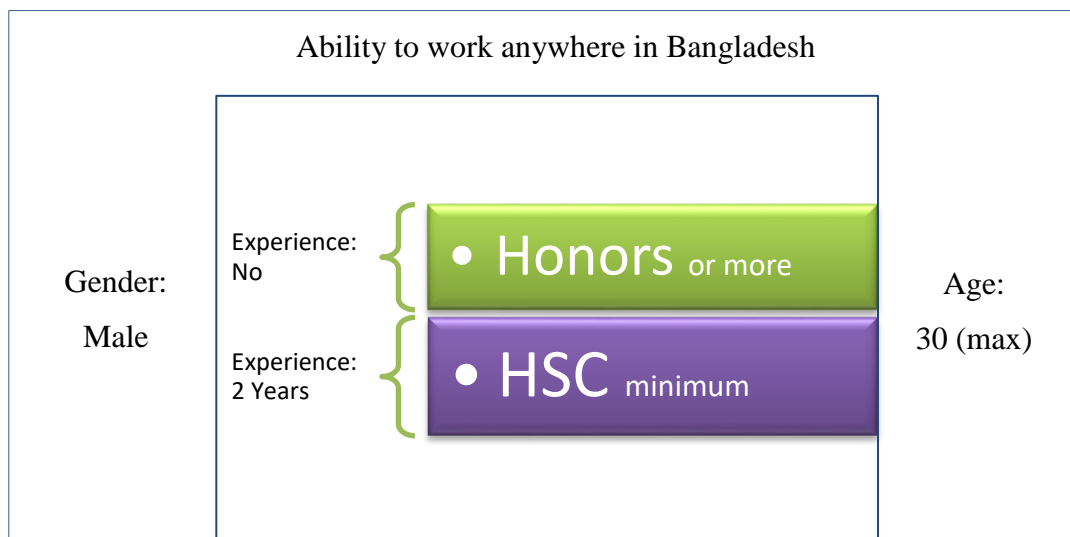


Figure 4: Job Specifications Sales Officer

3.4 Frequency of Recruitment

In my internship period of 3.5 months, total number of Sale Officers have been recruited in four batches. These are the numbers of Sale Officers who has been recruited in my internship period.

January	1 st Batch	29 Sales Officers
February	2 nd Batch	26 Sales Officers
March	3 rd Batch	19 Sales Officers
April	4 th Batch	<u>45 Sales Officers</u>
Total		<u>119</u>

If I convert my total internship period into days to month it will be 105 days. In 105 days of my internship period, total number of 119 Sales Officers have been recruited by the HR department. In average, every day of my internship period at least one person has been recruited for this Sales Officer position.

Total 119 persons have been recruited in just 105 days (3.5 months) is a huge number indeed. Recruiting at least one person per day for 105 days contains the sign that frequency of recruitment for this Sales Officer position is extensively high.

Chapter 4: Recruitment Process of Sales Officers.

4.1 Manpower requisition

The Sales department monitor the activities of their Sales Officer frequently. When the Sales department find that any market is vacant they immediately send requisition for manpower to the HR department. HR department take necessary steps as early as possible.

4.2 Advertising for the position

After getting the requisition from the Sales Department, HR Department of Square Toiletries start to recruit candidates for the Sales Officer position. To attract the candidates first they post an ad on few Bangla daily new papers. The language of the post is in Bangla.

4.2.1 Contents of the ad

They start the ad titling (HIRING in English sense) in big front to catch the attention of the potential candidates.

Then they write a summary of the message in the advertisement. Usually the summary looks like, *ISO 9001:2008 certified and one of the biggest toiletries and cosmetics manufacturing organization Square Toiletries Ltd. is hiring few energetic and hardworking candidates.*

Later they mention the name of the post and the job location of the post. In the job location part, they mention it clearly that the workplace can be anywhere in Bangladesh.

Later on, they mention the Job description and specification in the next two parts of the advertisement.

Then they mention the required attachments the candidates need to send with their CV, like photograph, bio data, photocopy of national ID card and a hand-written application. Moreover, they also mention the address where they are required to send their CV with all mentioned attachments.

Lastly, they mention the venue of written test and interview where they will come if they get shortlisted and get call form Square Toiletries Ltd. for attending the written test and interview.

Chapter: 5 Selection Process of Sales Officers

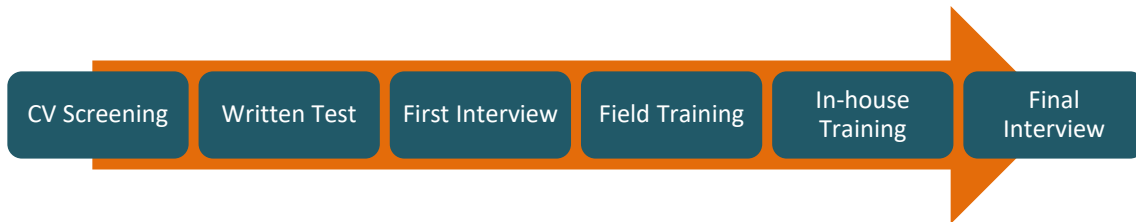


Figure 5: Selection Process of Sales Officers

5.1 CV Screening

Selection process starts with CV screening of the applicants. Square Toiletries Ltd. usually receive hard copy CV sent by the interested applicants. Interns of HR department are usually assigned to screen the CV's. CV's are short listed according to the job specification specified for this position. All the CV's sent by females are rejected since, Square Toiletries Ltd. look for males for this position. Males whose age is under 30 years and accepted and over than that are get rejected. Those who have done with their honors do not need any experience but those who have completed HSC need to show 3 years of experience otherwise also rejected.

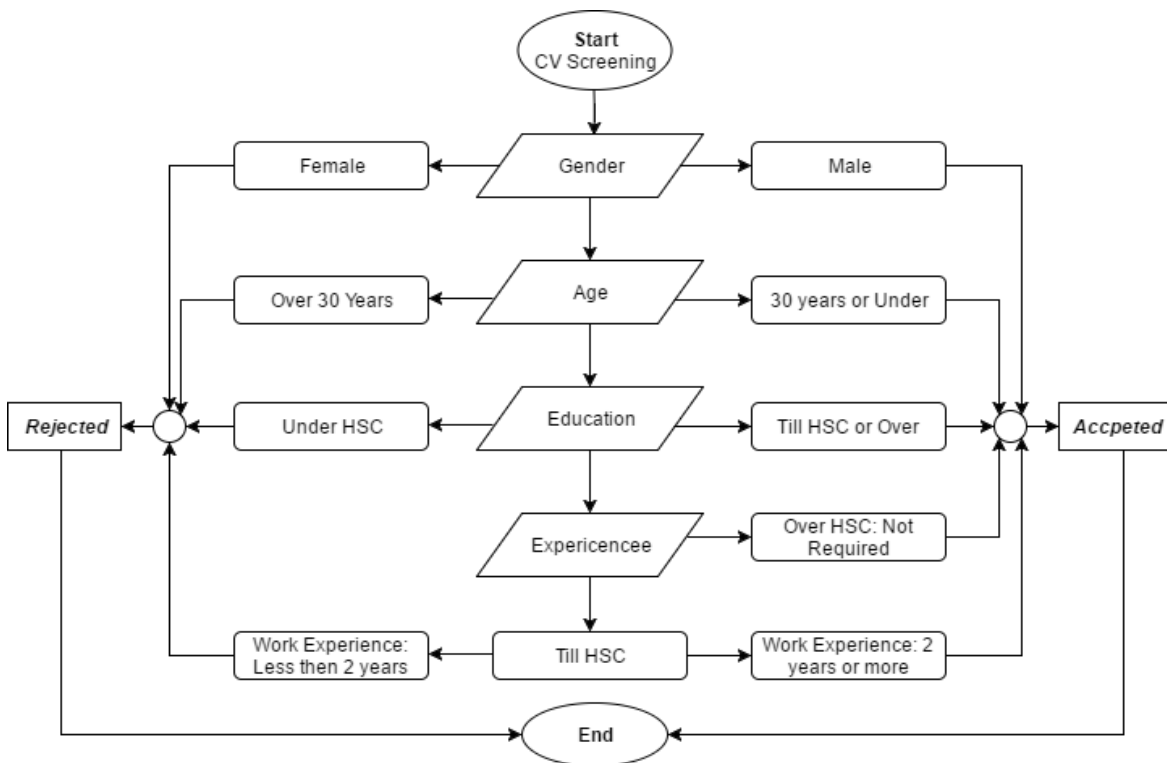


Figure 6: Criteria of CV screening of Sales Officers in Flowchart

5.2 Written Test

The selected CV's get SMS to face a written exam. The whole written test is conducted by the HR department of Square Toiletries Ltd. Usually the exams are taken in five locations, Dhaka, Chittagong, Barisal, Sylhet and Bogra. It is a two hours long written test that contains fifty marks. The purpose of the written test is to test the knowledge level of the applicants. The question is set to examine the knowledge level on the areas like (Abrar, 2016):

- General knowledge
- Math
- English
- Sales and Job-related knowledge

5.3 First Interview

To be selected for the interview the applicants must need to get a specified amount of number (usually 50%). Qualified applicants form written test are called for an interview. The purpose of taking interview is to get idea about how good their communication skill and appearance is. Self-confidence and knowledge about sales and marketing is also assessed in the interview. Two executives, one from Sales department and another form HR department take the interview.

5.4 Field Training

The selected interviewees are posted in different markets for a hands-on training on their actual job responsibility. (Warrington College of Business) Trainees are posted in different markets where they work with the current Sales Officers under the supervision of Territory Sales Officer (Supervisor of Sales Officer). The trainees assist and observe the activates of the existing Sales Officers to get the idea and experience of their real job. It is kind of a On the Job training before getting the job. It is a two weeks long training program. The trainees who discontinue their training are get rejected form this stage.

5.5 In-house Training

The purpose of In-house training is to equip the selected trainees with the knowledge they will be requiring into their job but did not get opportunity to learn from the field training. Those who completed their field training for two weeks, all of them are called to attend the inhouse training. It is a headhouse based training that is conducted in the Lecture method in a Classroom structure.

Topics on sales related important terms, product orientation, accounts related activity, bonus and other benefits are discussed in the training. Every day of In-house training, the trainees face a short-written exam on the topics that was covered the day before. This In-house training continues for five consecutive days.

5.6 Final Interview

Final Interview is the last phase of the selection process for this job. Until the final interview the candidates passed two weeks in the Field Training and one week training in the head office. The purpose of this second and final interview is to see how much the candidates learnt from this long the training. Mainly on three criterions the candidates are judge.

1. The candidate's knowledge level on Sales
2. The Product Knowledge the candidate has
3. How impactfully the candidate can make Mock Calls

One executive from HR department and another from Sales department sit on the interview board as interviewer. Interviewers are provided evaluation form (Mark Sheet) to assess the interviewees. On mentioned three criterions the interviewers give mark to the interviewees. Three criterions contain ten marks each, total thirty marks. If the performance of the interviewees is impressive, the interviewers put the tick mark on Recommended and if not the tick mark is putted on Not Recommended and the candidate gets rejected.

Square Toiletries Limited			
Sales Officer			
Interview Mark Sheet			
Name of the Interviewee:			Date:
Sales & Marketing (10)	Product Knowledge (10)	Mock Call (10)	Total (30)
7	6	8	21
Signature of the Interviewer:			
Name of the Interviewer:			
		Recommended	Not Recommended

Figure 7: Evaluation form of Final Interview

Chapter 6: Initial Tests

6.1 Written Test

Written test is the second step of the selection process. A two hours long exam is taken to have an idea about the examinees academic knowledge, general knowledge and their job-related knowledge. Number allocated for this exam is fifty marks. This written exam is taken mainly in five centers. They are:

1. Dhaka
2. Chittagong
3. Barisal
4. Sylhet
5. Bogra

6.1.1 Purpose of Written Test

The purpose of the Written Test is to assess knowledge level of the examinees on few specified areas. The question of the Written Test is set in such a way that can test the required knowledge level of the examinees. A minimum amount of marks (usually 50%) the examinees need to get to be qualified for the next selection level.

6.1.2 Type of knowledge looking for

a. General Knowledge: 10 marks are allocated for the General Knowledge section. Questions come from current affairs, history of Bangladesh, sports, previous academic education etc.

b. Basic English: In this section, the examinee's ability to understand basic English is tested. Mainly Bengali to English and English to Bengali translations are given in this section. This part contains 10 marks.

c. General Mathematics: 10 marks are assigned for this section. Sales related general mathematics are appeared here. Examinee's analytical abilities are tested in this section.

d. Job related Knowledge: Job related knowledge and attitude is tested in this part. The provided questions look for how the examinees would behave in a few given situations. Moreover, the

knowledge about the Square Toiletries Ltd. and its market competitors are also assessed here. 20 marks are allocated for this section.

6.2 First Interview

6.2.1 Process of conducting Interview

Those who get selected from the written exam are shortlisted for the interview. HR department call the shortlisted candidates for the interview. Usually the interview is conducted on the next day of written test. Generally, two interviewers take the interview, one form the Sales department and another form the HR department.

6.2.2 Criteria on which interviewees are assessed

Officially there are five criteria on which the interviewees are judge. In each of the criterion marks are given according to guided standards. The criteria are:

a. Academic qualification: In this section of assessment points are given on the result the interviewees obtained on their academic educations. According to the guided range of result obtained points are given to the interviewees. Suppose, a candidate got CGPA between 2.5 to 3.49 in his HSC and got First class in his Honors he will obtain point 2.50 for HSC and 4 for Honors consecutively. Then the total point the candidate will obtain for this section is 6.50.

Degree/Subject		Class/ CGPA			Total
		<i>First Class</i>	<i>Second</i>	<i>Third</i>	
Masters	Year:	4.0 (CGPA 3-4)	3.0 (CGPA 2.25-2.99)	2.0 (CGPA 1-2.24)	12.50
Honors	Year:	4.0 (CGPA 3-4)	3.0 (CGPA 2.25-2.99)	2.0 (CGPA 1-2.24)	
HSC	Year:	3.0 (CGPA 3.5-5)	2.50 (CGPA 2.5-3.49)	2.0 (CGPA 1-2.49)	
SSC	Year:	3.0 (CGPA 3.5-5)	2.50 (CGPA 2.5-3.49)	2.0 (CGPA 1-2.49)	

Figure 8: Academic Qualification Evaluation in the First Interview

b. Knowledge on sales and marketing: Later on, the knowledge on sales and marketing is assessed. On the qualitative performance points are provide to measure the performance quantitatively.

Performance	Basic Subject		Total
	Subject Oriented	Knowledge on sales	
Excellent	10.0	5.0	8.5
Good	8.0	3.5	
Satisfactory	5.0	2.5	
Poor	2.0	1	

Figure 9: Knowledge on Sales Evaluation in the First Interview

c. Physical Condition: Decent appearance and robust physical condition is very important this job holder. Therefore, appearance and physical condition is assessed in the interview. Point is provided on the judgement of the interviewers.

Level	Appearance	Physic	Total
Excellent	10.0	5.0	13
Good	8.0	3.5	
Satisfactory	5.0	2.5	
Poor	2.0	1	

Figure 10: Physical Condition Evaluation in the First Interview

d. Confidence level: While communicating with the candidates the interviewers assess the how confidently the candidates can communicate and how influentially they can talk and manage the situation. On the level of confidence points are provided judgmentally.

Level	Marks Obtained
Excellent	10.0
Good	8.0
Satisfactory	5.0
Poor	2.0

Figure 11: Confidence Level Evaluation in the First Interview

e. Communication skill: In this section, how influentially the candidates can use their language to communicate with the interviewers is assessed. Judgmentally points are provided on their communication skill.

Level	English			Fluency in Bangla (5)	Total (20)
	Reading (5)	Pronunciation (5)	Listing (5)		
Excellent					10.5
Good	3.5			3.5	
Satisfactory			2.5		
Poor		1			

Figure 12: Communication Skill Evaluation in the First Interview

Chapter 7: Training

7.1 Field training

The qualified interviewees are get selected for field training. In the field training the trainees get the real experer about their real job activity. The trainees are posted to the markers to assist the current Sales Officers. They work with the Sales Officers, observe their activity, assist them and get knowledge about their real duty. It is a two weeks long training program.

7.1.1 Purpose of Field Training

Field Training is kind of a On the Job training before getting the job. Square Toiletries Ltd. wants that their Sales Officers will be equipped with all the knowledges they will be requiring in the job before getting the job. (Warrington College of Business) To minimize the likelihood of errors in the real job and to boost up the confidence trainees are posted in the Field Training.

7.1.2 Process of sending trainees for the Field Training

The Sales Officers are posted in the Field Training in a certain process. Firstly, HR Department make shortlist of the selected interviewees and send it to the Sales Department. Then the Sales Department search for the available markets where the trainees can be posted for training. Trainees can be posted anywhere in Bangladesh where market is available. Sales Department make a list, having the name and home district of the trainee, name of his assigned market, name of his supervisor (usually Territory Sales Officer of that market) and the phone number of the supervisor.

Square Toiletries Ltd.						
List of Field Training Market- Starting form: 18 April, 2017						
Sl.	Name	District	Mobile	Assign Market	Supervisor (TSO)	Mobile
1.	Mr. Suruj Mia	Barisal	017****	Luxmipur (Rajshahi-1)	Mr. Sohel Rana	017****
2.	Mr. Ali Raj	Pabna	019****	Pur Bazar (Kurigram-2)	Mr. Abul Hasan	017****
3.	Mr. Ejaz Rob	Bogra	018****	Tajermor (Naogaon-1)	Mr. Abu Hena	019****

Figure 13: List of Field Training Market

Later on, Sales Department handover this list to the Human Resource Department. Then, HR department call the selected interviewees informing that they have been selected for the Field



Figure 14: Process of sending trainees for the Field Training

Training. HR department also inform the trainees, form when his training is starting, name of his assigned market for training and the name and phone number of his supervisor. The selected candidates are requested to call his supervisor and follow his instructions for the Field Training.

7.1.3 Activities performed by trainees in Field Training

At the beginning, the selected trainees contact with their supervisor for further instructions. On the reporting date, every field trainees meet with his own supervisor. The supervisor introduces the field trainee with his assigned market and also introduce him with current Sales Officers of that particular market. The primary activity of the field trainee is going to the market every day with the current Sales Officers and observing their daily activates. For example:

- How the current Sales Officers communicate with the retailers.
- How they take orders from the retailers and what are the strategies they use to take an order.
- How they set their target sell and make their route plan to take orders efficiently.
- How they make relation with the parties.
- How they handle the dissatisfaction of the dealers.

Along with observing the currents Sales Officers, the trainees also start to take order form the retailers when they feel assured that they can make call to collect orders. They also start to set Sales Target and plan the route to visit for tomorrow. This training continuous for two weeks. After the complication of training the supervisor evaluate the performance of the field trainees and provide them a training evaluation report on their performance. At this stage, the trainees take mental preparation to come to the head officer at Dhaka for the next phase of their training called In House Training.

7.2 In-house training

The learnings that are required for this job but the Candidates did not get opportunity to learn those in the Field Training, In-house training is arranged to transfer those learning among the trainees. It is a five-day long training program. HR department coordinate the whole training. The training is conducted in lecture method in a class room set up

7.2.1 Process of conducting In-house training

When the trainees are on field training the HR department call them to know the update that whether they are continuing their training or not. Those who did not attend field training or discontinued, are get rejected for the job. On the other hand, all those who successfully continued their training for two weeks get selected for In-house training at the Head Office. A shortlist of selected trainees is made by the HR department. The shortlisted candidates get call once again to get the invitation of attending the In-house training.

A training schedule is made for the In-house training that describes the days of the training, time schedule of classed and name of the trainers who will be conducting the sessions and the time and the duration of the breaks. Each day the trainee give written exam on the lesson of the previous class. The training ends up with the final interview.

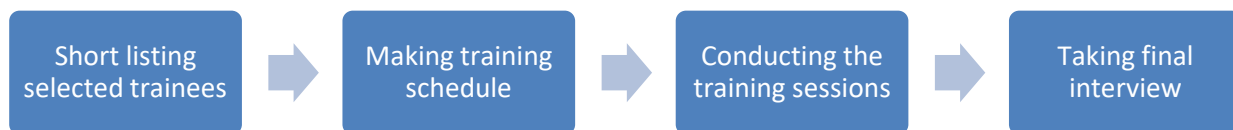


Figure 15: Process of conducting In-house training

7.2.2 Purpose of the training

a. History, current operations and future plan: In this training, the trainees get to know about the history of the Square Toiletries Ltd. that how the journey of it has started and how this organization turned into one of the biggest FMCG organizations of the country. Moreover, the trainees also get brief idea about the current operations of Square Toiletries Ltd. The future plan of Square Toiletries Ltd. is also shared with the future Sales Officers so that they can set their target mentality to reach that future goal.

b. Getting familiar with sales related terms: One of the main purposes of this head office based training is to make familiar the future Sales Officers with the important sales related terms. They will be requiring these terms in their job frequently. All the meanings, calculation and implications of these terms are demonstrated in the training sessions. Some of the sales related term are:

- Mock Call
- Route Plan
- Call Productivity
- Movement Register
- Spot Monitoring
- Lifting and In-market sales

c. Getting familiar with products and prices: Square Toiletries Ltd. has 20 different brand that has in total 43 different products. 43 different products have different size and variants. If we differentiate the products according to size and its variants then the total amount of the products become 141 in numbers. All these 141 products have different prices. In the product orientation class the brand executives introduce all the products with the trainees in few sessions. The trainers discuss the name, ingredients, offers, size, trade price and retailer price with the trainees.



Figure 16: Number of Products of Square Toiletries Ltd.

d. To describe about incentives and other benefit policies: When the Sales Officers will be on their job they will be needing to know few policies like incentive policy, travel allowance, daily allowance police and bonus policy. On the training sessions, they get the briefing on these policies so that they can understand how these policies work and implemented.

e. Communicating accounts related activity: Since the Sale Officers do not do their job at office therefore it is important to inform them that how they will collect their payment from the organization. An executive from the Accounts and Finance department take this session and brief them how they will collect their payment and how they will communicate with the accounts department if required.

Chapter 8: Joining of Sales Officers

8.1 Joining formalities

After the candidates successfully qualified in the second round of interview all the candidates can expect that they will get the job offer form Square Toiletries Ltd. for the Sales Officer position. HR department give a specific date to Sales Officers when the Joining Letter will be officially handed over to them. There are some joining related formalities that Square Toiletries Ltd. do before giving the Joining Letter to them. Sales Officers are told to bring few documents with them on the specified date. In the In-house training, an executive from HR department describes about the documents they need to bring with them. The documents the Sales Officers need to bring with them are:

1. Photocopies and the main copies of all their academic certificates.
2. Their national voter ID card.
3. An Employee Information Form provided by Square Toiletries Ltd.
4. Two copies of Reference Letters from two different individuals.
5. Specified Medical Certificate.
6. Bond signature

8.2 Offering job for the probationary period

When all the documents are received, HR department of Square Toiletries Ltd. officially provide the joining letter to the newly joined Sales Officers. Each Sales Offices get two joining letters, Office Copy and Individual Copy. On the office copy of Joining Letter the newly joined Sales Officers put their signature and write RECEIVED and return it and the Individual copy they kept with them.

Joining letter and all the documents they brought with them for joining and all the papers that was generated throughout their recruitment and selection process like their CV, written test script, evaluation form of interview are kept and preserved in a Personnel File until they are Employee of Square Toiletries Ltd.

Chapter 9: My job responsibilities and experience

9.1 Coordinating In-house training of Sales Officers

My one of the main job responsibilities was to coordinate the In-house training. I assisted to design the training schedule, took ice breaking session at the beginning of the training, communicating with the trainers about their timing of their class, providing required papers like product price list, incentive policy and did every all other tasks that was required to manage the In-house training.

9.2 Sorting CVs

I sorted CV's for both executive and non-executive positions. The executives under whom I worked instructed me the criterions to short list CV's of different positions. Different positions have different criterions to sort a CV. For example, job for executive level we looked for relevant experience in the CV. For an entry level job, we preferred a decent CGPA form a reputed university. On the other hand, for the non-executive positions minimum education and experience are the two main factors to short list a CV. However, minimum age was checked very carefully while sorting CVs.

9.3 Coordinating interview

Being an HR intern I had to coordinate many interviews. I used to prepare the interview board. managed the interviewees, sent the interviewees to the interview board one after another according to the planned serial, being watchful with the sitting arrangement of the interviewees and communicating with the interviewees to solve all their issues.

9.4 Writing Job Proposal letter

Job proposal letter is a formal letter by which a certain job is officially proposed for a successful candidate to the to the Assistant General Manager (AGM), HR and the General Manager, HR. If they sign the proposal letter the proposal for the job raised by the HR department is officially accepted.

9.5 Contacting with the job candidates with phone call

Maintaining the contact with the candidates was one of my regular job responsibility. I had to call the candidates for informing them the written test and interview dates and time schedules and also

to instruct them what they need to bring with them on the due date. I also had to call the Sales Offices a lot to send them for the field training, informing their training market name, name of the supervisor and other necessary information. After they complete their field training I called them again to invite them to come for the In-house training at the Head office.

9.6 Taking exams of different position

I also acted as an invigilator in the written exam of various positions. I was invigilator for the exams of the job position like Sales Offices, Territory Sales Officer, Retail Merchandiser, Brand Executive etc.

9.7 Checking exam scripts of Sales Officers

The second selection step of the Sales Officers is Written Test. I used to check the scripts of that written exam. Moreover, in the In-house training the expected Sales Officers give written exam every day of the topics they learned yesterday. I also checked that scripts repeatedly.

9.8 Giving feedback

Since I used to check the daily written exam of the Sales Officers in their In-house training, I could easily get to know the mistakes they are doing in their exam scripts. One of my purpose was to give them regular feedback on their mistakes to improve their knowledge, skills and ability.

9.9 Coordinating joining related activities

Sales Officers come on a suggested date given by the HR department for their official joining. They come up on that day with several documents like their academic certificates, national voter ID card, an employee information form given by HR department, Reference Letter and with Bond Signature. I used to collect these papers in specified serial. Later on, I provided them two copies of Joining Letter. One Joining letter they kept with them and on the another Joining Letter they put their signature, wrote received and returned it to me as the office copy of their Joining letter.

9.10 Making Personnel Files of Sales Officers

I assisted to make personnel files of the Sales Officers. All the documents that generated form every step of their recruitment and selection process are get preserved in a Personnel File. Their CV, scripts of all their written tests, viva results, academic certificates, national voter ID card, an employee information form, reference latter all were kept in this Personnel File.

Key Findings

1. Effectiveness of Sales Force Hierarchy

The hierarchy of Sales Force is shown in the Chapter 3 (*page: 7; figure: 3*). The way they designed their Sales Force's hierarchy, I found this hierarchy very effective. In their Sales Force, there are five positions. Divisional Sales Manager (DSM) belongs at the top of this hierarchy who handles the sales of an entire division. Under the DSM, Regional Sales Managers (RSM) work. The entire division is divided into two or three regions. Each region contains few districts. Sales of each region is assigned to a RSM. Each district is divided into few areas. Sales of each area is assigned to an Area Sales Manager (ASM). Then again, each area is divided into few small territories. The sales of each territory handle the Territory Sales Officer (TSO). Then lastly each small territory is divided into very small markets. Sales Offices (SO) who belongs at the bottom of the hierarchy are assigned to ensure the sales of each small markets. This is how the network of the Sales Force of the Square Toiletries Ltd. is build which enables it to cover almost every corner of Bangladesh to sale its wide range of products.

2. Reasons of extensive frequency of recruitment of Sales Officer Position

The frequency of recruitment of the Sales Officer position is extensively high. One of the main reasons behind it is Square Toiletries Ltd. operate all over Bangladesh. Products of Square Toiletries Ltd. can be found in every corner of this country. This why the amount of market where Square Toiletries Ltd. operates is vast. For the large number of markets Square Toiletries needs a large of number of Sales Offices.

High turnover rate is another reason for what the recruitment frequency of the Sales Officers is high. Job holder of this position can be posted anywhere in Bangladesh. Very often the job holders cannot get adjust with his posting area and leave the job.

3. No female for the Sales Officer position

Females are not recruited for the Sales Officer position. In the first glance, it seems like this is a discrimination by gender. Looking all the perspectives did not find any kind of discrimination there. One of the very important job specification for the Sales Officer position is they need have the mentality to work anywhere in Bangladesh. In the societal perspective of Bangladesh female

do not feel safe to be posted anywhere in Bangladesh Therefore, this is a safer option for Square Toiletries Ltd. to recruit male as the candidate for the position of Sales Officer.

4. Training before getting job

Usually training is provided after the job is confirmed. But for the Sales Officer position at Square Toiletries Ltd. two levels of training have been included into the selection process which is very different than the all other jobs. In the Field training, they the expected Sales Officers get used to with their actual job responsibility and in the In-house training they get the opportunity to learn more about the products, sales term and calculations. Since those who do not attend the training and attended the training but performance is dissatisfactory the get rejected from selection, therefore in this sense these training is included in the selection process. One of the main reasons that the training has been included in the selection process is Square Toiletries Ltd. want productivity from the sale officers from the first day of their job this is why they provide all the trainings to the Sales Offices before they get the job.

5. Effectiveness of Field training

The selected candidates who qualified in the written test and fist interview are sent in the Field training where they get the exposé about their real job responsibility. I found this Field training was extensively effective to learn about their job responsibilities. They work with the existing Sales Officers, observe their activities and perform the activities with them as well. It works like a simulation where they do not at their job but they work as if they in their actual job.

Recommendations

1. Age limit should have been more than 30 for Sales Officers

While sorting the CVs of Sales Officers I often found good CVs having decent education with few years of experience but I used to reject those CVs since their age was more than 30. I think this age limit should be extended to at least 40. The duty of the Sales Officers is to ensure the sales to his assigned market. It seemed to me age do not ensure this sale rather experience of how to sell, communicate and handle a retailer ensure this sale. The person who is more experienced can perform this duty better.

2. Unattractive advertising

The job advertisement for the Sales Officer position has been show in the Appendix part of this report (*Page: 29; AI*). The purpose of job advertisement is to attract the potential candidates as more as possible. It seemed to me this job advertisement is not that attractive to attract more potential job candidates. The advertisement is extensively descriptive but not graphical and not colorful rather black and white. Status of Square Toiletries Ltd. is not expressed with this job advertisement.

3. Sales Officers high turnover rate

The turnover rate of this Sales Officer position is enormously high. This is a tremendously hard-working job. All through the day the Sales Officers visits market and handle retailers. Besides this job pressure other pressures can be reduced. If they get posting near to their district or at least within their division they can meet with their family at least once in a week. Besides salary of this position is not that big, but still they can earn a big amount of money by sales incentives. Unfortunately, this sales incentive does not get that much focus. Square Toiletries Ltd. can motivate their Sales Offices by communicating that they can earn a good amount of money besides their salary and be watchful to give posting near to their home the Sale Officers will be inspired not to look for any other job.

4. No job, No TA/DA allowance

The expected Sales Officers do two weeks Field training and one week In-house training at their own cost. In this long training period, they incur cost for their accommodation, for their food, for

their travel expenses and for other required cost. Though they get paid Travel allowance and Daily allowance (TA/DA) on their joining date but there is a big problem. The problem here is the training is in the selection process. Which means many candidates are get rejected or dropped within the training or after the training. Only those are get paid their TA/DA whose job is confirmed. But those how completed all the trainings with their own cost and get rejected on the final interview they do not get any TA/DA. This means their money get wasted. A job should not be like this. The rejected candidates invested their money, time, labor for this job. They worked really hard on the trainings. Their performance is not satisfactory therefore they did not get the job at least they deserve their invested money back.

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Appendix

A1: Advertisement for the Position of Sales Officer

আবেদন

ISO 9001:2008 সনদপ্রাপ্ত এবং দেশের অন্যতম শীর্ষস্থানীয় টয়লেট্রিজ ও কসমেটিক পণ্য উৎপাদনকারী প্রতিষ্ঠান স্কয়ার টয়লেট্রিজ লিমিটেড-এ নিম্নোক্ত পদে জরুরিভিত্তিতে কিছু সংখ্যক পরিশ্রমী ও উদ্যমী প্রার্থী প্রয়োজন।

পদের নাম: সেলস অফিসার
কর্মস্থল: বাংলাদেশের যেকোনো স্থান

দায়িত্ব ও কর্তব্য:

- স্টেশনারি, ঔষধ, মুদি ও টং দোকান থেকে অর্ডার নেয়া
- পার্টি-ভিত্তিক পণ্য সরবরাহ নিশ্চিত করা
- বিক্রয় লক্ষ্য অর্জন করা
- পরিবেশকের সাথে সুসম্পর্ক বজায় রাখা

প্রয়োজনীয় যোগ্যতা ও দক্ষতা:


- স্নাতক অথবা সংশ্লিষ্ট ক্ষেত্রে ২-৩ বছরের বাস্তব অভিজ্ঞতাসহ উচ্চ মাধ্যমিক পাশ হতে হবে
- দেশের যেকোনো স্থানে চাকরি করা এবং ব্যাপক ভ্রমণের মানসিকতা থাকতে হবে
- বয়স অনূর্ধ্ব ৩০ বৎসর

উপরোক্ত পদে আত্মী প্রার্থীদের সম্প্রতি তোলা দুই কপি পাসপোর্ট সাইজের রঙিন ছবি, শিক্ষাগত যোগ্যতার যাবতীয় সনদপত্রের সত্যায়িত ফটোকপি, জাতীয় পরিচয়পত্রের ফটোকপি, জীবনবৃত্তান্ত এবং স্বহস্তে লিখিত আবেদনপত্র আগামী ৪ এপ্রিল ২০১৭ তারিখের মধ্যে মহাব্যবস্থাপক, মানবসম্পদ বিভাগ, স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার (১১ তলা), ৭২ মহাখালী বাণিজ্যিক এলাকা, ঢাকা ১২১২ ঠিকানা বরাবর পাঠাতে হবে।

মনোনীত প্রার্থীদের নিম্নোক্ত ঠিকানায় লিখিত ও মৌখিক পরীক্ষা অনুষ্ঠিত হবে-

বগুড়া: উত্তরা ট্রেনিং ইনস্টিটিউট, ভাই পাগলা মাজারের পিছনে, বগুড়া
ঢাকা: স্কয়ার টয়লেট্রিজ লিমিটেড, রূপায়ন সেন্টার, ৭২ মহাখালী বা/এ, ঢাকা ১২১২
চট্টগ্রাম: স্কয়ার টয়লেট্রিজ লিমিটেড, ৩৫/সি, বায়োজিড বোস্টামি রোড, পূর্ব নাসিরাবাদ, টেক্সটাইল মোড়, চট্টগ্রাম
বরিশাল: স্কয়ার টয়লেট্রিজ লিমিটেড, ১৪০৬ রাজকুমার ঘোষ লেন, সিএনবি রোড, হাতেম আলী কলেজ চৌমাথা, বরিশাল

প্রার্থী উপরের যে কেন্দ্রে পরীক্ষায় অংশ নিতে ইচ্ছুক, তা অবশ্যই খামের উপর উল্লেখ করতে হবে।



SQUARE TOILETRIES LIMITED

6inch x 3col.

A2: Official Job Description for Sales Officers

SQUARE TOILETRIES LIMITED			
<u>JOB DESCRIPTION</u>			
Employee ID #		Department	Sales
Job Description #		Revision #	New
Functional Title	Sales Officer	Division/Section	Sales
Date:		Location	
Relationship:			
Reporting to	TSO/ASM/RSM/DSM		
Immediate Subordinate Staff	None		
Other internal contacts	Dhaka, Pabna, Rupshi.		
External Contacts	Distributor & Party.		
Summary Statement:			
Securing orders from parties and ensuring highest sales volume			
Major Duties and Responsibilities:			
<ol style="list-style-type: none"> 1. Order securing from parties 2. Ensure party wise product distribution 3. Ensure customer services and maintain customer relation 4. Meeting sales target for month and year wise. 5. Implement company policy in route level 6. Handle distributors 			
Work Environment:			
Work Hours	48 hours per week.		
Travel	Frequently		
Work Condition	Indoor/Outdoor.		
Empowerment:			
Financial Authority	None		
Personnel Decision Making Authority	None		
Name of the Incumbent:			
Signature of Incumbent.....		Signature of Immediate Supervisor.....	

A3: In-house training schedule

SQUARE TOILETRIES LTD.

Sales Officer Training Schedule
Training Room, Rupayan Centre, 12th floor.

Date & Time	Training Topics	Trainer Name	Designation	Department
09 April 2017 (Sunday)				
08.30am-09.30am	Reporting	Mr. Khandker Nabil Abrar	Jr. Executive	HRD
09.30am-10.45am	Company History & Background	Ms. Monami Haque	AGM	HRD
10.45am-11.00am	Tea break			
11:00am-12.00pm	Product Orientation	Mr. Masud Reza Joardder	Sr. Brand Manager	Marketing
12.00pm-2.00pm	Product Market, Competitor's Activities & Merchandising	Mr. Fazal Mahmud Roni/ Mr. Mir Monirul Hossain	Manager/ Senior Executive	Marketing
2:00pm-03:00pm	Lunch break			
3.00pm - 5.00pm	How to set Target	Mr. Anjan Kumar Das	Asst. Manager	MIS
05.15pm-5.30pm	Tea break			
10 April 2017 (Monday)				
08.30am-9.00am	Examination	Mr. Khandker Nabil Abrar	Jr. Executive	HRD
09:00am-11:00am	Spot Monitoring, Daily feedback, Kick off Meeting, Customer Satisfaction and how to deal with them & relationship of parties	Mr. Kh. Luthful Mannan	Sr Executive	Sales
11.00am-11.15am	Tea break			
11.15am-12.30pm	Incentive policy, Business policy, Replacement policy, Return & Replacement Control	Mr. Hafiz Dilshad	Category Executive	Sales
12:30pm-2:00pm	How to achieve unit target, Benefit of achieving the unit target, Objection Handling, 80/20 Rule	Mr. Md. Ahsan Habib / Md. Rakibul Islam	Category Executive	Sales
2:00pm-03:00pm	Lunch break			
03:00pm-04:15pm	Time Pass, Achievement Calculation, In-market, Lifting, Territorial coverage, Route plan, Route wise sales plan & Summary	Mr. Shafiqul Islam	RSM	Sales
04.15pm-05.15pm	Bonus & Slab policy	Mr. Abdur Rokib / Md. Hafiz Dilshad	Category Executive	Sales
05.15pm-05.30pm	Tea break			
11 April 2017 (Tuesday)				
08.30am-9.00am	Examination	Mr. Khandker Nabil Abrar	Jr. Executive	HRD
09:00am-10:00am	Product Orientation	Ms. Tehsina Khanom	Sr. Brand Manager	Marketing
10.00am-11.00am	Product Orientation	Ms. Nafisa Tasnim Mithila	Brand Executive	Marketing
11.00am-11.15am	Tea break			
11.45am-12.45pm	Product Orientation	Mr. Imran Nurul Abedin	Brand Manager	Marketing
12:45pm-02:00pm	Salesmanship, Steps of Sales Call, Movement Register, Call Productivity & Product profit Calculation	Mr. Abdur Rakib	Executive, Planning and Development	Sales
02.00pm-03:00pm	Lunch break			
03.00pm-05.00pm	Mock Call	Mr. Shafiqul Islam	RSM	Sales
05.00pm-05.15pm	Tea break			
12 April 2017 (Wednesday)				
08.30am-9.00am	Examination	Mr. Khandker Nabil Abrar	Jr. Executive	HRD
09:00am-10:15am	Accounts related activities	Mr. A.K.M Mohitul Alam	Executive	A & F
10.15am-11.15am	Product Orientation	Mr. Istiaq Anik	Brand Executive	Marketing
11.15am-11.30am	Tea break			
11:15am-1:00pm	TA/DA policy, Office and Field Work (Administrative job)/Correspondence & Record keeping	Mr. Chowdhury Tareck Imran	Executive, Sales Administration	Sales
1.00pm-02:00pm	Briefing about Service benefit, Agreement & Joining Documents	Mr. Khandker Nabil Abrar	Jr. Executive	HRD
02.00pm-03:00pm	Lunch break			
03.00pm-04.00pm	Toiletries & its Future in Bangladesh	Mr. Malik Md. Sayeed	Head of Marketing	Marketing
04.00pm-05.00pm	Overall Sales Idea	Mr. Abu Tayeb Siddiquee & Sayed Abul Kashem	DGM /Sr. Manager, Sales & Distribution	Sales
05.00pm-05.30pm	Tea break			
13 April 2017 (Thursday)				
09.00am -05.00pm	Final Examination & Viva	HRD, Sales		