

Report On
**Assessing the Impact and Effectiveness of Innovative
Talent Acquisition Strategies in Driving Success in the
Tech Industry**

By
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20204031

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelors in Business Administration

Brac Business School
Brac University
December 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.

2. The report does not contain material previously published or written by a third party, except

where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Student Full Name: Enas Bintah Helal

Student ID: 20204031

Supervisor's Full Name & Signature:

Syed Far Abid Hossain
Associate Professor
BRAC BUSINESS SCHOOL
BRAC University

Letter of transmittal

To,
Dr. Syed Far Abid Hossain
Associate Professor
Brac Business School
Brac University
KHA 224, Progati Sarani, Merul Badda, Dhaka 1212

Subject: Submission of Internship Report

Dear Abid Sir,

I am writing to you to submit my internship report with the title of “*Assessing the Impact and Effectiveness of Innovative Talent Acquisition Strategies in Driving Success in the Tech Industry*” as the last part of my academic bachelor journey.

The report illustrates various aspects of the company, industry and my learning experience as an intern. I have put my utmost effort to cover as many areas as possible and keep it comprehensive and I hope I have provided a fair representation of all the mentioned aspects.

Thank you for your generous consideration and guidance. I hope the report will be able to provide valuable insights and meet the academic standards.

Best regards,

Enas Bintah Helal

ID 20204031

Brac Business School

Brac University

Date: 2nd December, 2024

Non-Disclosure Agreement

This agreement is made and entered into by and between BRAC IT Service Limited and the undersigned student at Brac University to safeguard sensitive information from unauthorized access.

Intern: Enas Binth Helal
Bachelor of Business Administration
BRAC University

Acknowledgment

Praising the Almighty, I would wholeheartedly like to express my utmost gratitude towards everyone who has supported me during my internship and academic Journey.

Especially, my Supervisor, Syed Far Abid Hossain sir and co-supervisor Ms. Tarnima Warda Andalib ma'am for all the support, guidance and considerations throughout the journey.

I am also very grateful to BRAC IT Service Limited for providing me with the opportunity to work with such a dynamic team and giving me the practical insight and experience of the Software industry of Bangladesh. With special thanks to Tajul Islam Dolon Bhai, my supervisor at BRAC IT Service Limited; Tajrina Apu, Nadia Apu and Nijhu Apu for all the guidance and patiently teaching me the important aspect of the industry and the organization, and for giving me real life and hands on experience on how to recruit and take interviews; and lastly our Head of HR, Kollol Nag bhai for his wise words and leadership.

Lastly, I would love to thank my friends and family members for supporting me and pushing me through the hurdles to be a better individual.

Will always remain as a well-wisher to all these wonderful people and the organizations.

With full Gratitude,
Enas Bintah Helal
ID 20204031

Executive Summary

This report examines the impact and effectiveness of innovative talent acquisition strategies in driving success within the tech industry. In this fast-evolving world of technology and increasing competition for the best talents traditional methods of hiring no longer work. The study explores how organizations can adapt to attract, retain, and develop talent by using new methods, tools, and frameworks in an environment defined by continuous innovation. The key areas of focus would involve understanding the challenges faced by tech companies in skilled professional acquisition, exploring cutting-edge recruitment techniques such as AI-driven hiring, diversity-focused outreach, and employer branding, and assessing the measurable outcomes of these strategies on organizational growth.

The report identifies the need to integrate talent acquisition strategies with greater business objectives, build a continuous learning culture, and tackle potential issues around skills mismatch and employee retention. It also underscores the role of collaboration between HR and leadership teams in driving long-term success.

Hence, by providing some actionable insights and forward-thinking recommendations, this study aims to help organizations refine their recruitment practices and position themselves as leaders in an industry where human capital remains the most valuable asset.

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Table 1- *Strategic Competitive Strength Analysis*

Note: All the above mentioned figures and tables are self made through critical evaluation through experience, hence no links or reference have been provided.

List of Acronyms

AI:	Artificial Intelligence
IT:	Information Technology
HR:	Human Resource
ERP:	Enterprise Resource Planning
SME:	Small and Medium Enterprises
NDA:	Non-Disclosure Agreement

Chapter 1: Overview of Internship

1.1 Student Information:

Student Name:	Enas Bintah Helal
Student ID:	20204031
Program:	Bachelors in Business Administration
Department:	BRAC Business School
Major:	Human Resource Management
Major:	Marketing

1.2 Internship Information:

1.2.1 Company Information

Period:	2024 September, 08th
Company Name:	BRAC IT Service Limited
Department:	Human Resource
Address:	Nafi Tower, Gulshan Ave, Dhaka 1212

1.2.2 Internship Company Supervisor's Information:

Name:	Tajul Islam Dolon
Department:	Human Resource
Designation:	HR Business Partner

1.2.3 Job Responsibilities

During my tenure as an HR intern at BRAC IT Services Limited, a software company dedicated to purposeful innovation; I gathered hands-on experience in several areas of human resources. With the mission of solving business challenges through human-centered design and future-proof technologies, this was a unique organization to learn and grow. My internship started on 8th September 2024, with regular office hours starting from 10 AM to 6 PM.

My key responsibilities mostly included Talent Acquisition where I was engaged in end-to-end recruitment. This encompassed conducting interviews, handling difficult hires, and responding to candidate queries. The high point of my job was to contribute to BRAC IT's largest V3 recruitment project-a strategic initiative supporting the company's ambitious growth plans. This project allowed me to gain insights into e-recruitment planning, candidate pipeline management, and the alignment of hiring strategies with organizational goals.

I also collaborated with the Compensation team to support the design and refinement of reward structures that would add more value to employee satisfaction and link it with the company's objectives. I further contributed to the Branding team by helping organize events and seminars to reinforce BRAC IT's employer branding as a support to innovation and excellence.

Strategy Development for E-Recruitment Campaigns

Working with other team mates to come up with new ways to filter and hire the best people and also gathering more knowledge for the hiring patterns, and finding growing chances in the tech business.

Hosting and Facilitating Events

Organizing recruiting events, workshops and seminars to engage prospective employees and create ties with a wide talent pool.

Employee Relations

Handling inquiries from possible hirings and internal referrals whilst maintaining a clear communication and building strong connections.

In these aspects of my role, I developed a deep understanding of what employees and candidates look for in an organization and how to provide a positive, engaging experience that fosters loyalty and long-term association.

1.3 Internship Outcomes

1.3.1 Contributions of the Student

I played an important role in organizing and digitizing HR documentation, sorting, scanning, rearranging, and uploading files into the company's ERP system, which greatly improved the accessibility and efficiency of HR processes. I also shared my insights on how digital transformation could help streamline operations, reduce paperwork, and enhance overall organizational efficiency.

Improving Referral Hire Processes

Having a large number of recruits through referrals from top management, I initiated a centralized database to keep track of the recruitments based on referrals. This would ensure that all the processes were followed in a structured and transparent manner for easy tracking of the progress and following the set procedures of hiring as instructed by all parties involved, including top management.

Transition to Digital Documentation

I understood the challenges of manual documentation and suggested the complete automation of the record-keeping systems. In this way, BRAC IT would reduce redundancy, minimize errors, save time, maximize productivity, and manage its data more efficiently. My suggestions laid the bedrock for a modern and more efficient HR documentation system.

Contributions to Team Collaboration

I ensured better cooperation and work processes through regular liaising with the HR team. I shared ideas on how best to reorganize and align for efficiency to contribute to the cohesiveness of the team in assisting with the recruitment and administrative duties.

Insights on System Development

After analyzing the current state of the manual process and pointing out the bottlenecks I came up with active recommendations that would make the team rethink some of its processes and redesign the systems. I made recommendations on how the employee hiring and documentation process can be more intuitive and seamless, making sure HR initiatives support the bigger purpose of meaningful innovation.

1.3.2 Benefits to the Student

I had the opportunity to work in a very dynamic software company at the hub of fast-growing IT and FinTech industries in Bangladesh. The exposure I received was beyond routine tasks. In fact, I came to understand the complexities of FinTech solutions, web application development, and user interface/experience design. These areas are pivotal as the IT industry continues to expand in a rapidly developing market like Bangladesh. I had an opportunity to observe how a software company balances innovation with the very real challenges of resource allocation, adherence to regulations, and customer satisfaction-all combining to give me a fuller understanding of the complexities involved in this industry sector.

In the HR area my involvement was deeper than I expected; starting from talent acquisition itself. I was an active contributor to the ambitious V3 recruitment project for the company to support future growth. This project let me be involved in candidate screening, interview

scheduling, and refinement of workflows for an effective hiring process. Besides talent acquisition, I had to work with the Compensation and Branding teams, which showed me another aspect of HR's role. All these experiences taught me how to communicate effectively: with senior management, candidates through the stages of their recruitment journey, or even with other departments.

There were a lot of inefficiencies in the HR processes which I had to tackle and that I consider as my reward. I analyzed the workflows, found the gaps, and recommended solutions for change like digitizing all manual documentation processes. This not only provided smooth processing, but it also showcased the company's culture of using technology to address real-world issues. By suggesting a digital recommendation hiring database, I was able to demonstrate how technology can provide openness, accurate records, and alignment of top management practices with organizational standards.

This internship also allowed me to completely involve myself in event management activities as part of HR branding projects, such as planning seminars and leading workshops, as well as learning the art of employee engagement in order to create a lively employer brand that represents company values. Such initiatives highlighted the necessity of developing a feeling of belonging and pride in employees, which is crucial for talent retention.

The internship's fast-paced atmosphere taught me the importance of adaptation and a growth mentality. Juggling many obligations, ranging from recruiting to strategic advice, helped me improve my time management and prioritization abilities. I learned how vital cooperation, creativity, and strategic planning are to a company's success, and the teachings have been invaluable for my career development. This internship renewed my passion in human resources

and organizational development, while also providing me with the tools and confidence to make a significant contribution in the future.

1.3.3 Challenges Faced as an Intern

I faced several challenges during my internship time that tested my adaptability and problem-solving skills while providing valuable learning opportunities. One of the significant hurdles was the small team size in the HR department. As a result, everyone had to manage multiple responsibilities often leading to a high workload and the need for effective multitasking. This dynamic pushed me to prioritize tasks better and improve my time management skills.

Although the organization sells software products; the human resources department of the company is extremely manual in documentation and tracking. The manual workflow involves lots of problems to keep organized and maintain the right schedule for getting the job done, particularly in a busy time period.

The other challenge was the fast-changing environment in the organization. The company was growing and along with it came sudden hires based on internal referrals from senior management. Such sudden demands often disrupted established workflows, requiring quick adjustments and improvisation to ensure that recruitment processes were completed effectively.

Furthermore, the absence of digitized systems in HR created bottlenecks in managing data and files. For instance, candidate record maintenance, referral hires, and compliance with recruitment procedures became very laborious to handle. I therefore proposed initiatives in

digitization, such as creating a referral hire database, to make the processes smoother and more efficient.

Although that was quite demanding these challenges helped me get used to framing solutions and adapting to the evolution of situations. They really drove home the importance of collaboration, clear communication, and proactive planning-reinforcing my abilities to make valuable contributions in dynamic work environments.

1.3.4 Recommendations

Firstly the digitization of HR operations should be done to make things not only smoother but also more organized at the workplace. Presently, the manual system of maintaining documents is unmanageable, time-consuming, and access to certain information often results in inefficiency. Scanning and uploading all previous and present documents in the ERP system would facilitate smooth processing, reduce unnecessary papers, and make data retrieval quicker and accurate. Then, the digitization of all workflows of the HR department would free up resources and allow the team to focus on strategic initiatives rather than repetitive administrative work. This will also ensure better tracking of processes and adherence to organizational policies.

The second important recommendation involves expanding the HR team to address prevailing challenges associated with workload. The responsibilities-ranging from compensation management to recruitment, documentation, and branding efforts-become quite delays and inefficiencies is clearly visible given that the staff is limited. Apart from the issue of equal workload distribution, adding new members to the team would offer a fair level of specialization: recruitment professionals could take on recruitment tasks while others could

focus either on documentation or compensation matters. A focused marketing and branding team should also be set up since as things stand branding comes under the purview of HR. Branding is very important in creating a strong market presence, and a specialized team would ensure that these efforts are aligned with the growth goals of the company.

Then the establishment of a strong tracking system for referral hires would introduce more transparency and accountability. Since a lot of hires come through internal referrals, maintaining an elaborate database of such candidates would ensure that recruitment processes are fair and meet organizational standards. This could also be used to gain insights into the effectiveness of referral programs and help smoothen onboarding procedures. Also, the company should give full exposure to all its systems and necessary portals to the interns to add value to their learning. Since they already sign NDAs, access to key tools and platforms would help them in better performance and the valuable insights about the operations of the company.

This will be supplemented by a full-scale onboarding program and an extensive guidebook that would allow both the interns and fresh recruits to adjust well in advance with the working culture and the systems in practice at the organization. The details regarding company hierarchy, HR policy, and how to use the ERP system can be included in the guidebook. It will reduce the learning curve of new recruits so that the recruited employees contribute efficiently from day one. These changes would all collectively enhance operational efficiency, further creating a more supportive and productive work environment.

Chapter 2: Organization Overview

2.1 Introduction

Bangladesh has experienced significant growth in digital transformation over the past few years, driven by increased smartphone penetration, expanded internet access through initiatives such as e-governance and telco services, and government efforts to promote a technology-driven society (Ahmed et al., 2024). While software solutions are increasingly becoming commonplace in economies worldwide, Bangladesh presents a vast and largely untapped market for advanced software applications across sectors. (Rahman & Sultana, 2022) stated that despite this, numerous industries, including Small and Medium Enterprises (SMEs), local businesses, educational institutions, and public service providers, remain underserved in terms of digital adoption.

The software sector in Bangladesh has seen a rapid rise in demand for solutions tailored to address these gaps. BRAC IT, a leading software development company, has emerged as a trailblazer in this domain. The company specializes in creating innovative, scalable software solutions for diverse industries, acting as a vital enabler of digital transformation. According to (Karim, 2021) with its cutting-edge platforms and tailored solutions BRAC IT aims to bridge the gap between technology adoption and end-user needs across underserved sectors such as SMEs, educational institutions, and public service providers.

(Hossain & Akhter, 2020) stated that BRAC IT's key solution sets provide an integral link between customers and the digital economy; this also means satisfying the growing need of businesses and individuals. While the market develops, sectors like small-scale vending,

transportation services, and others remain neglected because they have traditionally required manual and cash-intensive industries, hence offering a unique opportunity for further software innovation and outreach. These represent untapped areas where technology can intervene for efficiency, transparency, and scalability in operations.

The Government of Bangladesh through its policy initiatives on financial inclusion and digital transformation, has been instrumental in defining the growth curve of the software industry. BRAC IT closely aligns with such overarching national priorities by focusing on solution provisioning for both current market demands and emerging opportunities in less digitized sectors. (Chowdhury, 2020).

The mission of BRAC IT places it at an important juncture between the creation of demand and service delivery. In this direction, the company has sought to extend its market outreach by providing customized software solutions for SMEs, local vendors, and public service providers, thus helping in the systematic digital growth of Bangladesh. This will enable BRAC IT to capture a greater share of the market in digital solutions while contributing toward the technological advancement of the country and its greater economic objectives.

2.2 Company Overview

2.2.1 Company History and Background

BRAC IT Services was founded in 2013 to meet the progressive needs of businesses from all walks of life concerning technology. It started operations as a small IT consultancy and grew over the years into a leading partner of organizations in their journey of digital transformation and operational excellence.

BRAC IT has been continuously evolving with the rapidly changing landscape of technology by expanding its service offerings to include cloud computing, cybersecurity, data analytics, and enterprise software solutions. The company has invested in research and development to stay ahead of industry trends and ensure that its clients benefit from the latest innovations.

Currently BRAC IT operates globally in all aspects, with a clientele mix ranging from a fledgling startup company to a multi-transnational one. The commitments to excellence and customers have earned a reputation for this company as the leading technology service company.

2.2.2 Mission, Vision, and Core Values

2.2.1 Vision:

“Our vision is to go beyond serving BRAC and local organizations by establishing a global footprint. We aspire to expand our reach and become a trusted technology partner for international clients, offering world-class solutions that bridge business needs with technological advancements. By doing so, we aim to solidify our position as a global leader in technology-driven transformation.”

2.2.2 Mission:

“BRAC IT is committed to becoming the number one technology solutions provider by consistently delivering innovative, reliable, and transformative services. We aim to empower organizations by leveraging cutting-edge technologies, enhancing operational efficiency, and creating meaningful impacts in both local and global markets.”

2.2.3 Core Values:

Excellence

We are driven by a passion for excellence, striving to set and exceed high standards in every project. Our focus is on delivering solutions that stand out for their quality, reliability, and impact, ensuring client satisfaction at every stage.

Customer Focus

Understanding our clients' unique challenges is at the heart of what we do; we collaborate closely with them to deliver tailored solutions, putting their goals at the forefront and making their success our own.

Global Outlook

We have an international outlook on operations and aspirations and we try to meet the demands of the global market while maintaining a local impact by keeping up with international standards and embracing diversity in the workplace.

Integrity

Trust and transparency are the cornerstones of our operations. We uphold ethical practices, respect confidentiality, and ensure accountability in every interaction and deliverable.

Collaboration

Teamwork is central to our success. We foster strong relationships within our teams, with clients, and across partnerships to create synergies that amplify impact and innovation.

Empowerment

Our solutions are designed to empower organizations to achieve their maximum potential. We believe in creating systems and tools that make businesses more efficient, agile, and future-ready.

Sustainability

We are committed to creating long-term, sustainable solutions that benefit not just our clients but also the broader community. Our approach balances economic, social, and environmental considerations.

Innovation

We're a forward-looking organization that thrives on innovation and with constant consideration for emerging technologies and challenging the status quo, we ensure our clients stay ahead in an ever-evolving digital landscape.

2.3 Management Practices

As we know a good and understanding management practices ensures the right working environment and create organizational success in return. So, BRAC IT carefully designs management practices that ensure employee participation, collaboration, and innovation. The company recognizes that its workforce is its most valuable asset, and it employs various strategies to enhance employee satisfaction and productivity.

2.3.1 Leadership Style Analysis

Leadership style significantly influences organizational culture and employee performance. BRAC IT has a democratic leadership style in its leadership team, where participation, collaboration, and joint decision-making are in practice. It helps to generate a supportive working environment where employees are empowered to contribute their ideas and perceptions.

Autocratic vs. Democratic Leadership

The leadership style; Autocratic and democratic; each styles represent two distinct approaches to managing and guiding teams, each with unique impacts on organizational culture, productivity, and employee morale.

Autocratic Leadership:

Autocratic leadership is characterized by a centralized decision-making process where leaders maintain strict control over their teams. In this model, leaders make decisions independently, often without consulting team members. This style can lead to quick decision-making and a clear direction, particularly in high-pressure situations or emergencies. However, the autocratic approach can also create a disconnect between leaders and employees, as stated by (Goleman,

2000) it limits participation and feedback. Employees may feel undervalued and demotivated when their insights are not sought, leading to decreased morale and engagement. Research indicates that while autocratic leadership can be effective in certain contexts, it often stifles creativity and hinders the development of a collaborative culture (Northouse, 2018).

Democratic Leadership:

In contrast, democratic leadership encourages a more inclusive and participatory approach. Leaders who adopt this style actively seek input from team members, fostering an environment where collaboration is valued and innovation is encouraged. This leadership style is grounded in the belief that diverse perspectives lead to better decision-making and problem-solving. (Avolio & Bass, 1991). By involving employees in discussions and decisions, democratic leaders empower their teams, instilling a sense of ownership and accountability.

Advantages of Democratic Leadership

1. **Open Communication:** Democratic leadership fosters an environment where transparency and open communication are prioritized. Employees feel encouraged to share their ideas, opinions, and concerns, knowing their input is valued. Regular team discussions, brainstorming sessions, and feedback channels create a collaborative culture where everyone's voice is heard.
2. **Collaborative Decision-Making:** This leadership style involves team members in the decision-making process. Here, allowing the employees to contribute towards policies and strategies enforces leaders to create a sense of ownership and inclusion among them. This

helps build a stronger sense of team and trust- commitment among employees as they feel valued and respected.

3. **Encouragement of Innovation:** Democratic leadership fosters a culture of creativity and experimentation, where the employees can easily throw in their new ideas and solutions. These innovations could be the pathway to adopting correct industry trends for a correct strategy, product, or service development that the organizations adapt to.
4. **Constructive Performance Management:** The feedback system in democratic leadership is inclusive and collaborative so the employees are allowed to contribute their experiences in assessing the effectiveness of the leadership. This continuous feedback loop helps in refining the processes and makes sure that the strategies of leadership rhyme with the needs and aspirations of the team.

Disadvantages of Democratic Leadership Style

1. **Time-Consuming Decision-Making:** In democratic leadership the participation of the group members is taken into consideration thus slowing down the decision-making processes. It may take long to get ideas from various team members, especially when there is the existence of large teams or conflicting ideas.
2. **Potential for Indecisiveness:** On the other hand this very same focus on collaboration and inclusion can sometimes devolve into analysis paralysis when team members cannot agree on a course of action. This may delay critical decisions and hinder the organization's ability to act swiftly in high-pressure situations.

3. **Risk of Poor Decisions:** If team members lack the expertise or a comprehensive understanding of the issue, their input may lead to suboptimal decisions. Democratic leaders must carefully balance employee participation with ensuring that decisions are well-informed and align with organizational priorities.
4. **Conflict Among Team Members:** Encouraging open discussions and debates can sometimes lead to interpersonal conflicts, especially if team members have strongly differing opinions. Resolving these conflicts can be challenging and may disrupt team harmony.

According to (Bennett & Lemoine, 2014) research supports the benefits of democratic leadership, demonstrating that organizations that embrace this style often experience higher job satisfaction, increased motivation, and improved team dynamics. Employees who feel engaged and empowered are more likely to contribute to their organization's success, driving innovation and fostering a positive work environment.

At BRAC IT the commitment to democratic leadership has not only strengthened team cohesion but has also aligned individual goals with the organization's mission and vision. This alignment is crucial in achieving the company's strategic objectives, as it ensures that all employees are working towards common goals.

2.3.2 Human Resource Planning

Recruitment and Selection Process

The recruitment process places a strong emphasis on internal recruitment and employee referrals. This approach aligns with the company's values of promoting from within and utilizing existing employee networks to find suitable candidates. However, general recruitment from various job portals is also considered.

The referral process begins when an employee submits a candidate's CV either directly to the Human Resources department or to the relevant department head. Once the CV is received, the respective department head reviews the candidate's qualifications, and if the candidate meets the initial criteria, they are shortlisted for further consideration. This first step aids the organization in filtering its recruitment process with the knowledge and understanding of existing employees about new recruits. At the same time, a similar process is followed for general recruitment. We instead collect the Cvs from the job portals and send them to the respective department heads for review and then follow up with the procedure.

The process of recruitment at BRAC IT for technical roles is broadly set up to vigorously test the candidate in respect of his or her technical skills and whether the company is a good fit. The technical viva is the first which is between the candidate and the head of the department together with a panel of technical personnel. It measures the relevant knowledge of technologies, problem-solving aptitude, and technical ability relating to the post in question. The viva is structured to test the depth of the candidate's understanding of key technical concepts and their application in real-life scenarios. Only those candidates who perform well in this technical viva are considered fit for the next stage of the recruitment process.

Only the candidates who are successful in the technical evaluation are invited for functional viva. During this stage other tests or exercises may be conducted to assess the functional capabilities of the candidate, such as analytical thinking, project management skills, or such role-specific competency. The functional viva ensures that the candidates are not only technically proficient but also able to handle the day-to-day responsibilities of the position especially in a dynamic work environment at BRAC IT Services.

The final stage of the recruitment process is the HR viva which is taken for the candidate to assess their cultural fit with BRAC IT Services. During this stage the HR team looks to judge whether or not the candidate's values, work ethic, and interpersonal skills will be appropriate according to the culture of the organization. This is also when salary negotiations are conducted and the terms of employment are discussed. The candidate will be selected for onboarding if the candidate and company are okay with each other and everything seems fine. Onboarding is the last process of recruitment; onboarding is where an employee gets familiar with the company's policies and operational activities.

2.4 Industry and Competitive Analysis

The growth in the software industry of Bangladesh propelled by the ever-growing tide of digitization policies for "*Digital Bangladesh*," and global trends toward the outsourcing of IT services, has been huge. BRAC IT Services Limited competes in such an ecosystem which positioned itself among the top software houses of the country specializing in FinTech solutions, enterprise software, and digital innovations. It caters to a wide variety of industries such as banking, microfinance, healthcare, and government sectors. That is why BRAC IT is one of the influential companies in the local scenario. On the other side, BRAC IT is competing with already well-established firms like DataSoft Systems, Tiger IT, Synesis IT, among many

small agile startups that grab the niche market in terms of expertise or specialty. The given section of the report explores BRAC IT's competitive position in a turbulent software industry by applying Porter's Five Forces and a SWOT analysis. These tools will review internal and external environments for any given company regarding its strengths, weaknesses, opportunities, and threats. The study also highlights how BRAC IT faces the challenges, grabs the benefits, and capitalizes on up-and-coming trends in Bangladesh's burgeoning software sector.

2.4.1 Porter's Five Forces Analysis

Threat of New Entrants: Moderate

The IT services industry in Bangladesh is fast-growing, attracting new firms that wish to grab shares of the increasingly expanding market. BRAC IT Services enjoys its association with BRAC; one of the highly reputed organizations in the country and this provides strong brand recognition and credibility for the company. In fact such established reputation acts as a major barrier to entry for the new entrants who mostly do not enjoy this advantage. The extensive procedures, well-connected internal systems, and knowledge specialization in such fields ultimately result in several advantages for BRAC IT. A newcomer entrant will in particular face certain problems trying to create these systems and attract proficient human resources given that a renowned rival group like BRAC IT has been offering quality services continuously. This is also relatively a very high barrier to entry although the threat remains moderately convincing because the industry demand has already been increased.

Bargaining Power of Suppliers: Low to Moderate

The BRAC IT is highly dependent on technology vendors or software suppliers to provide its IT solutions. However, the fact that a number of different vendors exist in the market helps reduce its bargaining power by enabling it to get competitive pricing and changing suppliers if needed. Moreover, cloud-based services are becoming increasingly common with several open-source platforms available, reducing dependence even further on particular vendors and giving more scope to BRAC IT in price negotiations. At any rate and for specialized technologies or proprietary systems, supplier power rises slightly in terms of a lack of alternatives or the costs of switching. Overall, while there may be some cases of supplier power impacting on BRAC IT, the implications have been relatively modest.

Bargaining Power of Buyers: High

As a service-based company, BRAC IT operates in a market where clients, especially large businesses and government entities, have a high bargaining power. This is because there are a lot of alternatives to IT services, from local competitors to international outsourcing firms. The competition is so fierce that it gives the buyers a reason to bargain on terms, prices, and levels of service. However, BRAC IT reduces this power through differentiation strategies, which include high-quality and customized solutions as well as experience in social impact initiatives. Strong customer relationship and credibility regarding project delivery in sectors such as micro-finance, education, and social development help in reducing the buyer influence to an extent.

Threat of Substitutes: Moderate

With the increased usage of IT solutions in all industries, the reliance on substitutes becoming a complete replacement for core IT services is not likely. The alternatives include in-house IT departments, offshore outsourcing, or automated tools such as no-code/low-code platforms; hence, they pose a moderate threat. BRAC IT diminishes this by offering customized solutions that cater to very specific local needs, underpinned by knowledge of the Bangladeshi market and alignment with BRAC social impact programs. On the other hand, the rapid development of technologies like AI and cloud-based systems presents a threat to this trend by developing new substitutes that could alter customer preferences in the future.

Industry Rivalry: High

As we know the competition is fierce in the IT industry with numerous local players, startups, and even multinational corporations competing for a chunk of the pie. Other large firms in this same space are Grameenphone IT, DataSoft, Seffalo, and others that are providing similar services. Intense competition decreases pricing and presses companies to be innovative to hold onto their clientele. BRAC IT is competing effectively, focused on projects that have a high social impact by using the strength of its association with BRAC to compete on niche expertise. The focused strategy has thus managed to provide differentiating factors for the company; however, rivalry is still very high since there are a lot of competitors and opportunities to differentiate are not possible in certain market segments.

2.4.2 SWOT Analysis

Strengths

BRAC IT Services holds an excellent position within the market owing to its large brand recognition; this is related to the membership of BRAC which is considered among the most trustworthy organizations in Bangladesh. This gives it a notch higher in gaining and retaining clientele. In addition, the experience of the company in social impact projects supported with custom IT solutions in the realms of education, health, and social development gives it a strong background. For this it has specialized hence making a niche for itself in the IT services industry with a differentiation advantage over its competitors.

Another related strength of BRAC IT is its well-established internal processes, which ensure operational efficiency and consistent delivery of high-quality services. The strong internal networks further enable BRAC IT to reliably meet client expectations. In addition, the company has a long-term relationship with all its key clients and therefore it enjoys repeated business with a steady stream of revenue. A base of trust and dependability such as this strengthens its competitive position in the market. Lastly, BRAC IT differentiates itself through BRAC's social mission alignment and local expertise that offers tailored solutions to Bangladeshi clients.

Weaknesses

Despite its strengths there are some limitations that might hinder the growth of BRAC IT Services. The company derives a considerable part of its revenues from a few large clients. This leads to the company being quite vulnerable with regard to changes in client budgets or their IT needs. Furthermore, its service offerings are less diversified compared to larger global IT firms, which may restrain the ability to explore new markets or sectors.

Besides, the resource constraints may inhibit the company's competitive advantage towards rapidly changing technologies since the investment in R&D is low. This will be an impact on innovation and adaptation to prevailing market trends. Furthermore, scaling challenges within the highly competitive Bangladeshi IT market may have a consequence of BRAC IT being unable to scale quickly due to facing huge rivalry from both local and international players.

Opportunities

The growing exposure to IT services in Bangladesh is a high potential area for BRAC IT. With the ever-growing digitization of companies and government bodies, the demand for IT solutions will keep growing. Besides, cloud computing and open-source platforms are opening a window for offering innovative cost-effective solutions with modern technological demands. BRAC IT can leverage the wide network of BRAC to enter new markets and sectors based on prevailing relationships and brand equity. They may also undertake collaborative ventures with startups, NGOs, and government organizations that will lead them to reach wider service offerings and expanded market reach. Besides that, there are other vistas of specialization opening up in new areas like fintech, e-governance, and education technology that will help BRAC IT develop innovative solutions for the growing industries.

Threats

BRAC IT operates in a highly competitive environment where it faces rivalry from local firms, startups, and multinational IT companies. Such intense competition forces BRAC IT to feel pressure to be continuously innovative in order to survive in this competitive atmosphere. On the other hand, rapid changes in technology may mean that existing services or solutions might lose their relevance very quickly, demanding continuous updating and innovation. Also, clients' expectations have gone up by demanding affordable high-value solutions. This will be tricky

to manage in a balanced manner without hurting the margins and resources. Thirdly, substitutes threats include in-house IT departments or offshore outsourcing. These substitutes will remain a threat because they will be an alternative to the BRAC IT services. And finally, there are economic and regulatory risks: an alteration in the economic situation or the modification of governmental policies that may affect clients' budgets, especially of sectors depending on public funding.

Strategic Competitive Strength Analysis

A strategic competitive strength analysis is done to assess the positions of the competitors in the market. It shows how to offset BRAC IT from its competitors in different factors. A table is given below to illustrate strengths of the 3 mentioned software companies.

Strategic Competitive Strength Analysis							
		Companies					
Category	Weight	Cefalo	Weight	Therap (BD)	Weight	BRAC IT	Weight
User Interface and Smoothness	0.08	9	0.72	8	0.64	7	0.56
Functionality and Features	0.12	9	1.08	8	0.96	7	0.84
Innovation and Technology	0.05	8	0.8	9	0.9	6	0.6
Customer Support	0.01	9	0.9	8	0.8	7	0.7
Market Penetration and Reputation	0.12	9	1.08	8	0.96	8	0.84
Affordability	0.08	7	0.56	8	0.64	9	0.72
Scalability and Flexibility	0.08	8	0.64	7	0.56	7	0.56
Certifications and Compliance	0.05	7	0.45	8	0.4	9	0.35
Client Relationships	0.09	8	0.8	7	0.7	7	0.7
Integration Capabilities	0.05	8	0.4	9	0.45	6	0.3
Security and Data Protection	0.1	9	0.9	8	0.8	7	0.7
Team Expertise and Skill Set	0.05	8	0.4	7	0.35	9	0.45
R&D and Innovation Pipeline	0.05	8	0.4	9	0.45	7	0.35
Accessibility and Ease of Use	0.07	9	0.63	8	0.56	7	0.49
Total	1.00		9.76		9.17		8.16

Table 1: Strategic Competitive Strength Analysis

Overall Performance

1. Cefalo emerges as the strongest competitor with a total score of 9.76, showcasing superior performance across critical categories such as User Interface and Smoothness, Market Penetration and Reputation, and Security and Data Protection.
2. Therap (BD) ranks second with a total score of 9.17, excelling in Innovation and Technology, Integration Capabilities, and R&D and Innovation Pipeline. While it lags slightly behind Cefalo in some areas, its strengths in innovation and scalability give it a competitive edge.
3. BRAC IT comes in third with a total score of 8.16, performing well in Certifications and Compliance and Affordability, but it faces challenges in areas like Integration Capabilities and Innovation Pipeline.

2.8 Summary and Conclusion

The Bangladesh software industry has been growing fast, with a high rising tide of digitization and demand for technology-driven solutions. BRAC IT being one of the key contributors in the sector leverages the affiliation with BRAC to offer bespoke IT services related to education, healthcare, and social development. Renowned for skillful performance in offering effective and localized solutions, BRAC IT is playing a very important role in the digitization of businesses and institutions.

In organizational structures, leadership, and operational practices, BRAC IT has many strengths and some challenges. First, on the positive side, the entity enjoys strong brand recognition, experience in the professional team, and an ever-growing client portfolio. Additionally, in being affordable and standing firm on the social mission of its mother organization, it experiences a unique advantage in the competitive environment of Bangladesh. On the other hand, limiting scalability due to resource constraints, slower cycles of innovation compared with the competition, and dependence on key clients are some of the challenges the company faces. For inoperational efficiencies, mainly in integrating advanced technologies, inhibit competitive matches in this fast-moving industry. While financially healthy, investing more in research and development as well as marketing is highly essential to unlocking further growth.

The following analysis therefore highlights how strategic innovation and operational streamlining will be critical in enabling BRAC IT to sustain and further develop its leading position in Bangladesh's fast-growing software industry.

2.9 Recommendations

Given BRAC IT's commitment to growth and its alignment with the rapidly evolving software industry, several areas requiring enhancement have been identified to improve its competitive position and long-term sustainability. So, addressing these areas will not only strengthen BRAC IT's operational efficiency but also enhance its reputation, employee satisfaction, and client experience.

Innovation and Technology Advancement: BRAC IT needs to invest more in research and development to integrate state-of-the-art technologies like AI, machine learning, and blockchain into its service offerings. In this way, it will be updated with the latest technological trends to stay competitive in the market.

Strengthening Client Relationships: We should continue to develop richer practices in relationship management, including tailor-made services, proactive communication, and strategies that ensure longevity in partnerships through steady revenue flow, thereby strengthening the ties between the company and the client.

Enhancing Operational Efficiency: This will be achieved by automating internal processes and adopting better project management practices that increase productivity, reduce costs, and thereby enable BRAC IT to scale up operations more effectively.

Expanding Market Reach Increase the marketing efforts domestically and internationally and BRAC IT may find an increased client base. The collaboration with international partners or targeting emerging sectors such as Fintech and e-governance can result in better opportunities.

Building a Strong Employer Brand: We should be focusing on employee satisfaction through skill development programs, competitive benefits, and fostering an innovative workplace culture that will help us to attract and retain top talent in an extremely competitive industry.

Focus on Data Security: With the increasing emphasis on data protection, BRAC IT must continue enhancing its security infrastructure to reassure clients and align with global compliance standards.

Diversifying Revenue Streams: Reducing dependency on a few key clients by diversifying service offerings and targeting new industries can mitigate risks and stabilize revenue.

Leveraging BRAC's Network: BRAC IT can capitalize on BRAC's extensive network and reputation to enter new sectors and collaborate on socially impactful projects, further strengthening its brand image.

Chapter 3: Project Overview

3.1 Introduction

The Bangladeshi software industry has experienced significant growth, driven by increasing domestic demand and international opportunities. Over 3,000 IT and software firms are active in the market, contributing to a Tk 9,000 crore annual market size. Approximately 47% of this market is held by software development firms, with companies like BRAC IT gaining recognition for their innovative solutions. (Rahman, 2021) said that notable industry drivers include a strong focus on digital transformation, the growth of cloud-based services, and government initiatives supporting IT exports and employment goals.

BRAC IT is uniquely positioned in this landscape, with a strong reputation for developing scalable software solutions tailored to industries such as financial services, healthcare, and education. However, (Zaman, 2024) said that the company faces challenges similar to many local firms, including stiff competition from global players and the need to adapt to rapidly evolving technologies. The industry has also identified an urgent need to enhance customer-centric solutions, improve automation, and expand market outreach to capitalize on the growing demand for digital services.

This context underscores the importance of adopting a forward-thinking strategy for BRAC IT. Enhancing product innovation, leveraging mobile and cloud technologies, and focusing on customer-centric software are crucial for future growth. Also simultaneously (Zaman, 2024) said that expanding into international markets and fostering partnerships will allow BRAC IT to contribute to Bangladesh's ambitions of becoming a global software hub.

3.1.1 Background

Bangladesh's software and IT services sector has witnessed significant growth over the past decade, driven by an increasing demand for digital transformation and a burgeoning pool of skilled talent. According to (ICT Division, 2023) the market is supported by a robust policy framework, including incentives under the Digital Bangladesh initiative, which aims to position the country as a global IT outsourcing hub. Companies like BRAC IT are uniquely positioned within this ecosystem, leveraging their expertise to deliver innovative and socially impactful solutions in education, healthcare, and financial services.

However, as the tech industry becomes more competitive, organizations face a critical challenge: attracting and retaining top talent to drive innovation and maintain a competitive edge. With the global IT services market projected to grow exponentially, companies must adopt forward-thinking talent acquisition strategies to sustain their growth and relevance (BASIS, 2023). Despite the availability of a large workforce, the sector contends with skill gaps, high attrition rates, and challenges in aligning talent strategies with rapidly evolving industry needs.

This report evaluates the effectiveness and impact of innovative talent acquisition strategies that BRAC IT has implemented in light of these challenges. It further looks at how these strategies contribute toward organizational success, including enhancing workforce diversity, fostering a culture of innovation, and building competitive advantage. Also, according to (Rahman, 2023) this research will help analyze the industry best practices that align with the approach of BRAC IT for actionable insights to strengthen the talent pipeline, driving long-term success in the technology industry.

3.1.2 Objective

The following report is on the role and effectiveness of innovative talent acquisition strategies in driving organizational success within the competitive, fast-evolving tech industry. This report gives a clear indication of how modern approaches to recruiting and retaining talent at BRAC IT can help further improve operational efficiency, innovation, and long-term competitiveness. This study, by addressing industry challenges, identifying gaps, and highlighting opportunities, provides actionable insights for BRAC IT and other organizations in the pursuit of aligning talent strategy with broader business objectives.

The report has three core objectives:

Objective 1: To Identify Barriers to Effective Talent Acquisition in the Tech Industry

This objective seeks to identify some of the major challenges that BRAC IT, among other tech organizations, is trying to face in order to attract the best available talent. These include skill shortages, high employee turnover, competition from global firms, and organizational constraints. The report also covers how regulatory, cultural, and economic factors influence the strategies of talent acquisition in Bangladesh's tech market.

Objective 2: To Analyze the Impact of Talent Acquisition Strategies on Business Success

It reveals how innovative means of recruitment produce such organizational results: increased productivity, enriched innovation, and better retention of the workforce. The present study will also determine what level of contribution is caused by data-driven recruitment processes,

employer branding, and outreach to underrepresented groups in creating a dynamic and diverse workforce, supplementing the growth goals of companies.

Objective 3: To Explore Opportunities for Enhancing Talent Acquisition Practices

The aim here would be to seek new opportunities, untapped in recruitment, be it collaborations of school, college, and university, upskilling, or leveraging technology-driven solutions in the form of AI-powered recruitment tools. It sets the organizational culture right to attract emerging talent pools that would align with industry trends and expectations in the long run.

3.1.3 Significance

This report underlines the role of innovative talent acquisition in forming BRAC IT's future success within the dynamic tech industry. Furthermore, it has been indicated how modern, data-driven, inclusive recruitment practices can be one of the key drivers for organizational growth and a culture of innovation toward long-term competitiveness.

The report has presented actionable insights in the form of challenges and opportunities regarding talent acquisition for BRAC IT and other similar organizations that will help optimize their recruitment strategy, align the workforce capability with business objectives, and enhance their capability to attract, develop, and retain top-class talent. Strategic recommendations include leveraging technology, improving employer branding, and building partnerships to ensure a resilient and future-ready workforce.

The findings are expected to add to the wider debate on best human resource practices for the technology industry and give a route that organizations may take to navigate through the challenging talent landscape and solve the problems of skills gaps, foster diversity, and ensure

sustainable growth. This research is a useful document for HR professionals, business leaders, and policy thinkers who value organizational excellence in this era of rapid technological change.

3.2 Methodology

This research work applies an in-depth qualitative approach to assess the appropriateness and effectiveness of innovative talent acquisition strategies at BRAC IT, considering their contributions to organizational success within the highly competitive tech industry. The primary data collection was conducted through in-depth, unstructured interviews of about 20 minutes; allowing employees at different levels to engage in open and candid discussions about their experiences with recruitment, onboarding, and the talent acquisition process. These interviews were recorded and transcribed using a mobile phone to ensure accuracy in capturing participant responses. The common themes that emerged included employee satisfaction, perceived efficacy in recruitment and selection, and alignment with business objectives. Moreover, the representatives of students who had previously interned at BRAC IT also shared their experiences, highlighting the company's commitment to providing early-career development opportunities to talented candidates.

To analyze the data I used thematic analysis which was conducted by following a structured approach. First, the interview transcripts were thoroughly reviewed multiple times to familiarize the researchers with the data. Next, the key phrases and concepts were assigned codes to categorize relevant insights using sticky notes then these codes were then grouped into broader themes; such as recruitment efficiency, employee satisfaction, and business alignment.

The identified themes were further reviewed and refined by cross-checking them with secondary research, including scholarly articles, HR case studies, and industry reports on global talent acquisition trends.

Additionally, BRAC IT's historical data on recruitment and retention was analyzed to identify trends, successes, and challenges in their talent strategy. The study also mapped BRAC IT's practices against evolving industry standards and innovative strategies adopted by other leading technology firms. By integrating qualitative insights with secondary research, this study provides a holistic perspective on BRAC IT's talent acquisition strategies. The final analysis offers actionable recommendations tailored to the company's operational and strategic objectives to optimize recruitment efforts for long-term success.

3.3 Findings and Analysis

The findings and the analysis of BRAC IT talent acquisition strategies throughout this study are organized through the core aims identified within this report. An emphasis is consequently placed on challenges, impacts, and opportunities within the context of recruiting top talent amidst the competitive rivalry in Bangladesh's tech industry.

1. Barriers to Effective Talent Acquisition in the Tech Industry

Skill Shortages and Gaps

Despite the increased talent pool, BRAC IT is struggling to get hold of professional experts with higher levels of technical skill to meet innovative solution requirements. This is prominent in areas like data analytics, AI, and cybersecurity. Most educational institutions do not align their curricula to the demand of the industry; hence, turning out graduates lacking practical skills for high-performance roles.

Competition from Global Firms

While entering the Bangladeshi market, global IT companies are stiff competitors for local firms like BRAC IT. These firms normally have more resources and stronger employer brands, making it hard for the local firms to compete with them in top talent. The competition is really hard in specialized fields where professionals prefer stability and growth potential through multinational corporations.

Organizational and Cultural Constraints

While robust, BRAC IT's recruitment processes have their own weaknesses internally: limited agility in the adoption of new tools and a slower decision-making process. Cultural factors include traditional hierarchies and a lack of focus on employee-centric practices that may deter younger, tech-savvy professionals.

2. Impact of Talent Acquisition Strategies on Business Success

Enhanced Productivity and Innovation

Unique talent acquisition strategies of BRAC IT include strategic hiring through targeted campaigns and campus drive-in educational institutes. All these influence productivity and innovation in this organization positively. Moreover, the employees who were recruited in BRAC IT through strategic recruitment initiatives have further contributed to the creation of scalable solutions in major sectors such as healthcare, education, and financial services.

Improved Diversity and Inclusion

Efforts at making it a workforce of diversity have improved the representations of underrepresented groups, which include women and people from rural areas. All these combine to give a dynamic workplace environment wherein creative problem-solving and wider perspectives are enabled in product development. Diversity initiatives further helped BRAC IT position its brand as an employer of choice among the younger pool of talent.

Strengthened Employer Branding

BRAC IT has further developed its employer branding through investing in digital campaigns, employee testimonials, and industry leader partnerships that have positioned the company as a desirable workplace-a key ingredient in drawing top-flight talent into its fold in an extremely competitive market, no doubt. Of course, there is room for improvement in sustaining this over time and scaling it internationally.

Cost and Efficiency Gains

Data-driven recruitment practices have reduced hiring costs and improved BRAC IT's recruitment processes. Automation of screening, virtual interviews, and onboarding smoothened the process and freed HR teams up to focus on strategic initiatives.

3. Opportunities for Enhancing Talent Acquisition Practices

Partnerships with Educational Institutions

Some of the most important opportunities include deeper collaboration with universities and technical institutes. Such partnership can be curated based on co-curricular development, availing internship opportunities, and even hackathons for talent discovery and development.

Courses that are tailor-made to narrow the gap between what is theoretically taught in school and what industry expects from new joiners might just solve BRAC IT's existing skill gaps.

Upskilling and Reskilling Initiatives

Therefore, upskilling and reskilling programs may prove very crucial for retaining talent while addressing such skill gaps. Such continuous learning in BRAC IT is facilitated either by the company itself or in collaboration with other external training providers, updating the workgroup on state-of-the-art technologies and best practices.

Leveraging Technology in Recruitment

AI-powered recruitment tools can facilitate much more efficiencies and accuracies in the hiring process. The predictive analytics and machine learning algorithms will contribute to the identification of high-potential candidates, reduction of biases, and improvement in quality of hires. BRAC IT can also use VR for immersive candidate assessment.

Expanding International Outreach

BRAC IT can look toward international talent pools with the current demand for IT services at a global level, specifically in areas where there is complementary talent with low competition. Work-from-home policies and cross-border collaboration will help reach out to a diverse pool of skilled workforces.

Promoting a Modern Organizational Culture

The modern culture of flexibility, inclusion, and wellness-oriented approach would definitely play an immense role in employee retention. These may involve the offer to work from home,

facilities for maintaining good mental health, striking a balance between work and life-all these aspects impress people nowadays and bring down the intention to quit.

3.3.1 Assessment of BRAC IT's Recruitment Channels

The strengths and potential problems associated with those strategies provided in the recruitment and selection process need to be evaluated when assessing BRAC IT's recruitment channels. The following is an analysis of the main recruitment channels used by BRAC IT:

1. Internal Recruitment and Employee Referrals

BRAC IT places significant emphasis on internal recruitment and employee referrals. This strategy leverages the knowledge and networks of current employees to identify suitable candidates. Internal recruitment is beneficial for several reasons:

- **Faster integration:** Employees familiar with the company's culture, processes, and values are likely to integrate more quickly into new roles.
- **Cost-effective:** This method typically requires fewer resources compared to external recruitment, making it a cost-effective channel.
- **Employee retention and morale:** Promoting from within can boost employee morale and reduce turnover by offering career growth opportunities.

However, this approach has limitations:

- **Limited candidate pool:** Relying too heavily on internal recruitment can restrict diversity and innovation, as it may not bring in fresh perspectives or skill sets that are needed to drive innovation.
- **Employee burnout:** Overloading existing employees with additional roles may cause burnout, especially if positions are filled without considering the additional responsibilities employees may already carry.

2. Job Portals

Though BRAC IT prefers internal recruitment, the organization also recruits from external sources through job portals. This method will help the organization reach a wider range of candidates, even those with highly specialized skills. The advantages of using job portals are as follows:

- **Wide reach:** Job portals allow BRAC IT to access a large, diverse pool of candidates.
- **Targeting specialized roles:** It is particularly useful for technical and niche roles where specific skill sets are required.

However, the reliance on job portals also has challenges:

- **Volume of applications:** The deluge of resumes coming through job portals could result in a large number of applicants, most of whom may not fit the job criteria. This increases the workload for the HR teams, who have to painstakingly screen applicants.

- **Quality vs. quantity:** A high volume of applicants doesn't guarantee that the best candidates will be found. Many applications may lack the quality needed, resulting in a time-consuming recruitment process.

3. Technical Assessments (Technical and Functional Vivas)

In BRAC IT, the recruitment process for technical roles involves two elaborate stages of assessment, including technical viva and functional viva. By this procedure, the technical skill and functional capability of the candidate are assured. The merits of such a testing procedure include:

- **Thorough evaluation:** The technical viva allows candidates to demonstrate their expertise and problem-solving skills, ensuring that only highly capable individuals are considered.
- **Role-specific assessment:** The functional viva assesses candidates' practical skills, such as project management and analytical thinking, which are crucial for performing well in dynamic environments.

However, there are challenges as well:

- **Time and resource-intensive:** These assessments require significant time and expertise from the department heads and technical experts. This could delay the hiring process, especially if there are multiple candidates or if the hiring team is overwhelmed.
- **Pressure on candidates:** Some candidates may not perform well under the pressure of multiple technical assessments, which may result in the exclusion of potentially good candidates who could excel in a different setting.

4. Cultural Fit (HR Viva)

The HR viva will be focusing on the candidate's cultural fit with BRAC IT, checking values, work ethics, and interpersonal relationship skills. This is important to ensure that there is long-term satisfaction for employees in the company, with its mission. The benefits include:

- **Long-term retention:** Ensuring a good cultural fit can lead to better employee satisfaction and retention, reducing the risk of early turnover.
- **Aligning values:** It ensures that candidates share the organization's core values, which is important for maintaining a cohesive work environment.

On the downside:

- **Subjectivity:** Cultural fit is often subjective, and hiring decisions based on this could lead to biases, potentially excluding candidates with diverse backgrounds or unique perspectives that could benefit the company.
- **Limited scope:** The focus on cultural fit might inadvertently prioritize conformity over diversity, which could limit the company's innovation and adaptability in the long run.

Overall Assessment

BRAC IT's recruitment strategy is an integration of internal recruitment, employee referrals, and external job portals, where a strong focus is placed on both technical and cultural assessments. This blend allows the company to tap into a wide candidate base while ensuring that the new hires are technically fit and aligned with the culture of the organization.

However, this also brings up challenges like limiting diversity due to internal recruitment and the overwhelming volume of applicants via job portals. In addition, assessment processes may be very time-consuming and delay hiring. To maximize these channels, BRAC IT could think about:

- **Enhanced filtering methods** on job portals to reduce irrelevant applications.
- **Broader outreach programs** for diverse candidates to enhance innovation.
- **Leveraging AI and automation tools** in early recruitment stages to speed up screening and assessment.

3.3.2 Effectiveness of Screening and Selection Process

BRAC IT provides the right fit in respect to business requirements by way of detailed scrutiny and testing at all relevant parameters in the process of recruitment and selection of a suitable candidate with adequate technical capabilities, functionality level, while making them fit for the company culture. Multistage recruitment may offer depth through its entire spectrum from Technical Vivas, functional testing to HR Interviews. This will make sure that they are not only technically sound but also culturally fitted with soft skills for longevity in the company.

The technical and functional vivas prove most practical for candidate assessment in core competencies. Technical voice, done by the heads of departments and technical experts, aggressively assesses the problem-solving capabilities and expertise that a candidate possesses

in using relevant technologies. It helps BRAC IT to make sure that only those candidates move further who actually can provide the required technical capability. The ensuing functional viva allows gauging role-specific skills that the candidates, such as the analytical reasoning of problems and/or project management competencies, in order to perform under dynamic work environment conditions for self-sustenance. This level of selection further minimizes multilevel selection risks of hiring incompetence and increases opportunity to hire better performing employees who have the potential and capabilities to meaningful contribution toward corporate goals.

Furthermore, HR viva determines whether or not candidates culturally fit into the organization by assessing their values and interpersonal skills in relation to the work culture of the organization. This step is very crucial in ensuring that the new recruits will be able to fit into the existing teams and help maintain a positive and productive atmosphere in the workplace. Therefore, by screening on cultural fit, BRAC IT decreases the chances of hiring people who would damage its culture and thereby fosters job satisfaction and long-term retention.

However, this process, while effective, can be very time-consuming and resource-intensive to a point where hiring decisions may be delayed. These stages require colossal input from the department heads, technical experts, and HR people-straining resources if demand for hiring is high. Nonetheless, it is because of such an exhaustive process that BRAC IT gets better competency and relevance of personnel for long-term outcomes.

3.4 Recommendations

The following recommendations are structured to address challenges identified in the current process and leverage innovative strategies to create a more efficient and inclusive recruitment environment.

1. Enhance Filtering and Screening on Job Portals

Reliability of BRAC IT upon job portals as sources for candidates opens a very wide door towards candidates of different variables. However, in this way, the number of resumes flowing from such portals to organizations usually becomes so large that most may not fit their requirement, making it cumbersome for HR as they would then have to painstakingly go through all of them.

Recommendation: To mitigate this challenge, BRAC IT should implement advanced filtering techniques using AI and machine learning algorithms. These tools can scan resumes for key competencies and keywords, automatically shortlisting candidates who meet specific technical and functional requirements. This would streamline the initial stages of recruitment and reduce the administrative burden on HR teams. Furthermore, the integration of AI-based recruitment tools will enhance the objectivity and speed of candidate screening, hence minimizing human bias and making sure that only the most relevant candidates go through to the next stages of the recruitment process.

It can also adopt a more focused approach toward job portal usage in terms of job description and criteria that better reflect what is needed, thus discouraging unsuitable candidates. This way, the pool of applicants would fall closer to the company's needs, enhancing the quality of candidates altogether.

2. Expanding Partnerships with Educational Institutions

One of the important knowledge gaps that come out in this report is the academic-industry gap: the mismatch of academic knowledge with the industry's requirements. BRAC IT is having a hard time finding talent with specialized skills, especially in areas like AI, machine learning, and cybersecurity. In order to address this, the company can further strengthen ties with universities, technical institutes, and online learning platforms in developing tailored curricula aimed at bridging these gaps.

Recommendation: With formal partnerships, BRAC IT can benefit from the institutions of education in several ways. First, the company can take an active part in the development of focused training, internship, and research projects at universities, enabling students to practice solving real-world problems. For instance, BRAC IT could sponsor hackathons, coding challenges, or innovation competitions where students can demonstrate their technical abilities and problem-solving skills. It would thereby facilitate the firm's early identification of top talents for its internship opportunities, hence developing a talent pipeline in succession.

Alternatively, BRAC IT could invest in coding boot camps or certifications in emerging workforce skills. This will not only fill the skill gap but also increase the company's brand in front of prospective employees and establish BRAC IT as an organization of the future that is really interested in developing the skills of their employees.

3. Implement Upskilling and Reskilling Programs

The industry of technology is going really fast, and technologies, methodologies change within a very short period of time. And though BRAC IT has successfully attracted skilled employees, there remains an ongoing need to refresh the existing employee base in line with new technological advancements. Upskilling and reskilling would address the problem along with increasing the retention of existing employees.

Recommendation: BRAC IT should adopt continuous learning programs to enhance the technical and functional capabilities of the existing staff. In-house training sessions, online courses, and workshops will help employees increase their knowledge in cloud computing, cybersecurity, data analytics, and artificial intelligence. By investing in the personal and professional growth of employees, BRAC IT creates a culture of learning and improvement that keeps the workforce competitive and ready for any future changes.

The other aspect of reskilling efforts involves transferring employees from one technical specialization to another, enabling them to perform different roles within the company and eliminating the need for external hiring. This would improve internal mobility and increase loyalty, hence reducing employee turnover.

4. Leverage Technology in Recruitment and Selection

In the modern digital era, leveraging technology could be one of the vital ways to increase recruitment efficiency and reduce time-to-hire. Though BRAC IT already incorporates technical and functional assessments into its recruitment, the inclusion of advanced technologies like AI, VR, and predictive analytics would enhance the accuracy and speed of talent selection.

Recommendation: AI-powered recruitment tools can be used to automate the preliminary stages of recruitment, screening resumes, matching candidates, and scheduling interviews. Predictive analytics enables the selection of successful candidates by comparing them with past data. This improves the quality of hiring. Besides that, immersive assessment can also be made via virtual reality, which enables candidates to engage with a virtual work environment as a means of showing how they will actually deploy both technical and soft skills. These new technological developments contribute much to speeding up the selection process while minimizing subjective judgments.

Moreover, game-like recruitment might enable candidate interaction for further insight into problem-solving skills, adaptability, and creativity. Interactive assessments could be coding challenges or scenario-based exercises that identify top performers in a more engaging and efficient manner.

5. Broaden Diversity and Inclusion Initiatives

BRAC IT went for diversification of the resource pool, although at this point too, the recruitment policy needs further improvement in order to recruit people from underrepresented groups, especially women, people from rural areas, and socioeconomically diverse backgrounds. A diversified resource workforce helps generate a more dynamic work environment that stimulates creativity, thereby enhancing problem-solving.

Recommendation: BRAC IT should be committed to a policy of inclusion and diversity through outreach in underrepresented groups-targeted job postings in communities or institutions with a high percentage of underrepresented individuals. Further, the company should participate in job fairs related to diversity and work together with organizations promoting gender equality, social inclusion, and minority representation in tech.

BRAC IT can apply blind recruitment techniques that remove personal information, such as gender, ethnicity, and age, from the top of the candidate's application during the initial parts of candidate screening. This will reduce the potential for unconscious bias in hiring and make the candidate selection strictly on skills and qualification.

Second, there should be an organizational culture that is inclusive. That might include training the hiring managers on recognizing and avoiding biases, in addition to making the company's values of inclusivity reflect in all levels of the recruitment and onboarding process.

6. Optimize the Onboarding and Integration Process

Once employees are hired, their onboarding experience is crucial in terms of employee retention and job satisfaction. When the onboarding process is sloppy or prolonged, it can quickly lead to disengagement and early turnover; this is especially so for younger talent, who expect a faster-paced and seamless transition into the new job role.

Recommendation: BRAC IT should automate the induction process in a way to introduce the new joiners with the culture of the company, expectations, and team dynamics. An AI-powered onboarding tool can lead the onboarding process through customized training scheduling, policy documents, and task lists, which would make the employee very welcome and prepared from the very first day. Additionally, mentorship programs could be established to pair new employees with experienced team members, creating a sense of belonging and providing guidance during the initial adjustment period.

Feedback from employees is very important and should be taken throughout the onboarding process for continuous improvement of the experience to be effective and engaging. Continuous engagement in the first few months will also help increase retention and long-term loyalty to the company.

7. Expand International Recruitment Outreach

Given the global nature of the industry, BRAC IT should open its recruitment processes to other parts of the world rather than restricting itself to Bangladeshi talent. With the increasing prevalence of remote working, it has also become possible for companies to consider hiring the right talent from any part of the world.

Recommendation: BRAC IT can adopt remote recruitment strategies to approach professionals in regions that have complementary skill sets and are also relatively less hassled by local firms. By offering remote jobs, the company would have an opportunity to get access to a larger and more diversified talent pool without any geographical restrictions that traditionally bound the recruitment process. Similarly, BRAC IT may collaborate with international recruitment agencies, establish relations with foreign universities, and participate in international job fairs.

3.4 Summary and Conclusion

The following report will henceforth discuss the different ways BRAC IT attracts innovative talent and, using those strategies as catalysts, achieve organizational success in such a competitive technology sector of Bangladesh. The software industry of Bangladesh is growing significantly with both domestic demands and international opportunities. An organization like BRAC IT has to go through a number of jolts again and again: the shortage of skilled manpower in high-end professions such as artificial intelligence, cybersecurity, and software development; cutthroat competition from multi-nationals in offering lucrative deals to the employees to attract talent towards them. Other limitations at the organization include hierarchy and slower decision-making processes, which make a company weaker towards recruitment and retention strategies. In spite of all this, BRAC IT has taken bold steps to reduce the challenges in acquiring talent with innovative approaches: enhancing employer branding, using data-driven recruitment, and promoting policies for creating better diversity and inclusion leading to improved productivity and innovation within the organization. The aforementioned initiatives have made BRAC IT competitive in modern-day technology and allowed it to attract a pool of highly qualified professionals to develop solutions in education, healthcare, and financial services.

Even when recruitment and retention have remained major challenges, BRAC IT has risen to the occasion, managing the labor market complexities of the tech industry through innovation in talent acquisition. It has, therefore, helped them create a very strong employer brand, and data-driven approaches toward talent acquisition and promoting diversity and inclusion have created an overall platform for nurturing innovation and organizational development. However, for sustained success, BRAC IT needs to shape up its recruitment processes, diversify the sources of supply, and invest in the growth of existing employees, including the development

of future leaders. The company will be poised to implement the above strategies continuously with a competitive advantage through increased challenges in the tech world, therefore contributing to the Bangladesh emergence as an IT hub. With continuous adaptation and a commitment to acquiring innovative talent, BRAC IT will continue to be a key driver in the country's tech sector, helping it to compete on a global scale while providing sustainable growth and success for its workforce and business.

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